

FINDINGS REPORT: Camp Washington Industrial Study

Prepared by the City Planning Commission
for the Department of Development

City of Cincinnati

September 1980



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FOREWORD

The following report was prepared with the cooperation and assistance of the members of the Camp Washington Industrial Community.

In addition to its function as a basis for City assistance and support of industrial development, this report serves as a statement of appreciation and recognition to all those who contributed their time, opinions and ideas to its contents.

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Camp Washington

When the Industrial Cluster Planning Program began in 1977, it identified eleven areas with high concentrations of industry in Cincinnati. One of these areas is Camp Washington, a heterogeneous, multi-use neighborhood composed of industrial establishments, retail businesses and residents. Lying in the Mill Creek Valley and containing approximately 120 industrial establishments, Camp Washington is the largest industrial cluster in terms of both geography and employment.

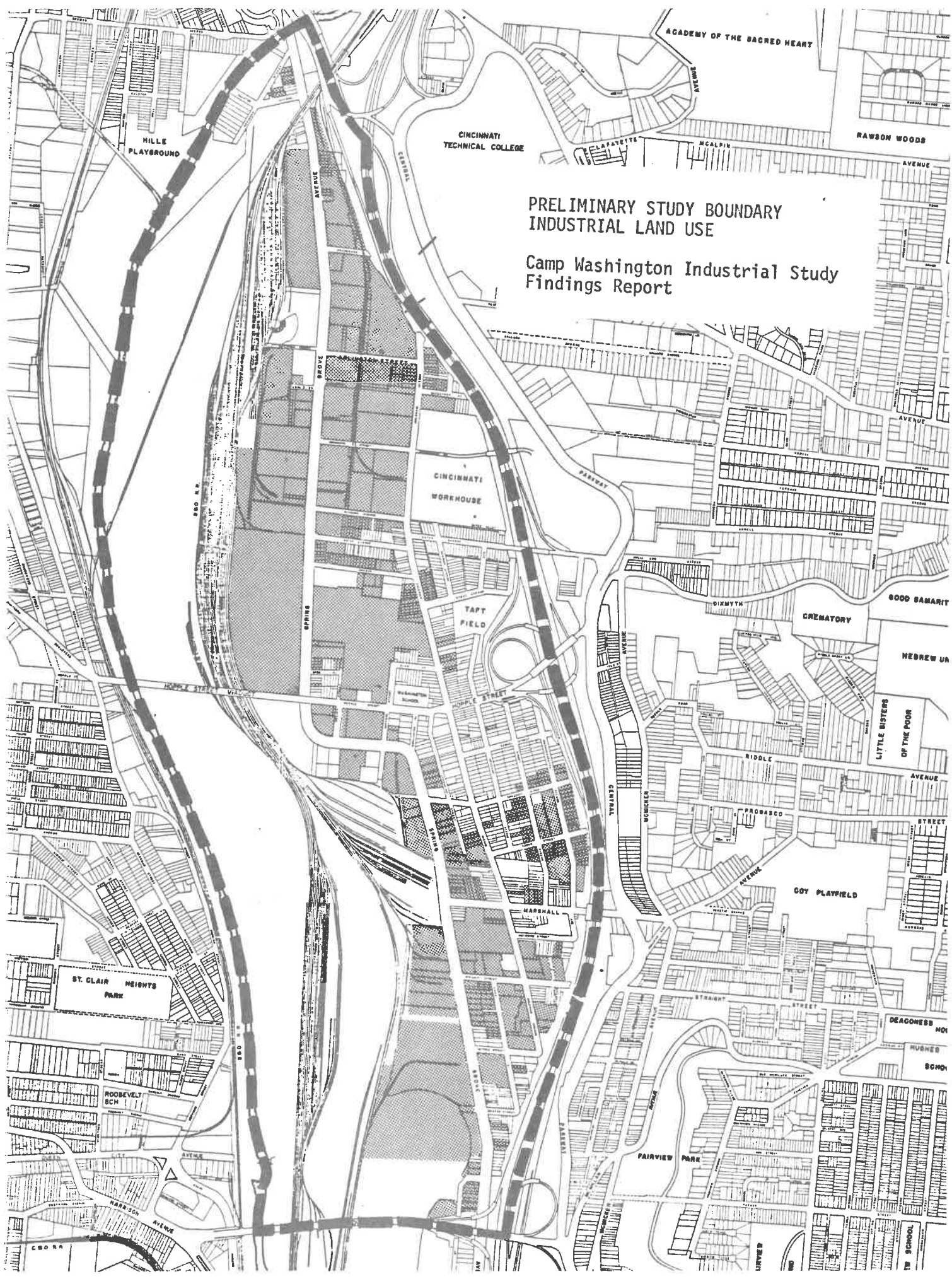
For preliminary study purposes and to guide data collection and analysis, the initial boundary for the Camp Washington Industrial Study will be the Mill Creek on the west, I-74 on the north, I-75 on the east and the Western Hill Viaduct on the south. The following map illustrates this preliminary study boundary and shows the industrial land use located within the boundary. The study boundary is drawn to include adjacent non-industrial land so that during ensuing planning stages the character and context of the Camp Washington Industrial Cluster itself may be better understood.

This report is based on the responses of Camp Washington industries to two surveys conducted during the summers of 1977 and 1979. One hundred one (101) in-person interviews were conducted with randomly selected industries. The questionnaire consisted of multiple choice and open ended questions regarding:

- business type, origin and ownership
- physical facility consideration
- operational considerations
- locational considerations
- development plans

A copy of the interview schedule used for the 1979 survey is included in the appendix. The questions and format were developed through research on survey techniques, previous survey interviews and consultation among the City's Industrial Planning staff. Citywide norms used for comparisons are taken from the Survey of Manufacturing Firms in Cincinnati: Descriptive Summary of Results, prepared by the Behavioral Sciences Laboratory, 1977.

The purpose of the surveys was to determine the present needs and future plans of industries in Camp Washington. The survey results will be utilized by the City of Cincinnati's Department of Development and City Planning Commission as part of their efforts in the Industrial Cluster Planning Program. This report represents a preliminary reconnaissance of industrial problems in Camp Washington, one of the initial steps in the industrial planning process.



PRELIMINARY STUDY BOUNDARY
INDUSTRIAL LAND USE

Camp Washington Industrial Study
Findings Report

ACADEMY OF THE SACRED HEART

CINCINNATI
TECHNICAL COLLEGE

HILLE
PLAYGROUND

RAWSON WOODS

DELA PAVETTE

MCGALPIN

PRELIMINARY STUDY BOUNDARY
INDUSTRIAL LAND USE

Camp Washington Industrial Study
Findings Report

SPRING AVENUE

GROVE AVENUE

CINCINNATI
WAREHOUSE

TAPT
FIELD

CREMATORY

GOOD SAMARIT

HEBREW UA

LITTLE SISTERS
OF THE POOR

RIDDLE

PROBASCO

COY PLAYFIELD

ST. CLAIR
HEIGHTS
PARK

ROOSEVELT
SCH

MARSHALL

FAIRVIEW
PARK

DEACONESS HO
SCHOOL

THE SCHOOL

II. SURVEY RESULTS

Company Profile

Two-thirds of the companies are local corporations, and 12% are owned by local individuals or partnerships. A fifth of the companies are national or multi-national corporations. This is consistent with city-wide norms.

The median length of residence in Camp Washington is 21 years. Seventeen percent of the firms settled in Camp Washington in the last decade. The area's oldest firms are Andrew Jergens Company, William Powell Company and Gus Juengling & Sons, Inc., all of whom settled in Camp during the 1890's.

A fifth of the companies are wholesalers or distributors, and 5% provide industrial services. Three-fourths of the firms are manufacturers. Fifteen percent are involved in the production of food or kindred products, primarily meat packing. Fabricated metal products and non-electrical machinery manufacturing each account for 13% of the industries, and 11% are involved with printing and publishing. The remaining 23% manufacture various paper, chemical, metal, mechanical and other products.

Figure 1: Manufacturing Establishments by Industry Type

Industry - SIC	Camp	City
Food (20)	19.7%	8.3%
Textiles	1.2	.3
Apparel (23)	1.2	2.1
Lumber & Wood (24)	1.2	1.2
Furniture (25)	0.0	2.9
Paper (26)	4.9	3.2
Printing	14.8	20.1
Chemicals (28)	4.9	5.3
Rubber & Plastics (30)	2.5	2.9
Leather (31)	0.0	1.2
Stone, Clay & Glass (32)	3.7	1.8
Primary Metals (33)	2.5	4.7
Fabricated Metals (34)	17.3	17.7
Machinery (35)	17.3	16.8
Electrical Machinery (36)	2.5	2.4
Transportation Equipment (37)	3.7	.6
Instruments (39)	0.0	2.9
Misc. (39)	2.5	5.6
Total	99.9%	100.0%

Figure 1 compares the composition of manufacturing firms by industry type in Camp Washington to the Citywide industrial composition. Seen in relation to the City's distribution of industries, Camp Washington's most notable feature is its disproportionately high concentration of food related

industries. The relative frequency of food related industries in Camp is more than twice as great as in the City overall.

Camp's high proportion of fabricated metal and machinery manufacturers is consistent with the City, and in most of the other industrial categories Camp's distribution of firms is also fairly consistent with the Citywide distribution. The biggest discrepancy exists in the printing industry, where Camp has a relatively lower concentration of firms than has the City. The proportion of printers and publishers in Camp Washington is nonetheless substantial (14.8%).

The firms in Camp Washington range in size from 1 to 1,350 employees. The mean number of employees per firm is 105, but the median size is only 35 employees. This indicates that Camp Washington has a few giant companies and many small ones. Figure 2 shows the size distribution of firms by number of employees.

Figure 2: Size Distribution

<u>Company Size (Number Employees)</u>	<u>% Total Firms</u>	<u>% Total Employees</u>
1 - 25	35.4%	5.1%
26 - 50	32.3	11.3
51 - 75	10.8	7.2
76 - 100	4.6	3.9
101 - 200	7.7	10.8
201 - 500	3.1	10.1
501 - 3150	6.2	51.5
	<u>100.1%</u>	<u>99.9%</u>

As the figure shows, six percent of the companies employ more than half the workers in Camp Washington. Small companies with 50 or fewer employees make up two-thirds of the total number of firms but only sixteen percent of the total number employees.

Firms were asked to estimate their maximum and minimum number of employees during the past five years. The average at minimum employment is 87. Currently 44% of the firms are operating at or near their maximum employment level for the last five years.

Physical Facilities

A significant majority of the companies own the land and buildings where they operate. Camp Washington industries have a higher proportion of owner-occupied (sixty-three percent) than has the city overall (fifty percent). The proportion of industrial lessees and renters in Camp is ten percent lower than the citywide proportion.

The sites range in size from 2500 square feet to 15 acres. The mean site size is slightly more than 2 acres (90,624 square feet), and the median site size is one acre (43,560 square feet). This indicates a greater proportion of smaller sites.

Plant size ranges from 1760 to 500,00 square feet. The median plant size is 31,000 square feet, but the mean plant size is 75,300 square feet. This indicates a greater proportion of smaller plants. One-tenth of the firms occupy plants of 250,000 square feet or more.

Half of the firms require single story facilities in which to conduct operations; the other half can operate in multi-story buildings. Two-thirds of the plants consist of a single building. Only one firm in ten has more than three structures on its site.

The companies were asked to classify their facilities. Two-thirds responded that they were manufacturing plants (including meat packers). 33% said they were a distributing facility, 23% a sales office and 17% a warehouse site. Multi-function facilities are common among Camp Washington industries.

Thirty-one percent of the companies are operating in plants that have had no structural additions since 1930. In the last decade, however, twenty-nine percent of the firms have constructed new buildings or made additions to existing structures.

Figure 3: Physical Quality of Building

	<u>Very Satisfied</u>	<u>Somewhat Satisfied</u>	<u>Somewhat Dissatisfied</u>	<u>Very Dissatisfied</u>	<u>Total</u>
Camp Washington	38%	44%	14%	3%	99%
City	42%	38%	12%	8%	100%

Figure 3 shows the relative levels of satisfaction of firms with the physical quality of their buildings. Consistent with the City, four out of five Camp industries are satisfied with their facilities. Dissatisfaction with the physical quality of buildings is milder in Camp Washington than in the City overall. As is true throughout the City, the most frequently desired modernization to be made is expansion of facilities. Besides the 25% wishing to enlarge their building, 18% would like to remodel and add offices, and 8% want to add new equipment. Only 5% (as opposed to the City's 14%) of Camp's industries indicated interest in making exterior plant improvements.

Eighty-five percent of the firms maintain their own parking facilities. Thirty percent consider the parking facilities inadequate and require an average of 20 spaces each to meet their parking needs. In one out of ten firms, employees park on the street. Several of these firms complain of the meters which restrict on-street parking.

operations

Sixty percent of the firms in Camp Washington are manufacturers, and there are significantly more job-shop type operations among them than are in the

City overall. Nearly two-thirds of the manufacturers use a job-shop production process, which tends to be less land intensive than a line flow operation and which can generally expand operations without the increase in vertical space required by a line flow operation. These job shops generally produce many different kinds of products and use relatively short production runs.

About 20% of the manufacturing plants are line flow operation, producing fewer kinds of products and using longer production runs and special purpose equipment. The remaining 15% are composite operations.

Most of the companies operate a single shift. Twenty-three percent of the firms run two shifts, and 10% run three.

Figure 4 deals with labor. Forty-eight percent of the workers in Camp Washington are classified as skilled laborers, and 41% are semi-skilled. Only about one-tenth of the workers are unskilled. Well over half the firms employ no unskilled workers.

Figure 4: Rate: Availability of Skilled Labor

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Total Rated</u>	<u>Not Important</u>	<u>Total Responses</u>
Camp Washington	22.0%	42.2	26.7	28.7	100.0	29.7	100.0
City	11.6%	39.9	26.7	21.7	99.9	9.9	100.0

Firms in Camp Washington who consider the availability of skilled labor to be important rate it lower than do firms across the City. It should be noted that in the total response, 30% of the companies in Camp said this was an unimportant issue to their operation. Citywide only 10% responded that the supply of skilled labor was unimportant. Many firms in Camp Washington commented that finding skilled labor was a problem common to all industry.

One-third of the companies complain of absenteeism although most recognize it as a normal occurrence among industrial workers. One-fourth of Camp's industries (slightly more than citywide) report difficulty in retaining workers. Some cite poor public transit as contributing to the problem. Industries estimate that 14% of the workers in Camp Washington use public transit.

More than ninety percent of the companies are satisfied with utility services. Electricity and gas are the two primary energy sources for all firms. This is consistent with the citywide pattern. Five companies complained about the high cost of utilities. Environmental Protection Regulations directly affect the operations of 45% of the industries. Sixteen percent of this group are dissatisfied with the regulation, while 84% rated the regulations "good to excellent".

Location

Firms are overwhelmingly positive about the Camp Washington location as

a place to conduct business. Excellent freeway access is regarded as a prime asset by Camp industries, 97% of which rely on trucking as their primary mode of transportation. Companies are serviced by an average of 7 large trailer trucks and 13 small trucks per day. Since some firms ship and receive as many as 100 trucks per day, the median numbers per firm per day are 4 large trailers and 6 small trucks.

Rail and air are the most common secondary modes of transportation. Camp Washington has excellent rail access; Chessie System is headquartered in the area. 14% of the firms receive regular rail service.

Street conditions and circulation within Camp Washington are important concerns of the industries, 85% of which have on-street loading facilities. Nearly a third of the firms expressed dissatisfaction with the condition of streets in the area. Eighteen percent described traffic conditions as congested. Access to the expressway is one of the primary causes of congestion; loading on Spring Grove and Colerain further impede traffic flow. A number of firms mentioned difficulty in maneuvering trucks around the corner of Hopple and Colerain. A tenth of the companies complained of inadequate snow removal services.

Figure 5: Satisfaction with Location

Area Characteristics					
Camp Washington	33.3%	52.4	14.3	0.0	100.0
City	35.3%	36.1	20.7	8.0	100.1
Surrounding Business					
Camp Washington	45.2%	43.5	11.3	0.0	100.0
City	47.3%	44.3	5.7	2.7	100.0
Surrounding Residents					
Camp Washington	36.7%	56.7	6.7	0.0	100.1
City	33.6%	42.3	12.7	11.4	100.0

Figure 5 presents the satisfaction of industries with various aspects of their location. There are significantly higher levels of satisfaction in Camp Washington than in the rest of the City. Furthermore, the dissatisfaction that does exist in Camp is much milder than it is citywide. Dissatisfaction with the character of the area is attributable to several factors. A third of the companies complained about litter problems, and a fourth complained about deteriorating properties and buildings. Trash collection services are considered grossly inadequate. In regard to surrounding businesses, the reasons commonly given for dissatisfaction are parking conflicts and litter.

Overall, the most frequently voiced concern was for the high rate of crime in Camp Washington. Forty percent of the companies said that vandalism was a serious problem. Despite their concern, industries gave high

marks to public safety services. Over 90% consider police and fire protection good or excellent.

Development Plans

Firms were asked to evaluate their business performance over the last 5-10 years. In the City overall, three-fourths of the companies report a positive rate of growth, but in Camp Washington, fully 90% of the companies report growth. The average annual growth rate for these firms has been 10%. Only one out of ten companies experienced no growth or decline.

Thirty percent of the firms in Camp Washington have plans for expansion, compared to 40% citywide. Two-thirds of these companies anticipate expanding in the next four years. The remaining third have more long range expansion plans.

Respondents frequently mentioned plant expansion as a modernization their company would like to make. A fourth of the firms have substantial space on which to expand operations, and 20% have modest space available. More than half the firms lack any space for expansion. This lack of space was frequently cited as the reason firms were unable to expand in their present location. Moreover, the proportion of firms lacking expansion space is significantly higher in Camp Washington than Citywide.

Twenty percent of Camp's industries have plans for relocation. This is a slightly greater proportion than in the City overall. Like most other firms, those in Camp Washington list lack of expansion space and physical quality of their buildings as key reasons for leaving. Several firms involved in the meat packing industry mentioned the desire to be closer to their suppliers in the South. Two-thirds of the firms planning to relocate expect to do so in the next four years.

In concluding each survey, the interviewer asked if the company would be interested in joining with other industries to form an industrial council to work on industrially related problems in order to enhance the development potential of Camp Washington. More than three-fourths of the firms responded positively. Citywide, only about 60% of the industries indicated interest in such a council. Seen thus, Camp Washington's industrial community is exceptionally conducive to the establishment of an industrial council.

Summary

Camp Washington is made up of older, well established, locally owned companies. As most of the firms are manufacturers, it may be inferred that there is a high level of investment in plants and equipment. This is further supported by the high proportion of owner-occupied property.

Industries are pleased with the Camp Washington location for a number of reasons. It is well situated for access to industrial suppliers and markets. The surrounding residential neighborhoods provide an ample source of labor. Industrial support services are readily available, and utility service is adequate to meet requirements of existing industries.

The primary concern of Camp Washington industries relates to the high rate of crime, especially vandalism. Firms are largely dissatisfied with the physical quality of the area and cite litter, delapidated buildings and deteriorating streets as evidence of the general rundown condition of the neighborhood.

Circulation and parking are also key problems. Colerain and Ethan Avenues are particularly congested, and it is difficult to maneuver trucks around the corner of Colerain Avenue and Hopple Street. Companies in the vicinity of Hopple Street and along Spring Grove are especially troubled by a shortage of parking.

All but one of the companies planning to relocate are doing so because of a lack of expansion space. Many indicated that they would prefer to remain in Camp Washington should adequate space become available. Unless space requirements can be met, at least thirteen firms plan to leave the area.

The high proportion of firms interested in joining an industrial council to work out solutions to problems facing area industries indicates a great concern for the future development of Camp Washington. The success of such a council depends on the commitment of its members. The interest of these firms needs to be tapped in order to stimulate participation in an industrial council for Camp Washington.

III. CONCLUSIONS

Organizational Development and Resources

In general, the preceding survey results reveal a need to support the industrial enterprises operating in Camp Washington in order to enhance their individual profitability and their collective viability as an industrial neighborhood. There exists an underlying need for improved communication among industrialists, between industries and City Hall, and between industries and the Camp Washington community.

Experience in community and neighborhood business district planning and development provides a basis for recommending responses to industrial concerns expressed in the survey. In particular, the industrial cluster planning program provides a model for promoting industrial development using the mechanism of a geographically focused industrial council.

A variety of resources are available to assist non-profit organizations which are oriented towards industrial neighborhood development. The resources range from technical advice to revolving loan funds and are typically offered through the City's Industrial Cluster Planning Program.

To finance their activities, neighborhood development corporations currently make use of Community Development funds for project overhead, Community Development Revolving Loan Funds for acquisition and development of properties, and in some instances, tax abatement. These are primary tools which may be utilized by an industrial council as a non-profit corporation.

The following resources have been specifically designed for use in implementing industrial development plans:

- Commercial-Industrial Revolving Loan Fund
- Industrial Infrastructure Support Fund

Individual industries as well as industrial councils are eligible for assistance through these funds for development in accordance with an Industrial Development Plan.

Conclusions:

1. Based on a stated interest by many Camp Washington industrialists, evidenced in an Agreement between the Camp Washington industrial community and the City of Cincinnati, an industrial council should be formed. The primary purpose of the council should be to collectively improve the quality of the industrial neighborhood in Camp Washington.
2. Based on the City's success in planning with industrialists in the Queensgate West Industrial Cluster, the basic form of the Camp Washington Industrial Council should parallel that of the Queensgate West Industrial Council. The council should be a functional subcommittee of the Camp Washington Business and Industry Association comprised

exclusively of industrial operators and others having a vested interest in the well-being of the Camp Washington Industrial Cluster.

3. The membership of the Camp Washington Industrial Council should include particular interests capable of assisting the council in implementing action objectives. At some point, the council should be incorporated to make possible activities which may be recommended in the development plan and to permit the use of various funding sources and advantages.

Information Flow

The preceding survey results indicate a need for improved communication between the industrial, commercial and residential communities within Camp Washington. Open and accessible lines of communication between industries and City Hall need to be maintained.

Certain survey responses indicate a lack of sufficient information regarding the availability of industrial real estate within Cincinnati and particularly within the Camp Washington Industrial Cluster. A quarterly or monthly publication of available commercial-industrial real estate, similar to the "Homes" publication distributed by the Cincinnati Board of Realtors, could prove extremely useful.

Conclusions:

1. Based on the experience of Community Planning Teams in the Camp Washington area, the times and places for meetings of the Camp Washington Community Council and the Camp Washington Business and Industry Association should be circulated to industrialists. The formation of an industrial council for planning and implementation purposes should include mechanisms to promote communication between residents, businesses and industry.
2. The industries in Camp Washington should use the industrial council as a forum for exchange of information about space needs and the availability of industrial property in their industrial cluster. By giving priority to existing industries, this would enable companies to expand as near as possible to their existing plant, facilitate industrial retention and promote a sense of neighborhood in the industrial community.

Private Involvement

The private component of a strategy for improvement of local industrial clusters must focus primarily on the participation of firms in the area. While public improvements may be supplied by the City sponsored programs, the owners of industrial properties must form a base of private investment in buildings and privately owned property.

Industries already have a stake in the community by virtue of their investment in plant, equipment and capital goods. The value of that investment will increase as industrial neighborhood revitalization efforts achieve success. The full participation of Camp Washington industries will be necessary to protect, preserve and expand the base and value of private investment in the Camp Washington Industrial Cluster. The industrial council is designed to promote the collective self-interest of the private industrial sector.

Conclusions:

1. As members of an industrial council, individual firms should begin to communicate with each other to establish long range and short range plans for Camp Washington Industrial Cluster.
2. In conjunction with participation in an industrial council and City design assistance, the owners of industrial properties should begin to assess the basic condition and appearance of all privately owned property in the Camp Washington Industrial Cluster. Improvements which should be considered include:
 - Exterior surface painting, including wall murals, building trim.
 - Repairing roofs, gutters, downspouts, windows.
 - Ground maintenance, landscaping, tree planting.
 - Resurfacing parking areas.
 - Screening parking areas, unsightly industrial operations.
 - Treatment of signage, advertising.
3. Industries should take advantage of the City's low-cost loan programs available through the Department of Development. These loans make immediate industrial property improvement possible.

Public Involvement

During the summer of 1980, a working relationship developed between the industrial community in Camp Washington and the City of Cincinnati. The text of the Agreement which established the terms and conditions of the relationship is included in Appendix B of this report. The public sector's role in this relationship is that of providing planning expertise, supervision, consulting and urban design services as needed to assist Camp Washington industries develop a plan for their area.

As stated earlier, the public sector will become involved in a wide range of planning, design and implementation activities. A viable industrial council can help direct the type and degree of public assistance most appropriate throughout the planning process. This helps optimize the individual and collective benefits to be gained from the public sector's involvement.

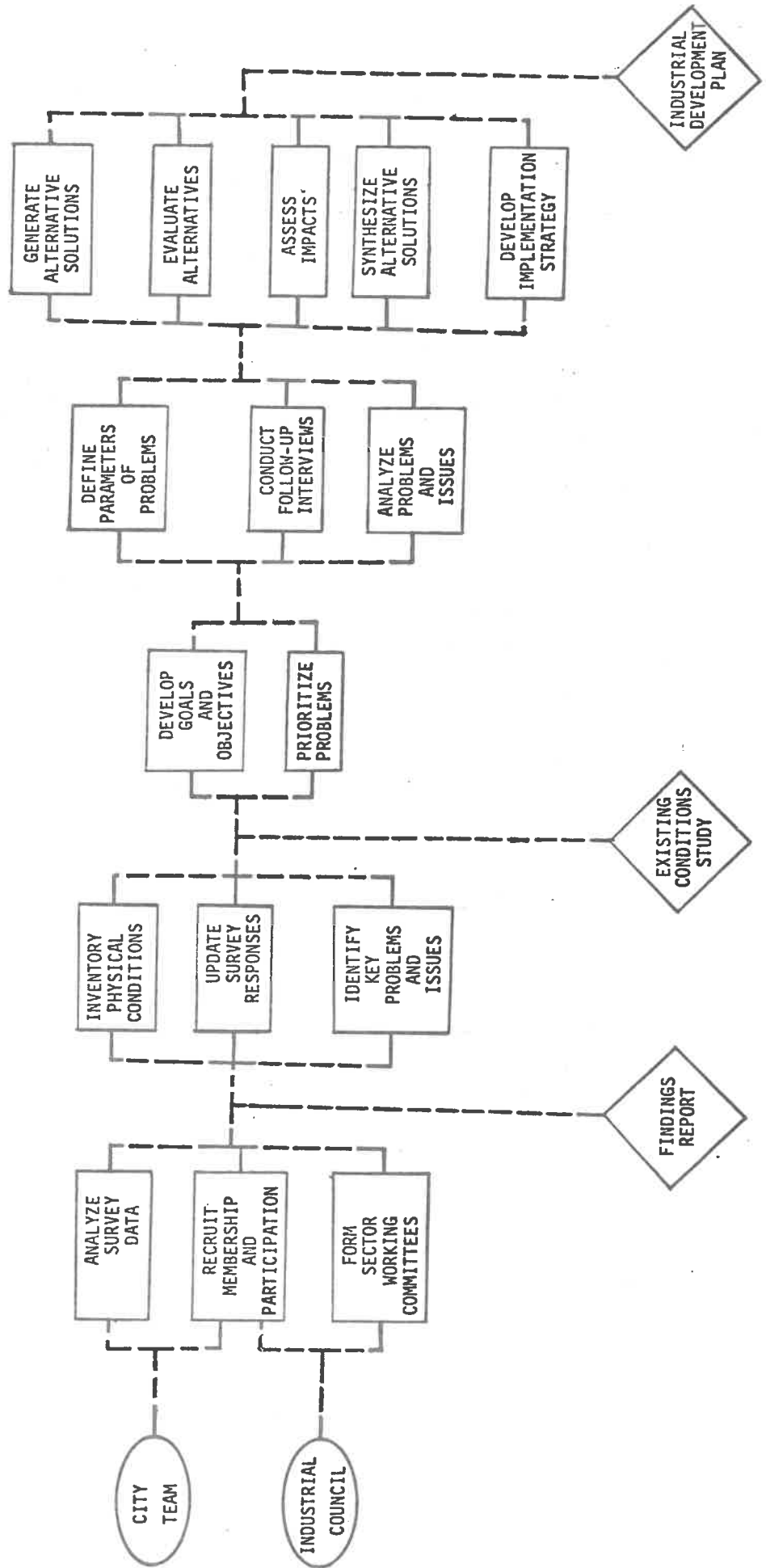
Conclusions:

1. In accord with the Agreement entered into by the City of Cincinnati and the Camp Washington industrial community, the City should provide an industrial assistance team capable of working with industrialists within the framework of an industrial council. The assistance team would include staff in the following areas:
 - Industrial Planning
 - Graphic Design
 - Urban Design
 - Organizational Development
 - Technical Research
 - Clerical

As stated in the Agreement, assignment of the assistance team is premised on the creation of a Camp Washington industrial council.

2. The primary function of the Industrial Assistance Team should be to work with industrialists within the framework of an industrial council to facilitate long and short range development activities and plans for the area. Such plans should incorporate both private and public components of an overall improvement strategy. The Industrial Assistance Team would be instrumental in facilitating communication between industry and community, in mediating conflicts between resident groups and industrial interests, and in incorporating the industrial planning effort into the City's overall economic development strategy.
3. As indicated by the survey results, Camp Washington represents a proper location for an Industrial Planning Team within the context of an Industrial Council. Camp Washington is an appropriate industrial cluster in which to continue the City's Industrial Cluster Planning Program.

INDUSTRIAL CLUSTER PLANNING PROCESS



IV. PLANNING PROCESS

Planning Concept

The planning process utilized in each of the City's eleven industrial concentrations is relatively uniform and is especially geared to working with industrialists. The figure on the preceding page illustrates the organizations, activities, and products which comprise the planning process.

Each industrial area's planning project revolves around a council consisting specifically of industrialists in the project area. After identifying general boundaries and conducting preliminary reconnaissance of key industrial problems in the area, the process of forming an industrial council would begin through the solicitation of each industry within the cluster. Commitment to participate by a substantial portion of area industrialists must be secured to ensure the program's success.

The industrial council serves as the forum for problem definition and plan development. The planning itself is accomplished with the assistance of the City Team, which involves coordinating five agencies or divisions within the City government.

Each division or agency has unique tasks which are part of the overall planning process:

Department of Development: Ultimate responsibility for project execution.

City Planning Department: Responsible to the Department of Development for actual planning work and for staff coordination in each industrial area.

Community Assistance Division: Responsible for liaison work between the residential community and the Industrial Council in each Industrial area.

Division of Architecture and Urban Design: Responsible to the City Planning Department for urban design work.

Department of Research, Evaluation and Budget: Responsible for project budgeting.

The City Team convenes at periodic intervals to assure coordination among the City Departments.

Initial Planning Activities

After the establishment of the Industrial Council in a project area, the City working team would begin a planning process involving a strong partnership between the City and private industry. A complete inventory of physical conditions in the industrial cluster is conducted. This inventory documents such aspects of the area as building and site conditions, traffic patterns and volumes, street and sidewalk conditions, and land use and zoning controls.

At the same time, the Industrial Council meets with the City Team to augment survey information, air industrial concerns and clarify problems which affect

Camp Washington industries. The goal of this phase of the planning process is to identify the most critical problems and issues facing Camp industries. The data about physical conditions will be used to help develop solutions to these problems.

Problem Solving and Development Planning

The bulk of the work in the industrial cluster planning process occurs after the major problems and issues have been identified. The industrial council will develop a set of goals and objectives for the future of the Camp Washington Industrial Cluster. Implicit in this goal-setting activity is a prioritization process among the various problem issues confronting the industries.

Once goals have been established, the direction of the plan will have been determined. The next phase of activities is an intensive examination and analysis of the problem issues. This requires the participation of all industries in the area and is a direct outgrowth of the input gained through the regular meetings of the industrial council and special follow-up interviews.

The last stage in the planning process is to develop alternative methods of solving problems and evaluate the relative strengths and weaknesses of the various solutions in such a way as to reach the goals previously established by the Camp Washington Industrial Council.

The plan will also outline a strategy for accomplishing the solutions. The strategy will recommend the appropriate private and public resources necessary to implement the plan. The Industrial Council has final approval of the plan and is principally responsible for its implementation.

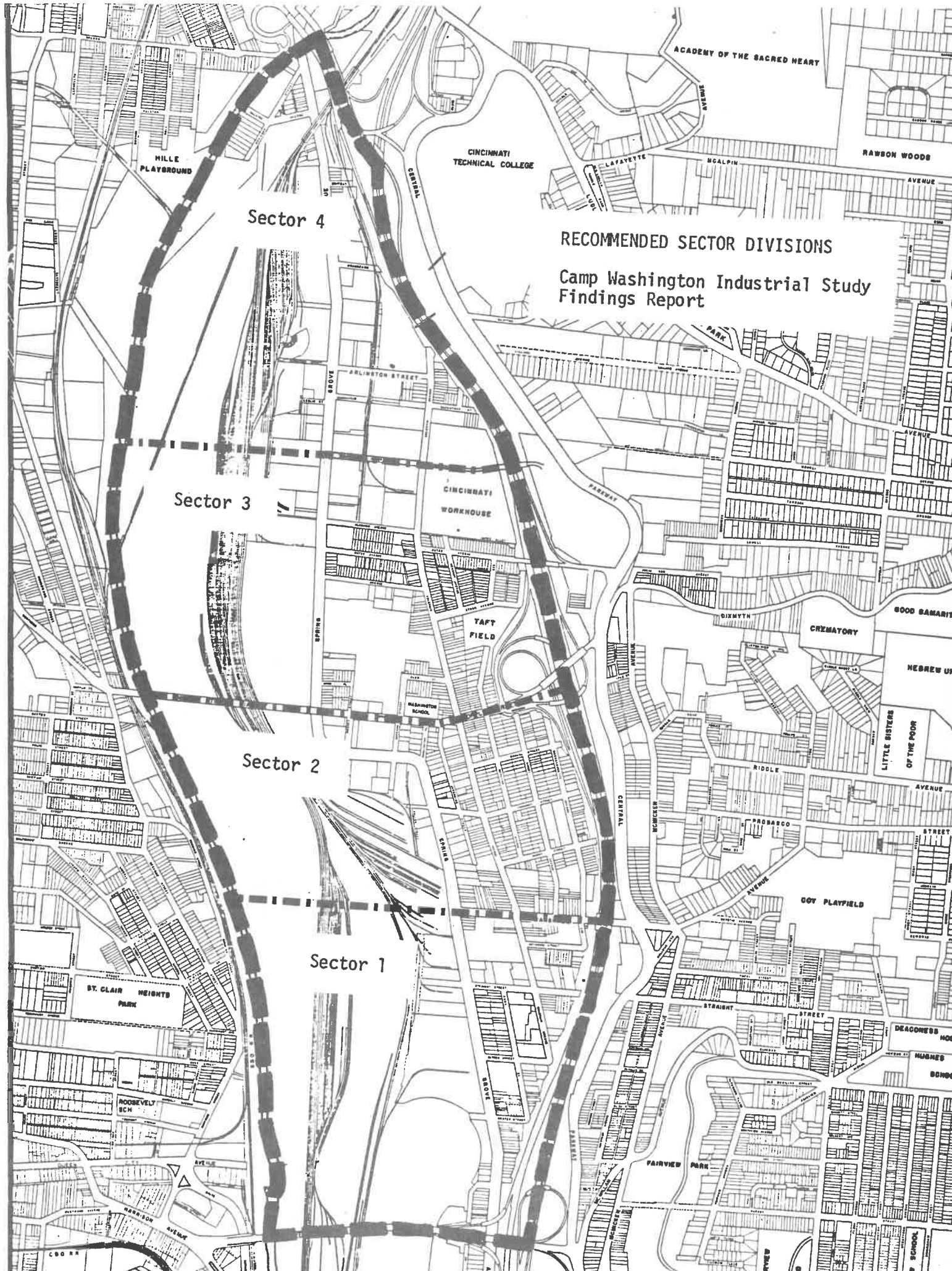
Recommendations

The concept of an industrial council as a forum for joint City and private planning and improvement in an industrial area has been demonstrated to be a viable proposition through the experience of the Queensgate West Industrial Council. There exists in Camp Washington a need for increased communication among industrialists, City staff and others interested in industrial preservation and development. An Industrial Council represents the logical and appropriate method of facilitating such communication.

A substantial number of firms have indicated interest in participating in such a Council. The organization should be carefully designed so as not to duplicate the functions of the Business and Industry Association but rather to specifically focus on industrial development planning and implementation.

The large number of firms in and geographic size of Camp Washington are likely to make initial planning activities difficult to manage and coordinate. Thus in order to facilitate membership recruitment and organizational development, it is recommended that the cluster be divided into four sectors. The sectors are illustrated on the following map.

Sector 1 extends north from the Western Hills Viaduct to Marshall Avenue. Sector 2 extends from Marshall north to the Hopple Street Viaduct. Sector 3



ACADEMY OF THE SACRED HEART

HILLE PLAYGROUND

CINCINNATI TECHNICAL COLLEGE

RAWSON WOODS

Sector 4

RECOMMENDED SECTOR DIVISIONS

Camp Washington Industrial Study Findings Report

Sector 3

CINCINNATI WORKHOUSE

Sector 2

TAFT FIELD

Sector 1

ST. CLAIR HEIGHTS PARK

GOV PLAYFIELD

ROOSEVELT BCH

FAIRVIEW PARK

lies between the Hopple Street Viaduct and Monmouth Street. Sector 4 is comprised of the northernmost portion of Camp Washington, from Monmouth north to I-74 and I-75.

The planning process described previously would proceed simultaneously in each of the four sections as directed by individual sector chairmen. The sector chairmen would meet periodically to review progress to coordinate planning activities between sectors where appropriate and to plan general membership meetings for the entire Camp Washington Industrial Council.

It is hoped that the sector divisions will encourage broader participation and permit a more in-depth analysis of problems facing Camp industries. As major issues crystallize later in the planning process, it is recommended that sub-committees regroup according to functional concern.

Above all, the purpose of the Industrial Cluster Planning Program is to plan in the enlightened self-interest of Cincinnati's industries. It requires a dual commitment from the industries in Camp Washington and the City. This private-public partnership will manifest itself from the onset of the planning process to the end stage of implementation. It is believed that such a program can and will yield benefits to industries and to the overall economic health of the City of Cincinnati.

APPENDIX A
1979 Industrial Questionnaire

City of Cincinnati
Mr. H. W. Stevens, Director of City Planning

INDUSTRIAL QUESTIONNAIRE
CAMP WASHINGTON INDUSTRIAL AREA

Date of Interview: _____
Name of Firm: _____
Respondent's Name _____
Respondent's Position _____
Address of Firm: Street _____
City _____

1. Type of Firm:

Manufacturing Facility _____
Distributing Facility _____
Sales Office _____
Warehousing Site _____
Other Specify: _____

2. Is this firm owned by:

Individual living in the City of Cincinnati _____
Partnership living in Cincinnati _____
Local Corporation _____
National Corporation _____
Multi-national Corporation _____

If a Branch, subsidiary or division ask?

What is the name and address of the headquarters or parent company?

Name _____
Street _____
City _____
State _____
Zip _____

3. In what year was company founded? _____

4. List basic products (or groups of similar products) produced in this plant.

1. _____
2. _____
3. _____
4. _____
5. _____

5. What type of production process does your plant most closely resemble?

Job Shop

(Many different kinds of products produced, short production runs, general purpose equipment, substantial work-in-process inventories, constant attention to scheduling of operation)

Line Flow Operation

(Few kinds of products, long production runs, special purpose equipment, higher raw materials and finished goods inventories, relatively easy scheduling)

Composite Operation

(Some portions are job shop-like while others are line flow-like with inventories separating the various portions of the process)

Other, specify _____

DK _____

6. Could the products manufactured at this plant be manufactured in a multi-story building or must production be in a one story building?

Multi-story _____

One story _____

DK _____

7. What is the square footage of your plant? _____

8. What is the area of the site on which this plant is located? _____

9. If you wished to expand the size of the plant, would this site provide you with substantial, modest, or no additional space for expansion?

- Substantial _____
- Modest _____
- No Space _____
- DK _____

10. How many structures are on this site?

- Record the number given _____
- DK _____
- NA _____

11. If more than one ask:

In what year was the newest structure built? _____

If only one ask:

In what year was this or the latest addition to this structure built?

- Record the year in full _____
- No new construction _____
- DK _____

12. Do you own, lease, or rent, the building(s) on this site?

- Own _____
- Lease _____
- Rent _____
- DK _____

If own:

13. In addition to the building(s) on this site that you own, are there any that you lease?

- Yes _____
- No _____
- DK _____

14. What is the name and address of the building(s) owner?

Name _____ DK _____
 Street _____
 City _____
 State _____
 Zip _____

15. When does the lease expire?

- Date _____
- DK _____

16A. Do you own lease, or rent, the land on which this building(s) is located?

- Own _____
- Lease _____
- Rent _____
- DK _____

B. Any Easements?

- Yes _____
- No _____
- DK _____

Describe: _____

17. What is the name and address of the site's owner?

Name _____
 Street _____
 City _____
 State _____
 Zip _____

18. When does the lease expire?

- Date _____
- DK _____

19. Is this the headquarters of a multi-plant operation?

Yes _____
No _____

20. Do you maintain any branch operation(s) in the Camp Washington area?

Yes _____
No _____
DK _____

20A. How many? No. _____

Address: _____

20B. In what year was branch established? _____

If yes:

21. Do you own, lease, or rent, the land and building(s) at that location?

Own land and buildings _____
Lease land and buildings _____
Other _____
Specify: _____

22. Number of buildings? No. _____

If lease: _____
23. When does lease expire? Date _____

If lease:

24. Owner's name: _____
Street: _____
City: _____
State: _____
Zip: _____

Comment: _____

If No to question 19:
25. Since 1970 has this company seriously considered a branch operation in the Camp Washington area?

Yes _____
No _____

If Yes to question 19:

B. Since the establishment of the latest branch operation has this company considered another branch in the Camp Washington area?

Yes _____
No _____
DK _____

26. What type of modernization would your firm like to make in your present buildings? (Record as stated)

27. What are the major energy sources used in this plant?

Electricity _____
Gas _____
Oil _____
Coal _____

28. If more than one, please rank each according to their importance.

Electricity _____
Gas _____
Oil _____
Coal _____

29. Do you have a secondary or backup energy capability?

If No ask 30B Yes _____
No _____
DK _____
If Yes to 30A ask: _____

A. What are the secondary energy sources

Electric: Yes _____
 No _____
 DK _____

Gas: Yes _____
 No _____
 DK _____

Oil: Yes _____
 No _____
 DK _____

Coal: Yes _____
 No _____
 DK _____

Other: Specify _____

If No

B. What would you estimate the cost of conversion to another energy source to be for your plant?

Record the Amount: _____

30. How satisfied are you with the following aspects of your location in this area?

	Very Satisfied	Somewhat Satisfied	Dissatisfied	Dissatisfied
Physical quality of your building: Explain:				
Characteristics of the area: Explain:				
Services provided by City: Explain:				
Surrounding businesses: Explain:				
Surrounding residents: Explain:				
Public Utilities: Explain:				

The next questions concern any relocation plans which may affect your firm.

31. In what year did you move to this location? Year _____ DK _____

32. Has any serious thought ever been given to relocating?
Yes _____
No _____
DK _____

IF NO GO TO QUESTION 38

33. Within how many years would you foresee this possible relocation as taking place?
Number of Years _____
No longer planning to relocate _____
DK _____

34. To what area do/did you anticipate that the company would move?
City: _____
State: _____
DK _____

35. In order from most important to least important what changes would have to take place in order for the company to remain in this area?
(List the Changes)

36. What can the City do to help you expand in your present location or to relocate within the boundaries of the City? What services or programs could the City provide to help your firm remain in Cincinnati? (Record as stated) (Other than normal services)

37. If your firm is looking for other potential sites outside the City, what are the key reasons for leaving Cincinnati? (Record as stated)

38. Do you have any plans for expansion?
Yes _____
No _____
DK _____

If Yes:
39. Would this take place in the next few years or some time later?
Short range: 1-4 years _____
Long range: 5 or more years _____

40. How much additional plant space do you project that you will need?
sq. ft. _____
DK _____

41. What kind of plant or additional facilities do you plan to construct?

Explain: _____

42. How would you rate the amount of space on your present site available for expansion?

- _____ Substantial
- _____ Modest
- _____ No Space

43. If No to question 39: Is lack of available space for on-sight expansion a factor?

- _____ Yes
- _____ No
- _____ DK

If Yes to question 43:

44. Is there any way that the City can be of assistance with this problem?

- _____ Yes
- _____ No
- _____ DK

Explain: _____

45. Give examples of the type of assistance (other than standard) your company has requested from the City Government. (Record as stated)

47. We are interested in how certain factors affect your company's operations at its current location. Please rate these factors as excellent, good, fair, poor or not important in terms of their relation to the company's operation.

	Excellent	Good	Fair	Poor	Not Important	DK
A. Availability of Skilled Labor Explain:						
B. Condition of Streets Explain:						
C. Traffic Conditions Explain:						
D. Crime and Vandalism Explain:						
E. Police and Fire Protection Explain:						
F. Local Zoning Regulations Explain:						

	Excellent	Good	Fair	Poor	Not Important	DK
G. Local Building Codes						
Explain:						

H. Environmental Protection Regulations						
Explain:						

I. Employee Retention Rate						
Explain:						

J. Absenteeism						
Explain:						

K. Waste Collection Services. Litter?						
Explain:						

48. Do you maintain your own parking facilities?

Yes
No
DK

If Yes:
How many spaces?
Where?

No.

49. If No to question 48:
Where do your employees park?

On-street
Off-street
DK

Specify:

50. Are these parking facilities adequate?

Yes
No
DK

Explain:

51. How many additional parking spaces, if any, are needed?

No.

52. Rate the following transport modes as they relate to your operation. Use a rank of 1 to mean the most important. If a particular mode is not used, please do not rank it. The transportation modes are: car, truck, drayage, rail, piggyback and air:

Car: Rank _____
DK _____
Truck: Rank _____
DK _____
Drayage: Rank _____
DK _____
Rail: Rank _____
DK _____
Piggyback: Rank _____
DK _____
Air: Rank _____
DK _____

53. Indicate the approximate number of trucks, both in and out, used each day.

In Out

Small trucks _____
Trailer trucks _____

54. Is truck loading on or off-street?

On-street _____
Off-street _____
DK _____

55. Describe the route trucks take, both in and out, from your plant.

Explain: _____

56. Approximately how many, if any, rail cars are used by this firm each week?

No. _____
DK _____

57. Overall would you say this plant has experienced growth, no growth or decline during the past 5-10 years?

Growth _____
No Growth _____
Decline _____
DK _____

If No Growth ask question 58.

If Growth or Decline

Approximately, what has been the average annual rate of growth or decline during this 5 to 10 year period?

Percentage _____
DK _____

58. Has this plant experienced any of the following changes in production technology over the past 10 years?

Yes No DK

Read responses and check appropriate box

- A. Major technological innovations such as new and/or more equipment _____
- B. Plant has become more self-contained, that is adding more value to the product than before _____
- C. More line flow-like _____
- D. More job shop-like _____
- E. No real changes _____
- F. Other specify _____

59. During the past five years what would you estimate the maximum number of employees to have been during a year? Include part-time workers in this figure.

Record the Number _____
DK _____

The minimum? _____

Record the Number _____
DK _____

60. What is your present number of employees?

No. _____
DK _____

61. How many shifts are typically run at this plant during a normal Monday to Friday week?

Record the Number _____
DK _____

62. Are any of your workers unionized?

Yes _____
No _____
DK _____

63. Are union relations a problem for this plant?

Yes _____
No _____
DK _____

64. Roughly classifying all your employees as skilled, semi-skilled and unskilled, what percentage of your employees fall in each category?

Skilled: Record the Percentage _____
DK _____
Semi-Skilled: Record the Percentage _____
DK _____
Unskilled: Record the Percentage _____
DK _____

65. What percentage of your employees utilize public transportation?

Percent _____
Dont' know _____

66. Would you be interested in joining with the other industries in your area in forming an industrial council which would attempt to enhance the industrial development potential of the neighborhood and work on industrially related problems?

Yes _____
No _____

S. I. C. _____

APPENDIX B
Agreement Between Camp Washington
and City of Cincinnati

The Camp Washington industrial community is to be the second "cluster" planning area. However, the geographic size of the Camp Washington community and the complexity of the prevalent community organizations necessitate a written agreement to assure the proper combination of planning and organizing activities.

II. Parties

This agreement is to be executed by:

- A. President of the Camp Washington Business and Industry Association and a principal member of the Industrial Council committee of the B & I Association.
- B. Director of the Department of Development or her designee.

III. Requirements and Obligations

A. Camp Washington Business and Industry Association:

1. The CMB&I will form an industrial subcommittee comprised exclusively of industrial operators in Camp Washington.
2. The CMB&I will take the lead responsibility for contacting and obtaining the participation of a broad cross section of industrial operators in Camp Washington.
3. Through the Industrial Council Committee, the CMB&I will form a working committee to work directly with City staff to formulate and develop plans.
4. The Industrial Council Committee of the CMB&I will set forth and implement a regular schedule of meetings meant to promote and complement planning work.
5. The CMB&I Industrial Council Committee will take the lead responsibility in formulating and implementing all plans. The Industrial Council Committee will agree to adopt whatever

A G R E E M E N T

The purpose of this agreement is to establish the terms and conditions of a working relationship between the industrial community in Camp Washington and the City of Cincinnati. This agreement is to set the framework for the formulation and implementation of an Industrial Development Plan for the industrial section of Camp Washington.

This agreement is structured to accomplish the formation of a strong and functional industrial council within the context of the industrial planning process.

The terms of this agreement will require that a broad cross section of the industrial operations in Camp Washington become actively involved in the activities of the Camp Washington Industrial Council. The agreement will also require that City staff actively assist the Council or its members in the formulation of an Industrial Development Plan.

I. Background

In 1979 the City Department of Development and the City Planning Commission initiated the City's Industrial Cluster Planning Project. The pilot area for the cluster planning work was the industrial section of Lower Price Hill, now referred to as Queensgate West. The Queensgate West Industrial Council was formally organized on June 13, 1979. The Queensgate West Industrial Development Plan will be completed in the Fall of 1980.

organizational format is required to implement the plan.

B. City Staff

1. The Development Department will hold the ultimate responsibility for coordination and supervision of the Industrial Development Planning process.
2. The City Planning Staff will perform all planning work necessary to the development of the plan.
3. The Development Department or Planning Commission will provide consulting or urban design services as needed.

IV. Schedule of Events

Step 1. Negotiation of Agreement: The City staff and members of the CWB&I will hold a series of meetings to negotiate and execute this agreement. This activity will be concluded by July 1, 1980.

Step 2. The CWB&I with assistance of City staff if needed, will call together a broad based group of industrialists from Camp Washington to begin the planning process. This will occur by August 15, 1980.

Step 3. As a by-product of Step 2, a working committee will be formed to begin planning. The working committee should consist of at least one industrial operator from each sector of Camp Washington.

Sector working committees may be formed to conduct sector planning activities if necessary. Each such committee would be responsible to the Industrial Council Committee of the CWB&I.

The formation of an overall working committee and/or sector working committees must occur on or before September 1, 1980.

Step 4. City Planning staff will issue and give a presentation of a survey document summarizing the results of survey activity in the Camp Washington area. This should occur at the second Industrial Council Committee meeting no later than September 15, 1980.

Step 5. Based on the problems and issues described in the survey, Findings Report, the Industrial Council Committee will set out a schedule of regular meetings to address the issues and concerns raised by the survey report. This should occur prior to September 30, 1980.

Step 6. Throughout the month of September, the working committee and the staff will meet to begin the planning work starting with:

- a) boundary exercise
- b) in-depth physical inventory of the area.

Step 7. Checkpoint

On or before October 15, 1980, a special meeting of principal parties (those signing this agreement) will be held to determine the following:

- degree of compliance with the contract by the WE&E Association;
- degree to which city staff has complied with the contract;
- general level of agreement by all parties regarding the value of continued planning work;
- decision whether to initiate and execute another contract or proceed without another contract.

Under the terms of this agreement, all parties would arrive at a consensus on the value of the planning activity conducted to date and would evaluate the extent of contract compliance by other parties.

Should either party wish to terminate planning activity at this point, it should be free to do so.