



Auburn Avenue Corridor

STRATEGIC DEVELOPMENT PLAN

CINCINNATI, OH | 08 FEBRUARY 2017

ACKNOWLEDGEMENTS

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THANKS TO

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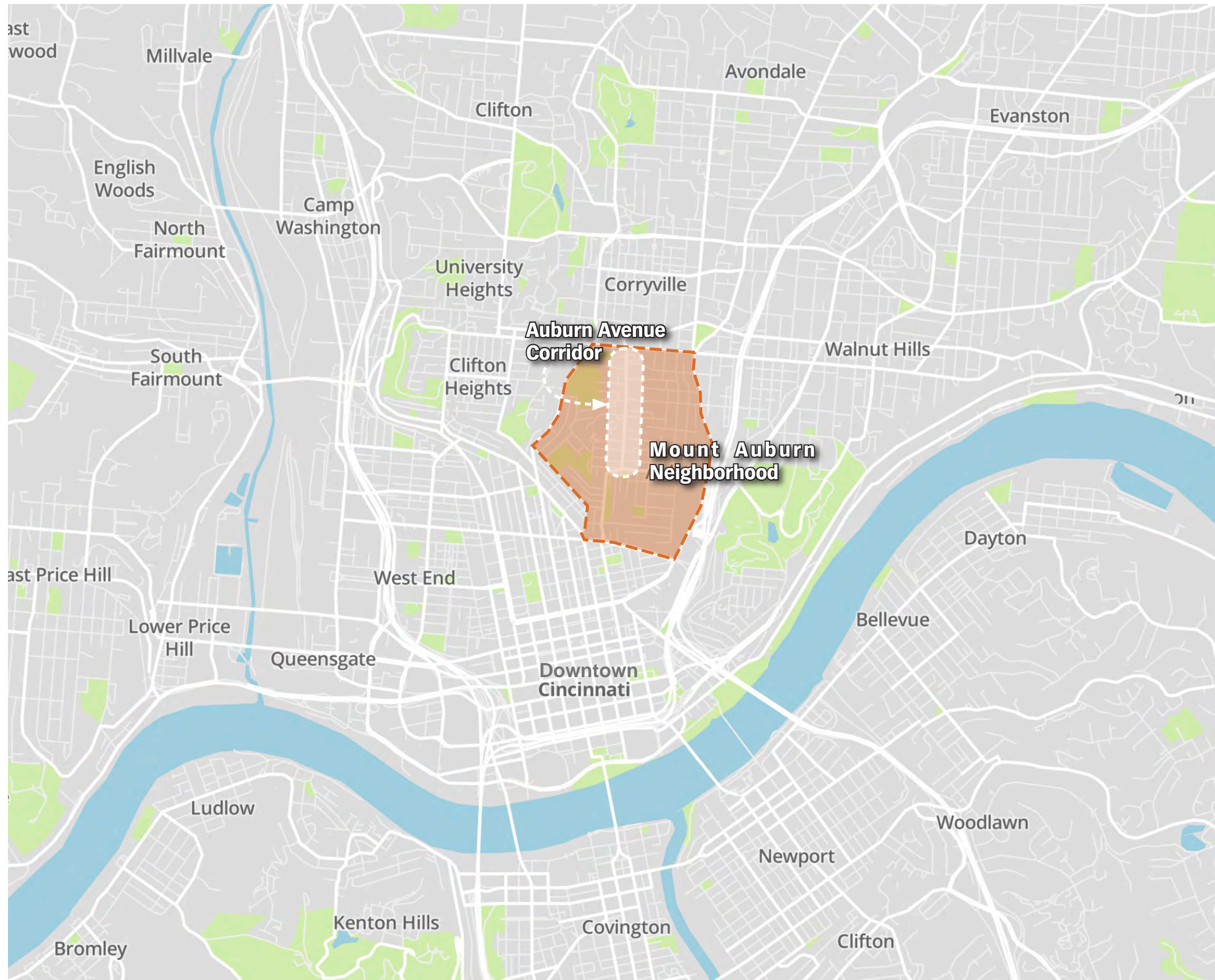
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Section 1

BACKGROUND





INTRODUCTION

The Mt. Auburn Community Development Corporation (MACDC) selected the Gossman Group Planning and Design team to help the community prepare a strategic plan for the Auburn Avenue corridor. Stakeholders for the initiative included MACDC, Christ Hospital, God's Bible School and College, private property owners, business owners, real estate developers, and the City of Cincinnati Department of City Planning. All generously gave their time and creativity to the planning initiative.

Although numerous plans had been developed for Mt. Auburn over the years, a targeted area plan specifically for Auburn Avenue had never been created. The corridor had been studied as a part of numerous neighborhood plans. However, the MACDC wanted our team to explore opportunities to develop the corridor as a legitimate Neighborhood Business District (NBD).

In doing so, the NBD would be used to attract new investment and the corridor would be enhanced through land-use adjustments thus bringing mixed-use development to Auburn Avenue including restaurants and retail with an emphasis on neighborhood-oriented businesses. With the significant number of neighborhood residents and daily visitors to the corridor, finding the most appropriate location to encourage initial development will be critical to the long-term success of Auburn Avenue.

The goal of MACDC, MACC and City of Cincinnati Department of City Planning is to present a vision for the Auburn Avenue corridor to the City of Cincinnati City Planning Commission for approval as a Strategic Development Plan.

In addition to the numerous groups, stakeholders and individuals who contributed to the preparation The Auburn Avenue Strategic Development Plan, it should be pointed out that the plan remains consistent with the overarching goals and Livability Principles defined in the "Plan Cincinnati" Comprehensive Plan adopted in 2013.

INTRODUCTION (CONT.)

The six Livability Principles identified in Plan Cincinnati have been recognized for throughout this planning initiative and the long-term objectives for the Auburn Avenue Strategic Development Plan are grounded in Plan Cincinnati Livability Principles as listed below:

1. Provide More Transportation Choices
2. Promote Equitable, Affordable Housing
3. Enhance Economic Competitiveness
4. Support Existing Communities
5. Coordinate and Leverage Federal Policies/ Investment
6. Value Communities And Neighborhoods

Attention has been focused on Principles 1, 3, 4 and especially Principle 6 which prioritizes, “Enhanc[ing] the unique characteristics of all communities by investing in healthy, safe, and walkable neighborhoods—rural, urban, or suburban.” We find this principal particularly important as it aligns with the goal of establishing a Neighborhood Business District.



BACKGROUND

Cincinnati’s first hilltop neighborhood, Mt. Auburn was originally home to wealthy Cincinnatians who wanted to escape the overcrowded conditions of the city.

The Mt. Auburn Incline, which was used to take the streetcars up steep hills, opened this Cincinnati neighborhood to the middle class in 1872. Houses date from 1819 to the turn of the 20th century and reflect a variety of architectural styles.

Mt. Auburn is where 27th President and 10th Chief Justice of The United States, William Howard Taft, was born and raised. His boyhood home in the Mt. Auburn Historic District, the William Howard Taft Historic Site is Cincinnati’s only National Park site.

The Auburn Avenue Corridor is located just to the north of Downtown Cincinnati and is home to one of Cincinnati’s most prestigious medical facilities, The Christ Hospital. It is a key connection to the Corryville/University Heights neighborhood to the north and to the Over-the-Rhine neighborhood to the south.



PURPOSE

The purpose of this planning initiative is to create a Vision Plan for the Auburn Avenue corridor that will reflect the desires voiced during the planning process from Auburn Avenue businesses, key stakeholders and neighborhood residents. The plan will be used to communicate the vision to property owners, prospective businesses, real estate developers and government authorities for the purpose of transforming the corridor into a neighborhood serving business district. When completed, the corridor will be well positioned to serve the neighborhood, the Uptown community as well as Prospect Hill and Over the Rhine.

Our goal is to illuminate the development opportunities along the corridor to property owners, real-estate developers, brokers and tenants and to work with the City of Cincinnati to approve the plan and craft policies that will support the Vision.

“Imagine Auburn Avenue as a vibrant, mixed-use corridor”



VISION

IMAGINE Auburn Avenue as a vibrant, mixed-use corridor where historic architecture, new infill development and institutional destinations are fused together in a modern urban environment.

IMAGINE a district offering retail, food and beverage services to The Christ Hospital and William Howard Taft National Historic Site staff and visitors, the neighborhood as well as the surrounding communities.

IMAGINE a Neighborhood Business District (NBD) on a portion of the corridor where consumers can find quality restaurant offerings, a cozy corner bar, a full service delicatessen or convenience store positioned to bring much needed goods and services to the neighborhood.

IMAGINE Auburn Avenue transformed into a street where pedestrians feel welcome, comfortable and safe instead of a street dominated by vehicular traffic.

IMAGINE a “complete street” public realm enhancement program that would tie the corridor together, providing users the comforts and aesthetics of a well-lit tree-lined street with safe pedestrian crossings, multi-modes of transportation and basic “creature comforts” (i.e. outdoor seating, transit stop shelters and quality wayfinding graphics).

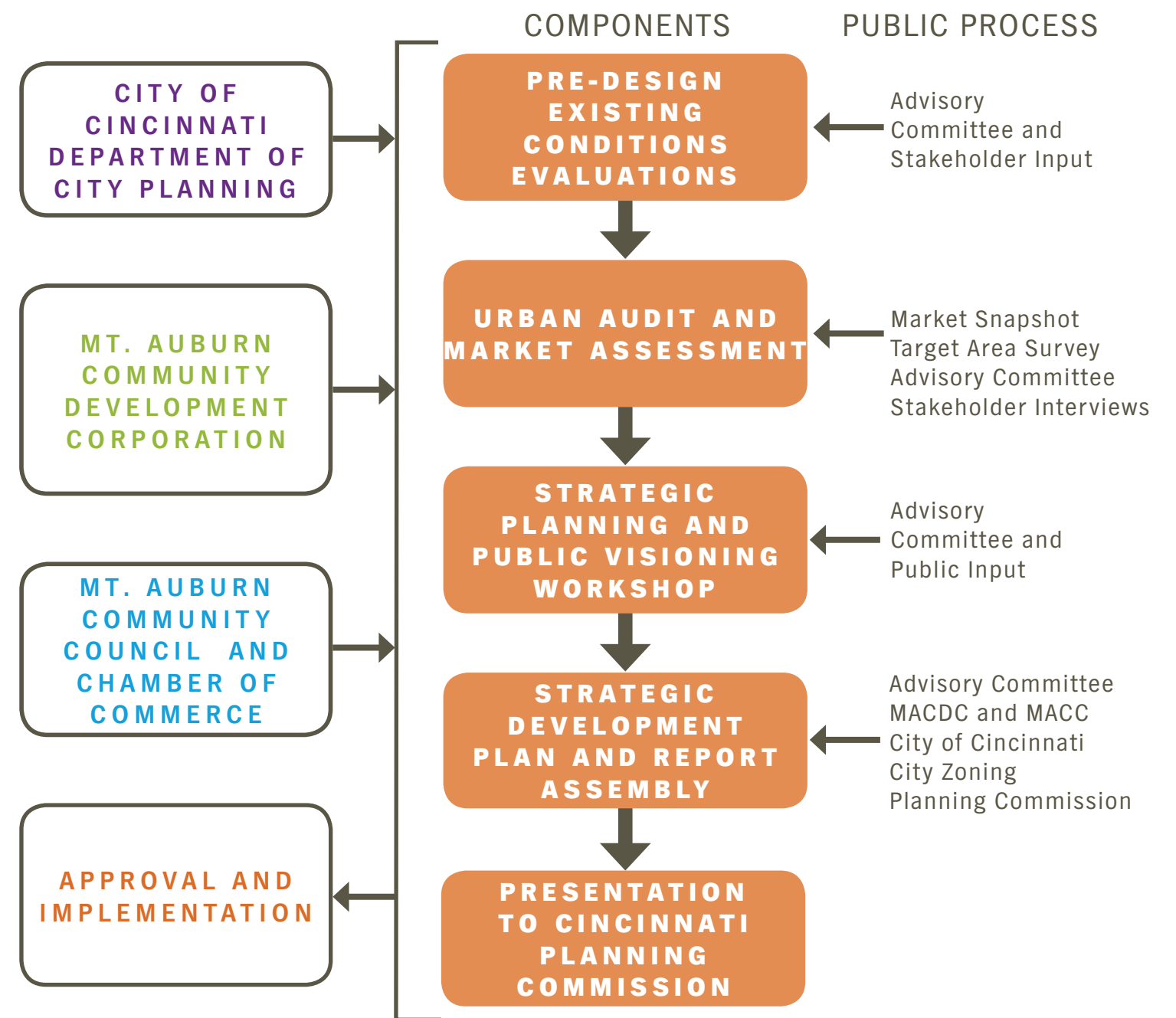
PROCESS

The role of the Planning Team is to serve as a bridge between the community's visions and a realistic development initiative through the use of an interactive approach designed to engage key community stakeholders and leverage the collective pool of knowledge, ideas, and creativity toward immediate and meaningful change. The process for this plan is shown in a visual diagram (right) highlighting key components that make-up the body of the plan.

During Pre-Design the most important pieces of the entire plan take place: reviewing existing plans and garnering public input. In order to cultivate an understanding of the corridor

and neighborhood the Planning Team looked at the past plans to review what have been the community's goals and how the community has changed.

All public meetings were held right in the heart of the neighborhood at William Howard Taft Elementary. There were five public meetings held in the Spring/Summer of 2016. It was during those meetings that the Planning Team sought input from the community through face-to-face discussions and surveys in paper form. There was also an electronic survey sent out by the MACDC to further solicit community input.



COMMUNITY ENGAGEMENT

- 21** MEMBER STEERING COMMITTEE
- 3,000+** POSTCARDS MAILED
- 09** COMMUNITY MEETINGS
- 218+** COMMUNITY INPUT PARTICIPANTS
- 08** KEY STAKEHOLDERS INTERVIEWED

We need your input!
 Would you like to have a coffee shop right here in Mt Auburn? A restaurant with a view... maybe a dry cleaner close to home... renovating one of those vacant buildings on Auburn Avenue into a deli where you can grab a sandwich in the afternoon?

Please attend one of the following public meetings:
 Organized by the Mt. Auburn Community Council

Auburn Avenue Corridor STRATEGIC DEVELOPMENT PLAN

PUBLIC MEETING
 Learn about new development opportunities and share your ideas.
Tuesday, May 24 6:00 pm
Thursday, May 26 10:00 am
Tuesday, June 7 4:00 pm
www.cincinnati-oh.gov/planning

PUBLIC MEETING
WHERE: TAFT ELEMENTARY
WHEN: SEPTEMBER 29, 2016
 6:45PM CHECK IN
 7:00PM PRESENTATION + OPEN HOUSE

Give us your feedback on our preliminary recommendations for the corridor— All are welcome!

AUBURN AVE. CORRIDOR PLAN
 Do you walk on Auburn Ave? (circle one)
 YES NO
 What sections of Auburn Ave do you walk on? Where do you walk to? Where do you usually cross? (write or draw on the map)
 What would you like to see to make Auburn Avenue more walkable? (write or draw on the map)
 Tell us a little about traffic flow/safety issues in this area. Where do they happen? (write or draw on the map)
 Where do you usually go for...
 A. Grocery shopping
 B. Eating Out and Night Life
 C. Entertainment
 D. Anything else you'd like to see in Mt. Auburn

Above: Promotional postcard and flyer for Community Input Meetings.

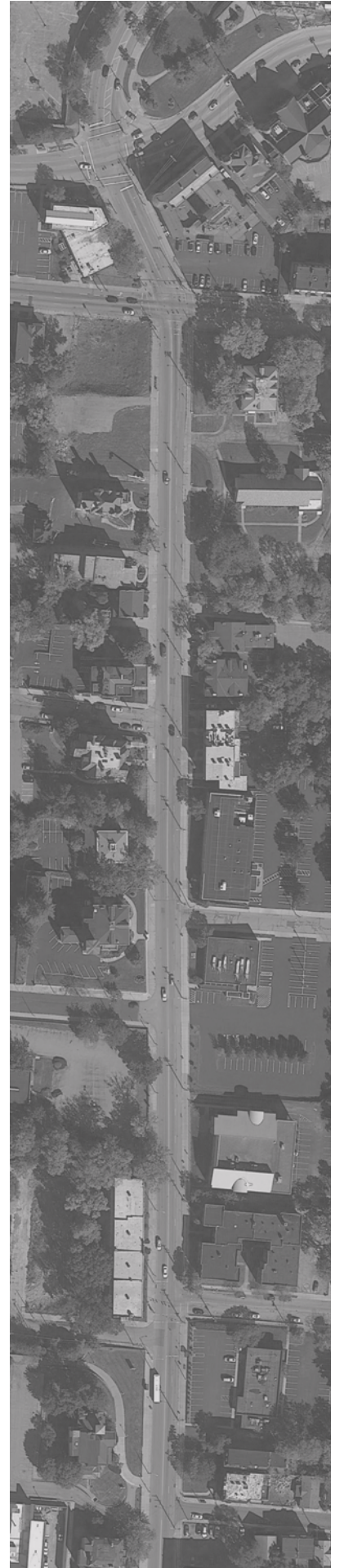
Below: Sample feedback forms collected during Community Input Meetings

- 1** PRE-DESIGN
May 2016: Steering Committee Kick-off Meeting and Facilitated (2) Community Input meetings
June 2016: Facilitated (2) Community Input meetings
- 2** URBAN AUDIT & MARKET ASSESSMENT
June 2016: Market Assessment completed by Disalvo Development Advisors
- 3** STRATEGIC PLANNING & VISIONING
September 2016: Open House to Present Preliminary Recommendations and collect additional Community Input
- 4** STRATEGIC DEVELOPMENT PLAN & REPORT ASSEMBLY
January 2017: Report release and presentation to Mt. Auburn Community Council

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Section 2

EXISTING CONDITIONS





INTRODUCTION

The Auburn Avenue corridor is strategically located in the “center city” area of Cincinnati, adjacent to several of the most highly desirable neighborhoods in the city from both a residential and business perspective. Consider the advantages to living and/or working in Mt. Auburn:

- Adjacent to the City’s largest job centers: Uptown and Downtown
- Convenient access to Interstates 71, 471 and 75
- Convenient access to the University of Cincinnati and The Christ Hospital
- Convenient access to a full service grocery store and pharmacy
- Availability of public transit
- Walkable safe streets in a historic neighborhood
- Access to a neighborhood school (William Howard Taft Elementary) and college (God’s Bible School and College)
- Mixed income residential offerings

Part of the Auburn Avenue project involves evaluation of alternative design of the right-of-way, including the travel lanes and the adjacent sidewalks.

Through our investigations and discussions with the City of Cincinnati’s Department of Transportation and Engineering and SORTA, we prepared existing street profiles to explore opportunities to enhance the vehicular, pedestrian, bicyclist and public transit experience. Several project goals were established through the public engagement process and technical evaluation. A number of those were related to transportation. Please refer to the recommendations section of this document for redesign alternatives for Auburn Avenue.

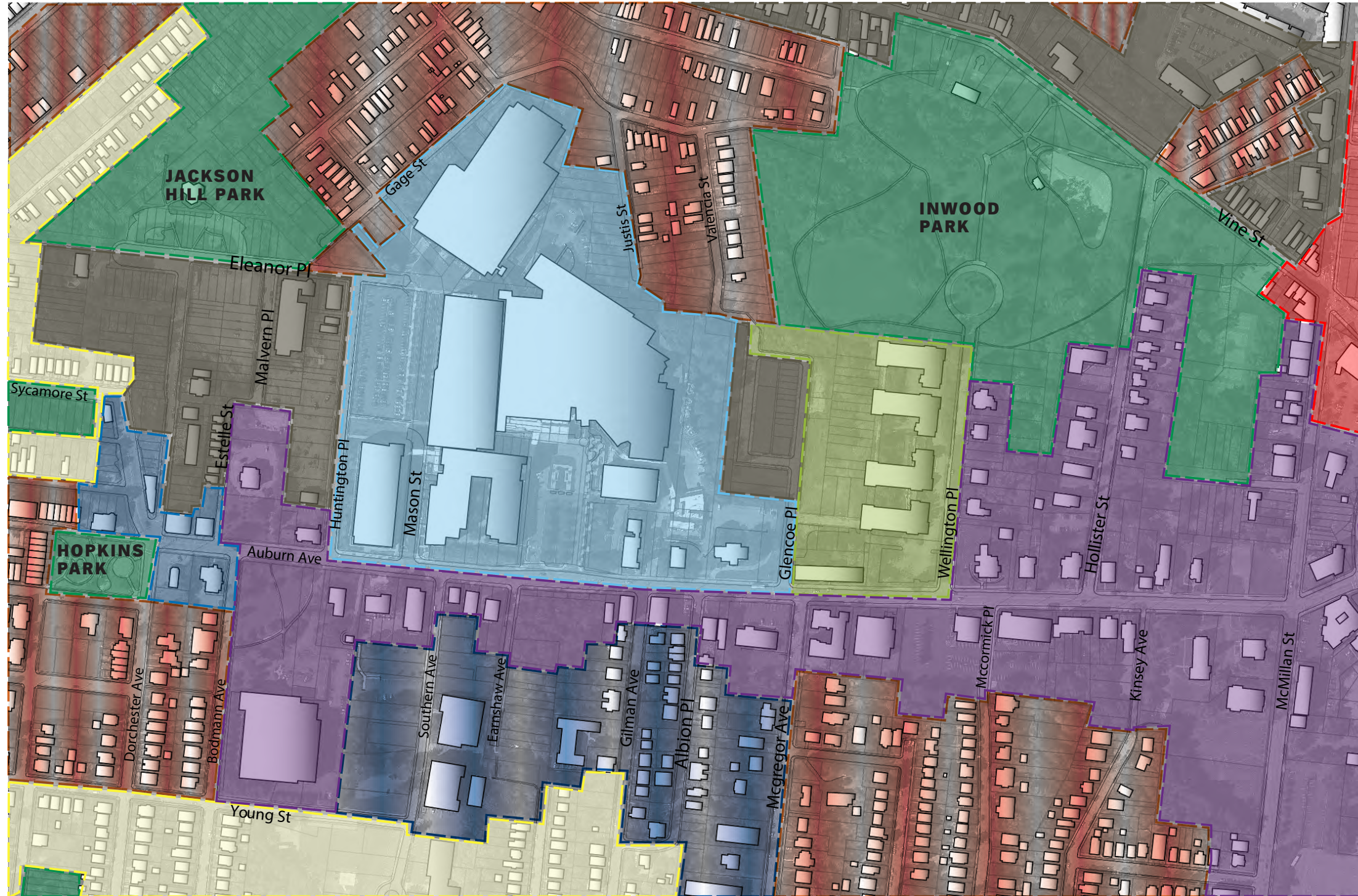
With all of these qualities, it is surprising that Mt. Auburn stands alone as the only Uptown Consortium neighborhood that does not offer residents, visitors, and business partners a neighborhood business district where basic consumer services and products are found in a quality, pedestrian friendly setting.

The current vehicular-centric corridor offers very little opportunity to encourage pedestrian life along the street and consequently the day-to-evening urban activities of Auburn Avenue is predominantly vehicular traffic traveling to and from The Christ Hospital and adjacent social and office businesses.

The accompanying maps found in this section will provide visual references that document the various urban conditions found along the corridor. These include zoning, land use, historic district designation, and property ownership.



ZONING (CURRENT)













This map reflects the zoning presently in place for the targeted area. The permitted uses for the area are shown on the map and listed in the color-coded legend. Any anticipated development or use must comply with the current zoning or be subject to the zoning appeals process

"The City of Cincinnati's zoning laws regulate the use and development of all land within the City of Cincinnati. Compliance with these laws is a prerequisite for all building permits, but they apply even if a building permit is not required."

The zoning laws affecting each property are determined by the property's base zoning district and overlay districts (e.g. Historic District, Urban Design Overlay District, Hillside Overlay District, etc.). All properties are located in a base zoning district, but not all properties are located in an overlay district. In some cases, more than one overlay district may apply."

—City of Cincinnati website, Zoning Administration

PERMITTED USES

-  SF-2 - Single-Family
-  RMX - Residential Mixed
-  PD - Planned Development
-  IR - Institutional-Residential
-  PR - Parks and Recreation
-  CN-M - Commercial Neighborhood - Mixed
-  RM-0.7 - Residential Multi-family
-  RM-1.2 - Residential Multi-family
-  CC-M - Commercial Community - Mixed
-  OG - Office General













LAND USE (CURRENT)



Land-use planning provides a snapshot of the future land uses of a community. The process typically encourages residents, property owners, business owners, real estate developers and institutional owners to collaborate on what is most important for the future physical, social and economic health of their city.

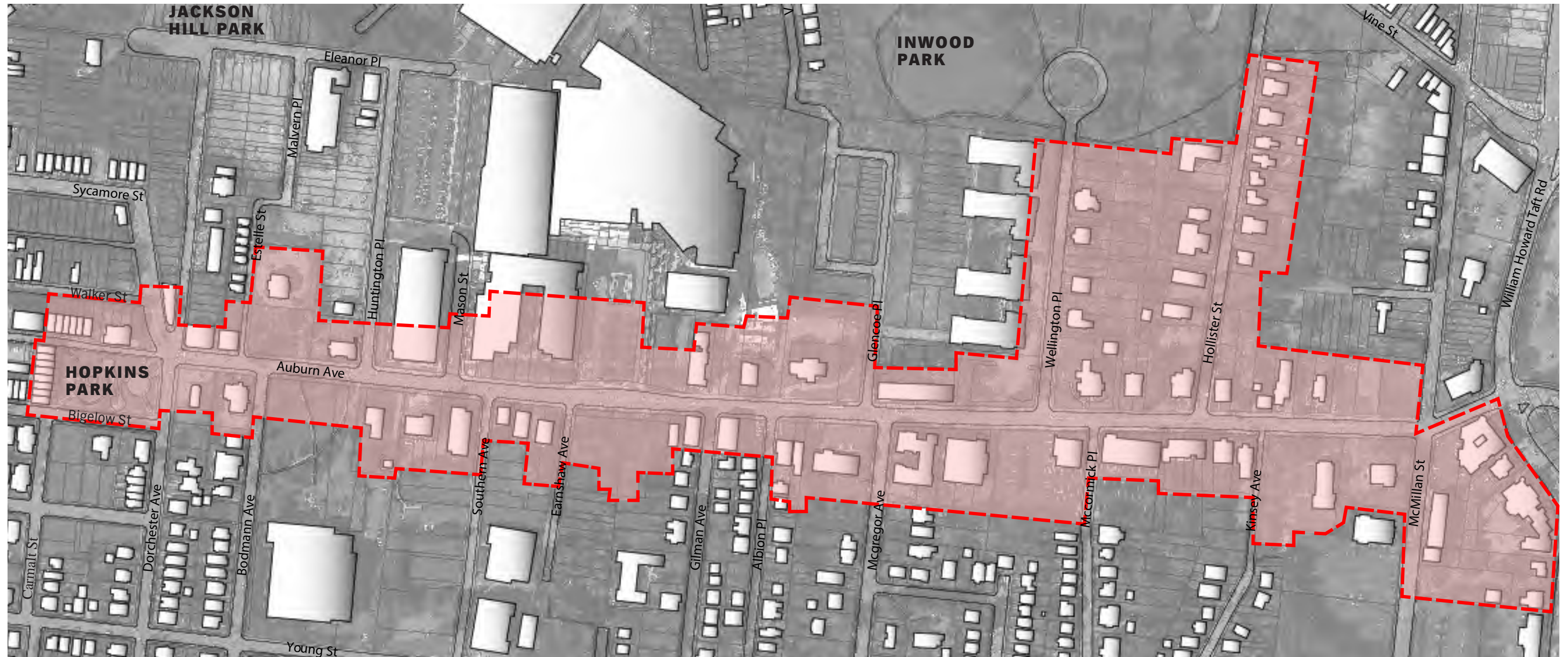
The City of Cincinnati uses land-use planning to manage the development of land within the city's neighborhoods and corporate boundary. The Plan Cincinnati Comprehensive Plan reinforces the importance of regulating various land uses while safeguarding natural resources. The Current Land Use Map for the Auburn Avenue Corridor shown here reflects the preferred land uses.

LAND USES

-  Multi-family
-  Single Family
-  Mixed Use
-  Two Family
-  Transportation
-  Office
-  Parks and Recreation
-  Public Utilities
-  Public Services
-  Commercial
-  Education
-  Institutional

North →

HISTORIC DISTRICT (CURRENT)



North →

The Auburn Avenue Historic District, as delineated on the map above, has been identified as an area worthy of special recognition and designation. Historic Districts are not easily defined or designated and are only given this status after careful documentation, research, evaluation and adoption are performed. Historic Districts represent areas of a city that have enough contiguous existing historic building stock to warrant such a designation.

Other factors play into the process of designating the district, but a healthy sampling of intact historic architecture is a

major criterion for designation. Non-contributing buildings (those of later eras considered to be less historically significant) are often found with historic districts but do not over-shadow the historic character of the designated area.

Property owners of historic buildings within these districts can take advantage of national & state Historic Tax Credit programs to off-set renovation costs. At the time of this publishing the federal government offers a 20% tax credit, while the State of Ohio offers a 25% tax credit on all pre-qualified renovation expenditures.

The City of Cincinnati Urban Conservator can also provide valuable information regarding preferred methodologies for renovation of historic buildings to satisfy historic tax credit applications.

More information can be found by visiting:

- National Park Service website: www.nps.gov/tps/tax-incentives.htm
- State of Ohio Historic Preservation website: www.development.ohio.gov/cs/cs_ohptc.htm

HILLSIDE DISTRICT (CURRENT)



North →

The City of Cincinnati has designated certain areas around the city as Hillside Overlay Districts. Section 1701-2.1 of the Cincinnati Zoning Code states:

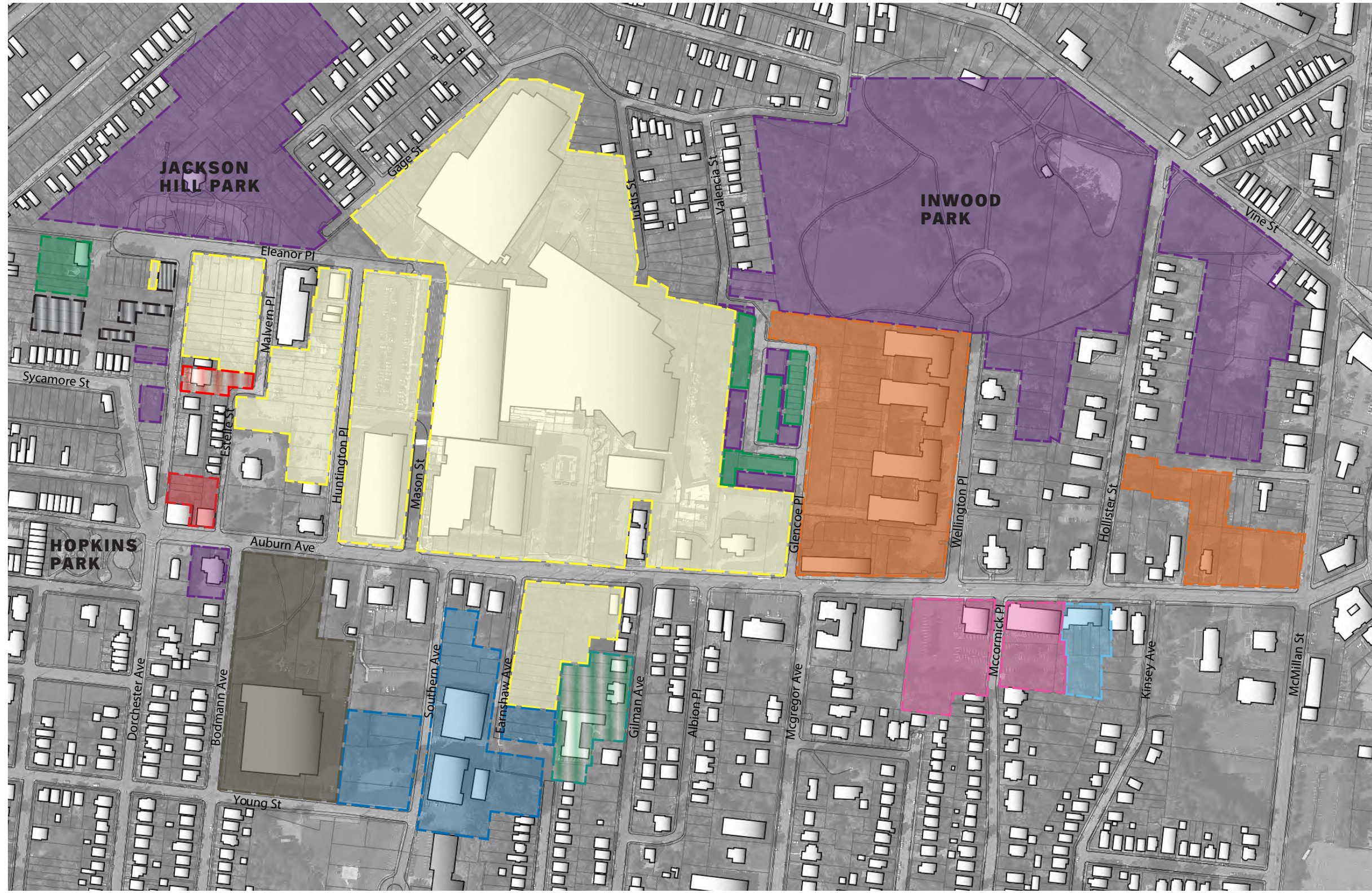
“In hillside areas, the existence of a 20% slope, in combination with the KOPE geologic formation, is evidence of natural critical stability. Development under conventional standards may create landslides or excessive soil erosion.”

Hillside Overlay District regulations are necessary to establish standards to assist in the development of land and structures in existing hillside areas so that development will be compatible with the natural environment and respect the quality of the urban environment in those locations where the hillsides are of significant public value as determined by the City policy”

Any development that occurs within a Hillside Overlay District must comply with both Section 1701-2.3 of the of the Cincinnati Zoning Code (which includes guidelines pertaining to building height, views, design, etc) and the Cincinnati Hillside Development Guidelines.

The map above indicates where the Hillside District falls within our targeted area.

OWNERSHIP - MULTIPLE PARCEL OWNERS (4+)



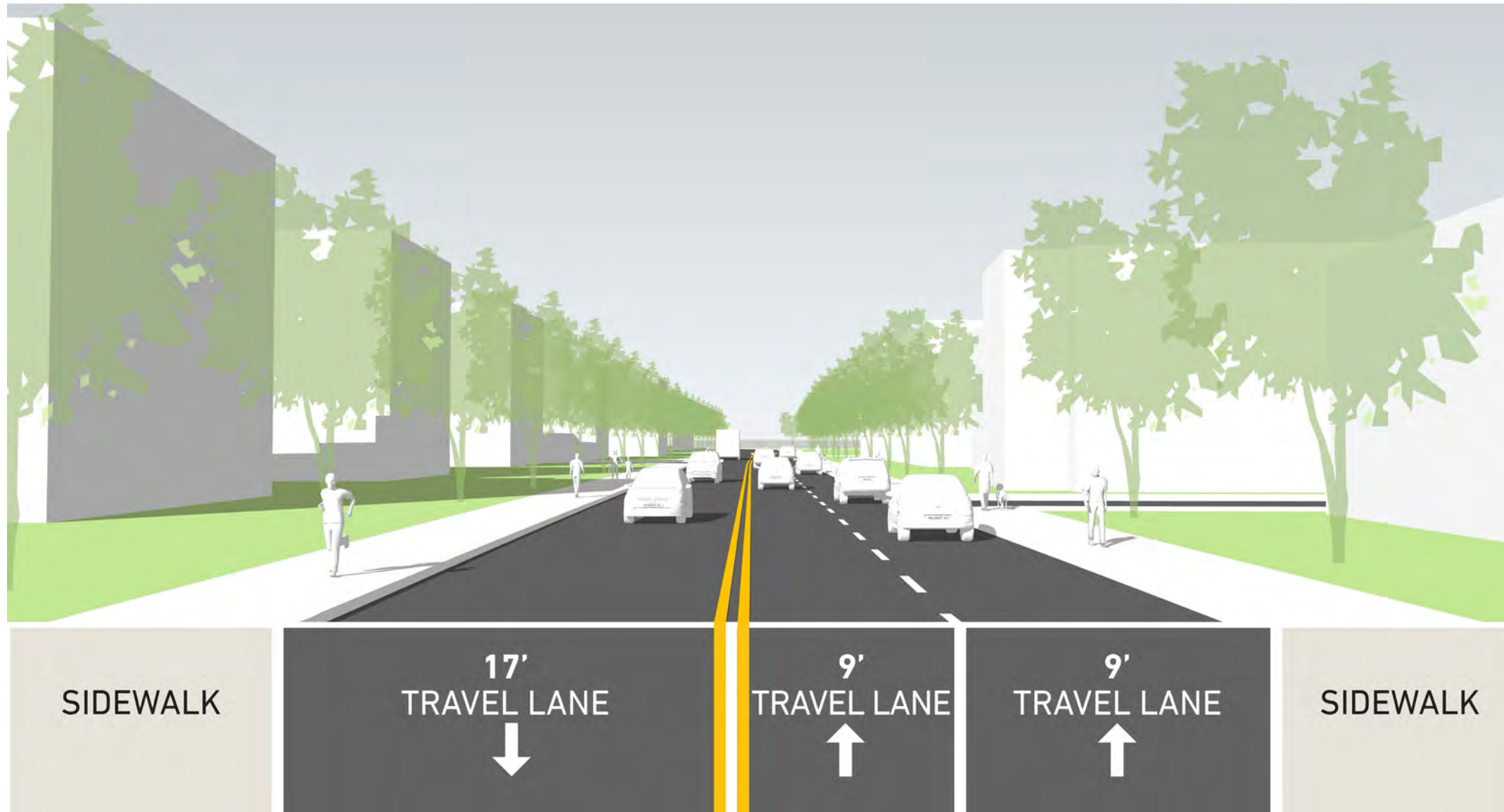
- City of Cincinnati
- The Christ Hospital
- Auburn Land Holdings LLC
- Leroy Glen Investments LLC
- Deering Properties IV LLC
- Hamilton County Community Mental Health Board
- 233 Gilman LLC
- Cincinnati Property Management of Ohio LLC
- Hamilton County Board of Commrs
- True Holiness Church of God
- WDC LLC
- Stanley Broadnax
- John A Meiling

North →

BUS ROUTES + STOPS (CURRENT)



TYPICAL STREET SECTION (CURRENT)



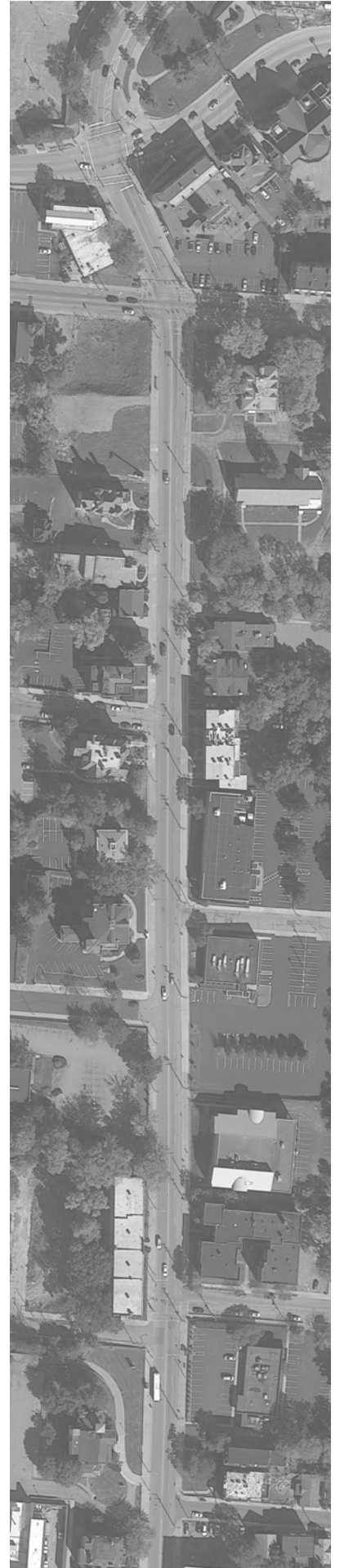
The existing roadway configuration generally includes three or four lanes within a 36-foot wide pavement. In some cases, the lanes are 9 feet wide, which is below typical lane standards of 10-12 feet. The width is a bit wider where there is a center turn lane along the hospital entrance. Since most of the street lacks a center turn lane, left turning vehicles impede traffic flow and often cause traffic to either be delayed or move around the left turning vehicle.

The speeds and traffic flow can make it challenging for pedestrians to feel comfortable crossing the street, in particular at the numerous bus stops. There is no dedicated or shared space for cyclists in the street, so most cyclists observed used the sidewalk alongside pedestrians. Cycling is also more difficult northbound due to the grade.

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Section 3

MARKET ANALYSIS



EXECUTIVE SUMMARY

The purpose of this section is to identify market-supported residential and commercial redevelopment opportunities as a basis for the strategic development plan for the Auburn Avenue corridor. DiSalvo Development Advisors' (DDA) summary of key findings and recommendations follows.

Near-Term Market-Supported Opportunities

Development Type	Development Scope/Quantity
Food and Beverage Establishments	5,300 – 8,000 Square Feet
Retail	2,700 – 6,000 Square Feet
Affordable Housing	90 to 122 Units
New Market-Rate Rental/For Sale Housing	Projects of no more than 24 units*
Repurposed Homes/Buildings for Office Use	4,000 – 8,000 Square Feet

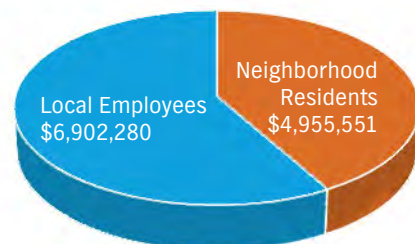
*Excluding 259 units at Wellington Place

FOOD AND BEVERAGE – UP TO THREE BUSINESSES ≈ 5,300 TO 8,000 SQUARE FEET

- Limited service restaurant/tavern/cafe (2,000 to 3,000 square feet)
- Full-service restaurant (2,500 to 3,500 square feet)
- Specialty food/beverage (800 to 1,500 square feet)

Mt. Auburn residents and local employees have combined spending potential of approximately \$12 million within the food and beverage category. We anticipate that Auburn Avenue will capture up to 20% or \$2.4 million of spending for restaurants, cafes, coffee shops and/or taverns.

Food and Beverage Consumer Spending Potential



BOUTIQUE, PERSONAL CARE AND SERVICES RETAIL ≈ 2,700 TO 6,000 SQUARE FEET

- Dry cleaner/laundry service and other personal care and retail services (1,200 to 3,000 square feet)
- Childcare, salon, dentist and convenience store already in corridor
- Boutique retail stores (1,500 to 3,000 square feet)
- Opportunities for conventional retail, such as clothing, shoes and accessories are anticipated after food and beverage establishments are established

AFFORDABLE HOUSING – 90 TO 122 UNITS (NEIGHBORHOOD-WIDE)

- Upgrading and preserving poor quality housing currently renting to lower income households is a priority
- To ensure long-term housing affordability in community, obtain project-based housing programs (i.e. Low-Income Tax Credit; HUD Section 8)

NEW MARKET-RATE RENTAL/FOR-SALE HOUSING – LIMITED OPPORTUNITIES, PROJECTS OF NO MORE THAN 24 UNITS

- This is in addition to the 319 units already planned at Wellington Place, which will largely accommodate unmet market-rate demand
- More long-term opportunities after business district is established and offers an improved pedestrian environment with vibrant dining and retail services

OFFICE SPACE – REPURPOSED HOMES ≈ 4,000 TO 8,000 SQUARE FEET

- High Class C office market occupancy rate 92.7%
- Several homes and other buildings available to repurpose as affordable Class C office space (lease and/or own)



Rendering of proposed Auburn Gateway

NEW OFFICE SPACE – LIMITED OPPORTUNITIES, LIKELY REQUIRE “WINDFALL” TENANT

- “Soft” Class A office market (28.7% vacancy)
- Proposed 38,853 square foot of medical office space by developer at McMillan/Auburn, named Auburn Gateway
- Class A tenants difficult to attract to pay Class A rents without proximate food and beverage establishments

SITE PLACEMENT CONSIDERATIONS

BUSINESS DISTRICT

In DDA's opinion, the center of the Auburn Avenue corridor near The Christ Hospital is the most dynamic area of the corridor with the best capability of anchoring a business district.

- William Howard Taft National Historic Site, Mt. Auburn International Academy/Elementary School, Christ Hospital and medical office tenants have a high volume of visitors
- Proximate highest concentration of daytime employment in neighborhood
- Central location is best walkable scenario for reaching most neighborhood residents
- Close to new housing developments (Wellington Place and [2301 Auburn Ave])
- Best economic development potential positively impacting multiple adjacent parcels

RETAIL, FOOD AND BEVERAGE

The retail, food and beverage space will need support from daytime employment and should be in close proximity to the highest concentration of employment in the neighborhood, The Christ Hospital.

A former restaurant, Caffe Tazza, at 2146 Auburn Avenue, across the street from Christ Hospital, was known to have patronage from the hospital employees. We are unaware why the restaurant went out of business; however, the cafe offered limited food options with an “eclectic menu” that changed weekly. In order to appeal to the largest segment of local employees and area residents, it is recommended that popular cuisine items and comfort foods are served at one or more of the food establishments. Patrons are more likely to revisit a general American fare in the same week than revisit a cultural niche restaurant.

AFFORDABLE HOUSING

Limited housing preservation opportunities exist along Auburn Avenue, but potentially can be used in buildings with apartments above retail. Additionally, combining affordable housing program(s) with Historic, Low-Income and New Market Tax Credits programs would facilitate funding of any mixed-use redevelopment.

The placement of project-based affordable housing in the neighborhood should be strategic in nature and not simply a response to a vacant parcel or building. A few strategic considerations of affordable housing placement follow.

- Locate in an area which will sustain or be a catalyst where market-rate development has been lacking.
- Consider locating in northern portion of neighborhood.
- Raise homeownership rates with new single-family homes financed under the Low-Income Tax Credit 15-year rent-to-own program.
- Do not saturate any area with multiple affordable housing developments. However, single-family rentals should be developed in a critical mass of at least 8 to 10 homes within adjoining blocks, since scattered homes have proven to be more difficult to market and manage.

McGregor Avenue is a good candidate for an affordable housing preservation program, especially since the corridor has the most vacant buildings in the neighborhood. Area stakeholders view McGregor Avenue as an important neighborhood corridor because the diverse housing stock along McGregor Avenue is a microcosm of the neighborhood. It was also viewed as a strong anchor for redevelopment.

LONGER-TERM OPPORTUNITY CONSIDERATION - DORCHESTER AVENUE

The Dorchester Avenue intersection on Auburn Avenue represents one of the most accessible areas in the neighborhood. The ability to quickly access these areas from Interstate 71 and other area thoroughfares are attributes that lend themselves to residential and commercial development. Additionally, the area is adjacent to affluent Prospect Hill. Despite the accessibility and proximity to the higher consumer spending and home values in Prospect Hill, there are several factors that present a significant challenge to redevelopment of the area:

- Traffic counts at the south end of Auburn Avenue at this intersection are the lowest in the corridor
- Vacant dilapidated buildings
- Small development sites
- Lack of parking with vacant buildings
- Complicated five-point intersection

Modifications of the intersection should be further studied to assess best scenarios to create one or more marketable development sites.

INTRODUCTION

The market analyses include an assessment of residential and commercial uses in areas of Uptown Cincinnati and portions of the surrounding neighborhoods as it relates to market potential for uses along Auburn Avenue. The study area is a 0.6-mile corridor of Auburn Avenue stretching from Dorchester Avenue north to East McMillan Street.

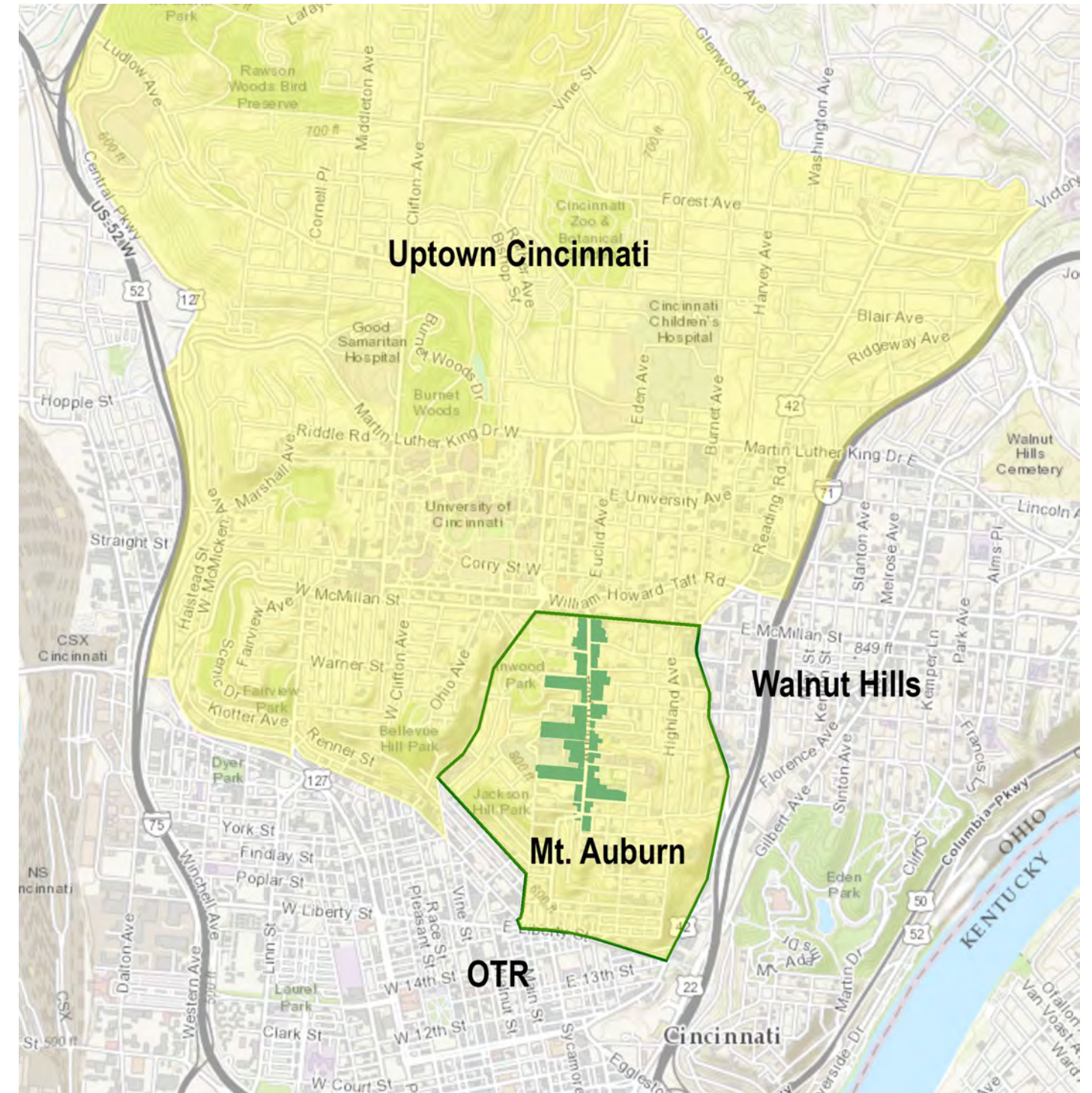
The corridor has a variety of land uses scattered throughout, but is dominated by institutional, medical, and non-profit organizations.

Historic mansions also are scattered throughout the corridor and mainly have been repurposed as office spaces. At least six law firms are located in historic homes in this corridor. Rental housing is also included along the corridor and is represented by varying designs produced over several decades.

The Mount Auburn neighborhood is part of Uptown Cincinnati, including also the neighborhoods of Avondale, Clifton, CUF and Corryville. A map of Uptown Cincinnati, the Mount Auburn neighborhood boundaries and Auburn Avenue corridor parcels (in green) is pictured right. The Over-The-Rhine (OTR) neighborhood borders Mt. Auburn to the south and Walnut Hills to the east.



Main Entrance to Christ Hospital



Context Map

METHODOLOGY

Our conclusions are based on identification of a market area specific to the study area, a comprehensive field survey of residential and commercial properties within each respective market, and an analysis of supply/demand factors to identify market-supported opportunities and qualification of our recommendations.

RETAIL TRADE AREA

Market potential for retail and restaurant along Auburn Avenue was identified as neighborhood in scale. As such, the Mt. Auburn neighborhood boundaries were used to assess consumer spending potential and the competitive level of existing retail/restaurants in the area.

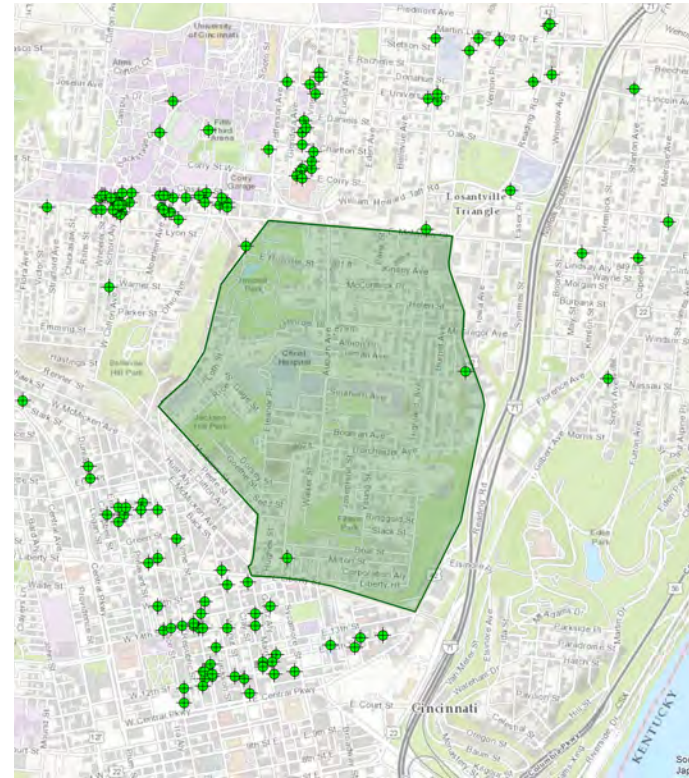
As the map (right) illustrates, food and beverage establishments encircle the Mt. Auburn neighborhood reducing the likelihood that residents outside Mt. Auburn would drive by a variety of other established dining options to eat and drink in Mt. Auburn.

Other than The Christ Hospital's in-house restaurants and cafeteria, Mt. Auburn is currently limited to a couple convenience stores, taverns and specialty food businesses:

- Convenience stores: Short Stop Market and Body Snatchers
- Taverns: Mad Frog and Milton's
- Specialty food businesses: Graeter's and Boba Cha

By comparison, Corryville and Over-The-Rhine have more than 200 establishments selling food and beverage products.

A retail market area of a two-minute drive time was used in a 2009 report by the University of Cincinnati Economics Center. All areas of the neighborhood are generally within a two- to three-minute drive time from the central portion of Auburn Avenue (note: the UC study was focused on the Auburn Avenue/Dorchester Avenue intersection).



Food & Beverage Establishments relative to Mt. Auburn Neighborhood



Residential Primary Market Area relative to Mt. Auburn Neighborhood and Auburn Avenue Corridor

RESIDENTIAL PRIMARY MARKET AREA

A Primary Market Area (PMA) has been defined for the study area. The PMA is the specific geographic area, as determined during the course of our analysis from which household support is anticipated for the study area.

The Residential PMA includes all of Mt. Auburn and portions of Over-The-Rhine, Walnut Hills, and neighborhoods within the Uptown area. The PMA is generally bounded by Martin Luther King Drive to the north, Gilbert Avenue to the east, Central Parkway to the south and west.

KEY AREA DEMOGRAPHICS

Mt. Auburn has retained a higher share of families and a more diverse population than Uptown and the Residential PMA in terms of age and income. This is attributed in large part to the higher share of students in the Uptown and Residential PMA. A demographic comparison of Mt. Auburn, the Residential PMA and the Uptown Area follows.

Notably, all areas have employment well in excess of the resident population. This “daytime” population base is one of the most important criteria to attract retail businesses and restaurants.

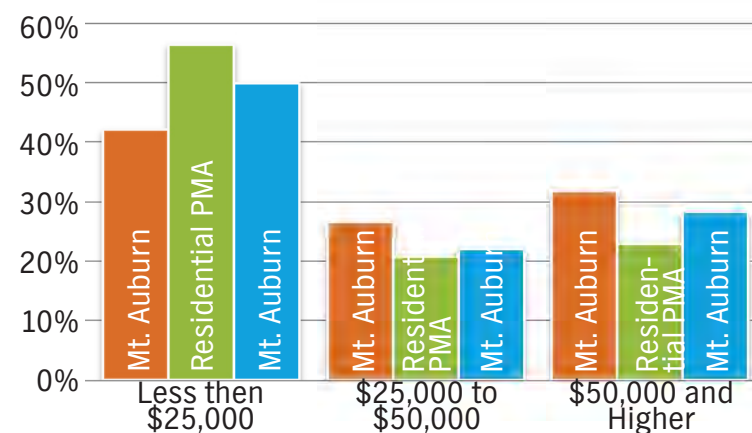
Demographic Criteria (2016 estimates)	Mt. Auburn	Residential PMA	Uptown Area
Population	5,269	23,950	43,872
Total Households	2,325	9,543	18,806
Renters	1,663 (71.5%)	8,059 (84.4%)	14,962 (71.5%)
Owners	662 (20.5%)	1,484 (15.6%)	3,844 (20.4%)
Families	1,008 (43.4%)	3,175 (33.3%)	6,010 (32.0%)
Median Age	32.4	26.0	25.1
Average Household Size	2.18	2.02	2.03
1-Persons	40.9%	47.4%	46.6%
2-Persons	29.4%	27.2%	28.2%
3-Persons	13.8%	12.0%	11.6%
4-Persons+	15.9%	13.4%	13.6%
Household Incomes Less than \$25,000	42.0%	56.4%	49.9%
\$25,000 to \$50,000	26.3%	20.8%	21.9%
\$50,000 and Higher	31.7%	22.8%	28.2%
Median Household Income	\$30,393	\$19,535	\$25,089
Annual Resident Spending – Food Service & Drinks	\$5 Million	\$15 Million	\$39 Million
Total Employees	7,470	47,345	62,935

Source: Esri, Inc. and 2010 Census

Note: Share of households by size is from the 2010 Census and not estimated for 2016

The higher household incomes in Mt. Auburn provide the highest per capita spending on food and drink establishments, however, the smaller population base yields just one-third of the spending potential of the larger Residential PMA.

Key Area Income Shares



BUSINESS SUMMARY

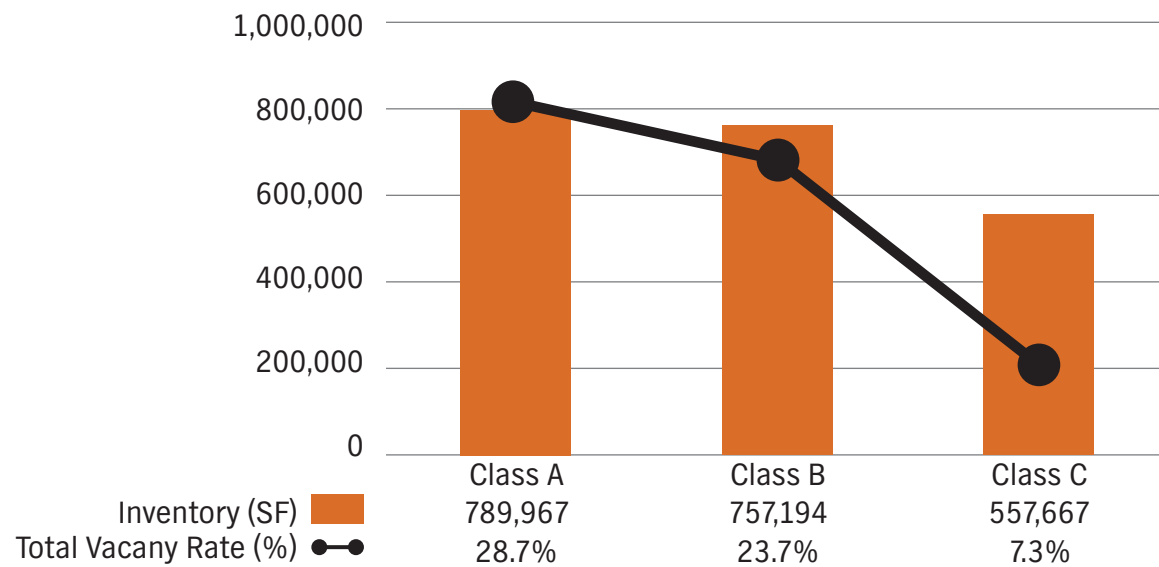
According to Esri, Inc., there are an estimated 7,470 employees in the Mt. Auburn neighborhood. The healthcare sector represents nearly three-fourths of the employment base within the neighborhood.

The next highest share of employees is in the Information sector and includes the large television station companies in the southeast portion of the neighborhood. There are eight legal services in the neighborhood, at least six of which have offices in repurposed historic homes along Auburn Avenue.

According to Xceligent, a commercial research and listing group, affordable office space in Mt. Auburn and the surrounding area near downtown (referred to by brokers as CBD Peripheral) is the most difficult to find. Class C properties are at a historically low vacancy rate of 7.3%, nearly four times lower than Class A office space. In fact, the affordability of space in Mt. Auburn has allowed some groups to owner-occupy the space.

2016 (Estimated) Business Sector	Businesses		Employees	
	Number	Percent	Number	Percent
Construction	8	3.0%	55	0.7%
Manufacturing	3	1.1%	27	0.4%
Wholesale Trade	3	1.1%	15	0.2%
Retail Trade	15	5.7%	89	1.2%
Motor Vehicle & Parts Dealers	1	0.4%	26	0.3%
Health and Personal Care Stores	4	1.5%	30	0.4%
Transportation and Warehousing	0	0.0%	1	0.0%
Information	10	3.8%	748	10.0%
Finance and Insurance	9	3.4%	108	1.4%
Real Estate, Rental & Leasing	9	3.4%	45	0.6%
Professional, Scientific and Tech Services	24	9.1%	154	2.1%
Legal Services	8	3.0%	53	0.7%
Management of Companies and Enterprises	1	0.4%	2	0.0%
Administrative and Support, Waste Management and Remediation Services	8	3.0%	37	0.5%
Educational Services	13	4.9%	484	6.5%
Health Care and Social Assistance	103	38.9%	5,379	72.0%
Arts, Entertainment & Recreation	3	1.1%	42	0.6%
Accommodation and Food Services	7	2.6%	51	0.7%
Other Services (except Public Administration)	27	10.2%	177	2.4%
Automotive Repair and Maintenance	1	0.4%	6	0.1%
Public Administration	4	1.5%	55	0.7%
Unclassified Establishments	15	5.7%	0	0.0%
Total	265	100.0%	7,470	100.0%

Office Vacancy Rates - CBD Peripheral Submarket 1st Quarter 2016
(Source: Xceligent, Inc.)



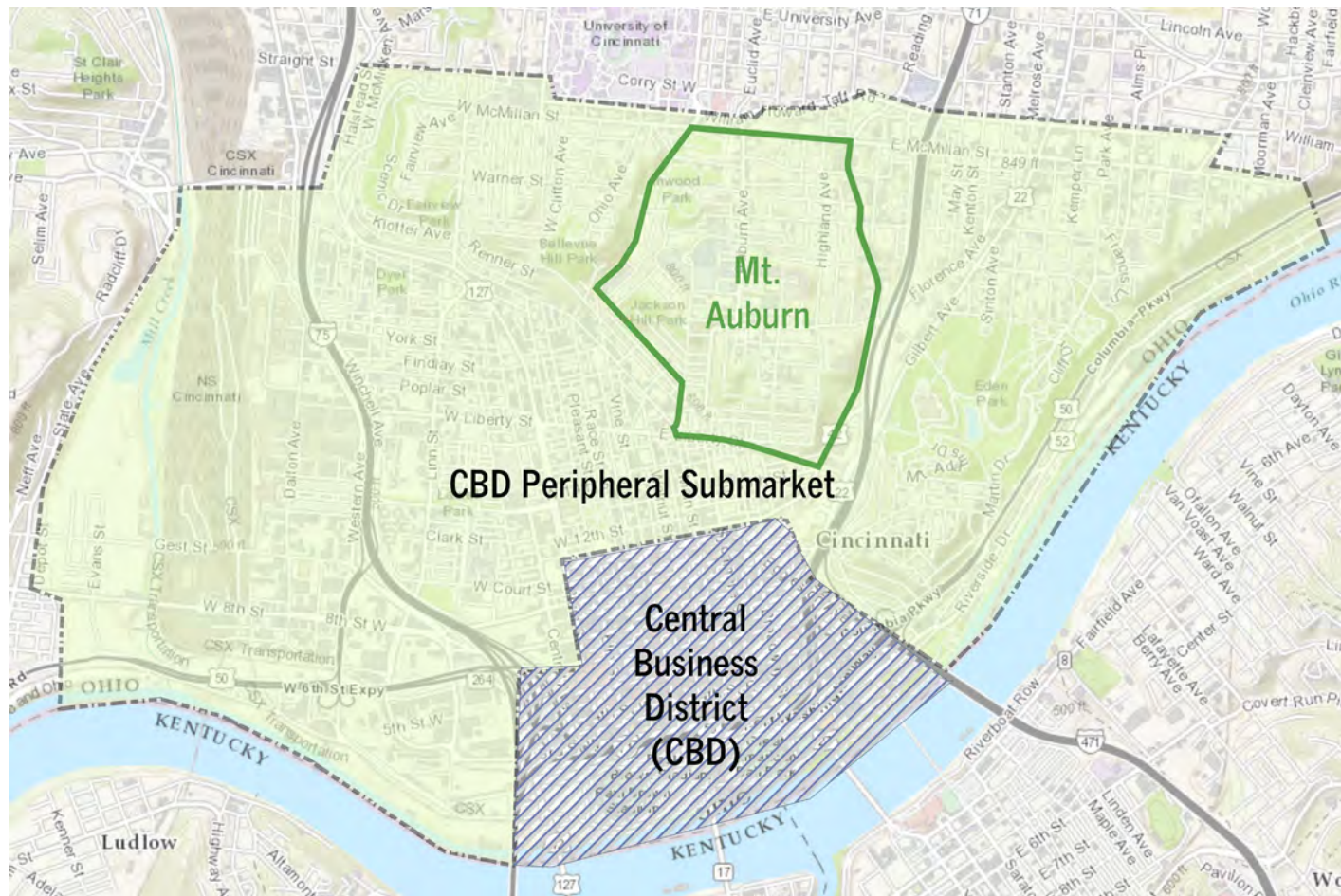
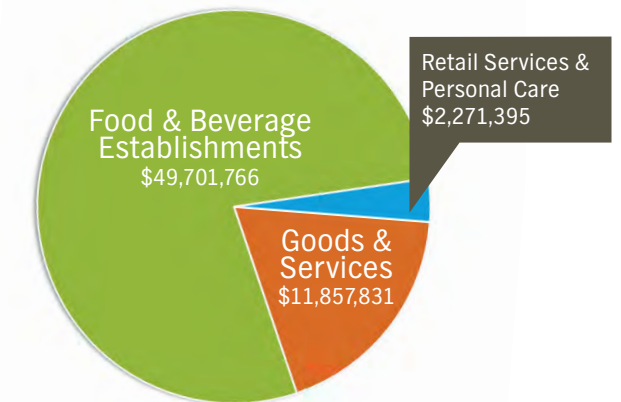
RETAIL/RESTAURANT SPENDING

Local employees, or the “daytime population,” have the potential to support more restaurant space than the local resident base. Combined, there is an estimated \$12 million in potential food and beverage spending in the local neighborhood.

While aggregate spending power in the neighborhood is \$63 million, it is important to understand that most conventional retailers will not consider tenancy along Auburn Avenue because it is not near other retailers and does not have the market exposure of other retail areas in the Uptown area. The most likely retail candidates for the corridor include the food and beverage establishments, retail services and personal care, and a small share of independent boutique retailers.

Additionally, no market captures 100% of the spending potential of local employees and residents. Given a central marketable location, DDA anticipates capturing 15% to 20% of the spending potential among the likely retail candidates. Typical sales per foot, and average restaurant and store sizes, were then taken into account to project market-supportable retail space along Auburn Avenue.

Retail Spending Potential Mt. Auburn



Types of Spending	Food & Beverage and Retail Spending Potential		
	Local Employees	Mt. Auburn Residents	Total Spending
Full-Service Restaurants and Fast Food	\$6,902,280	\$4,955,551	\$11,857,831
Full-Service Restaurants	\$3,348,950	\$2,455,902	\$5,804,852
Fast Food/Deli/Lunch Eateries	\$3,553,330	\$2,499,649	\$6,052,979
Goods and Services	\$18,630,778	\$31,070,988	\$49,701,766
Department, Discount and Warehouse Club Stores	\$5,328,202	\$9,085,144	\$14,413,346
Drug Stores	\$1,319,501	\$3,544,658	\$4,864,159
Grocery Stores	\$5,016,254	\$8,466,005	\$13,482,259
Clothing Stores	\$383,659	\$2,219,760	\$2,603,419
Shoe Stores	\$250,992	\$287,995	\$538,987
Sporting Goods	\$329,875	\$1,516,123	\$1,845,998
Electronics/Phone/Computers	\$1,061,338	\$2,682,546	\$3,743,884
Jewelry	\$1,541,808	\$502,429	\$2,044,237
Office Suppliers/Stationery/Novelty Gifts and Cards	\$2,004,350	\$513,617	\$2,517,967
Other Goods (florists, non-food vendors)	\$1,394,798	\$2,252,711	\$3,647,509
Retail Services/Personal Care (laundry, hair salon)			\$2,271,395

Sources: Esri, Incorporated, ICSC Research, 2012 Economic Census, DDA

HOUSING SUMMARY

DDA staff surveyed more than 1,500 rental units in Mt. Auburn and portions of the surrounding neighborhoods of Over-The-Rhine, Corryville, CUF, Clifton Heights and Walnut Hills.

Overall occupancy rate is 97.6%, which is considered a high operating level. A 95% occupancy rate is considered healthy as it allows mobility in the marketplace. In Mt. Auburn, the occupancy rate is 95.1%. The occupancy is slightly lower than typical, which is attributed to the initial rent up of Gilman Gardens following a substantial renovation of the property. Units in the renovation process at the Historic Limited Liability property on Sycamore Street also contributed to a slightly lower occupancy rate.

A wide range of rents are in the marketplace due to the close proximity to the University of Cincinnati. A significant portion of Mount Auburn and the Auburn Avenue corridor are within one mile of the center of campus. The high shares of student tenancy in rental properties exist as far south as McGregor Avenue. In several cases, rentals in this area also were successfully marketed as Airbnb's.

Project Type	Projects Surveyed	Total Units	Vacant Units	Occupancy Rate
Market-rate	16	1,036	30	97.1%
Market-rate/Tax Credit	2	235	6	97.4%
Market-rate/Government-Subsidized	1	95	0	100.0%
Tax Credit	3	242	3	98.8%
Government-Subsidized	2	35	0	100.0%
TOTAL	24	1,643	39	97.6%

The high end of the rent range reflects student tenancy where more than one student often contributes to the rent. Auburndale, at the north end of the Auburn Avenue corridor, achieves the highest studio and one-bedroom rental rates in the neighborhood and also attracts the highest share of students.

The majority of area rental properties in the neighborhood total less than a few dozen units, and have significant deferred

maintenance and property amenities limited to a laundry room. While these properties offer units at affordable rates to lower-income households, the overall quality is limited. Larger, well-maintained income-restricted properties, such as the 52-unit Malvern Apartments on Eleanor Place, are 100% occupied with lengthy waiting lists.

There are 350 market-rate units being added to the Auburn Avenue corridor by Uptown Rental Properties, including renovation of the 60-unit Auburn building (2301 Auburn Avenue) with plans to construct 259 units along Wellington Place. These new units represent 75% of the PMA's renter household growth projected through 2021 (source: Esri, Inc.).

According to a 2010 Affordable Housing Advocates study, there are 274 rental-assisted housing units in the Mt. Auburn neighborhood, of which 174 are through the HUD Section 8 Housing Choice Voucher program. The voucher program allows tenants to take the rental-assistance voucher wherever they move, so the actual number in the neighborhood will fluctuate year-by-year. The addition of project-based rental-assisted properties would ensure "affordability" of more housing stock in the neighborhood long term.

Within the surrounding communities, the overall share of rental-assisted units to housing stock is 11.3%. Based on DDA's experience in tracking affordable housing in other Ohio cities, this ratio provides a fairly balanced housing market. However, the majority of the affordable housing is concentrated in Avondale and Walnut Hills. Mt. Auburn's ratio of rental-assisted housing units (166) to total housing stock (3,204) is currently 5.2%. **Increasing Mt. Auburn's project-based affordable housing stock up to 8% to 9% will add 90 to 122 project-based affordable housing units to the neighborhood and lessen the reliance on keeping housing choice vouchers in the neighborhood.**

A review of county records reveals that valid sales among single-family, duplex and condominiums have increased each year over the past few years.

Valid Home Sales Mt. Auburn Neighborhood 2013 to Present

Sale Price Range	2013	2014	2015	2016*	2013 To Present
Less than \$50,000	17	31	19	15	82
\$50,000 to \$99,999	8	12	15	11	46
\$100,000 to \$149,999	6	8	8	0	22
\$150,000 to \$199,999	5	3	8	1	17
\$200,000 and higher	16	15	28	12	71
Total	52	69	78	39	238
Median	\$106,000	\$70,000	\$107,000	\$74,000	

*Partial year (until June 2016)

The majority of home sales are occurring at the lower end of the sale price range (below \$50,000) and at the higher price range of \$200,000 and higher. There are few sales in the \$100,000 to \$199,999 price point.

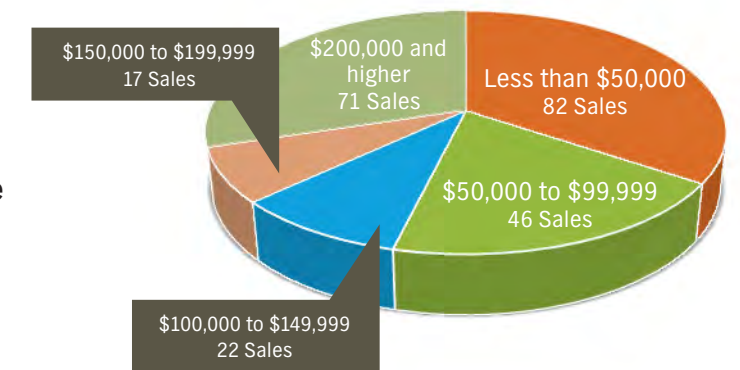
Home sales of less than \$50,000 are indicative of poor quality housing. In some circumstances, this lower tier price can attract landlords and first-time homebuyers who do not have the funds or wherewithal to improve the property.

The Tax Credit rent-to-own program strategically mixed within the lower priced homes could improve home values in certain areas and eventually contribute to an increase in the quality and value of housing stock in the neighborhood.

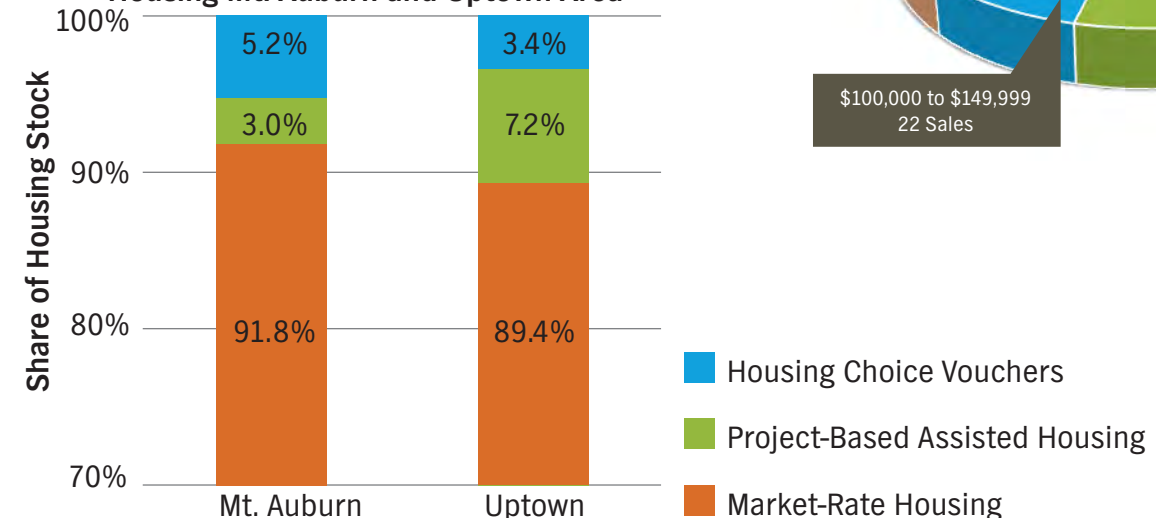
Rent Range By Unit Type Mt. Auburn Neighborhood

Unit Type	Collected Rent Range
Studio/Efficiency	\$430 - \$655
One-Bedroom	\$495 - \$829
Two-Bedroom	\$650 - \$1,780
Three-Bedroom	\$750 - \$2,100

Mt. Auburn Home Sales 2013 to Present



Comparison of % of Market-Rate to Affordable Housing Mt. Auburn and Uptown Area



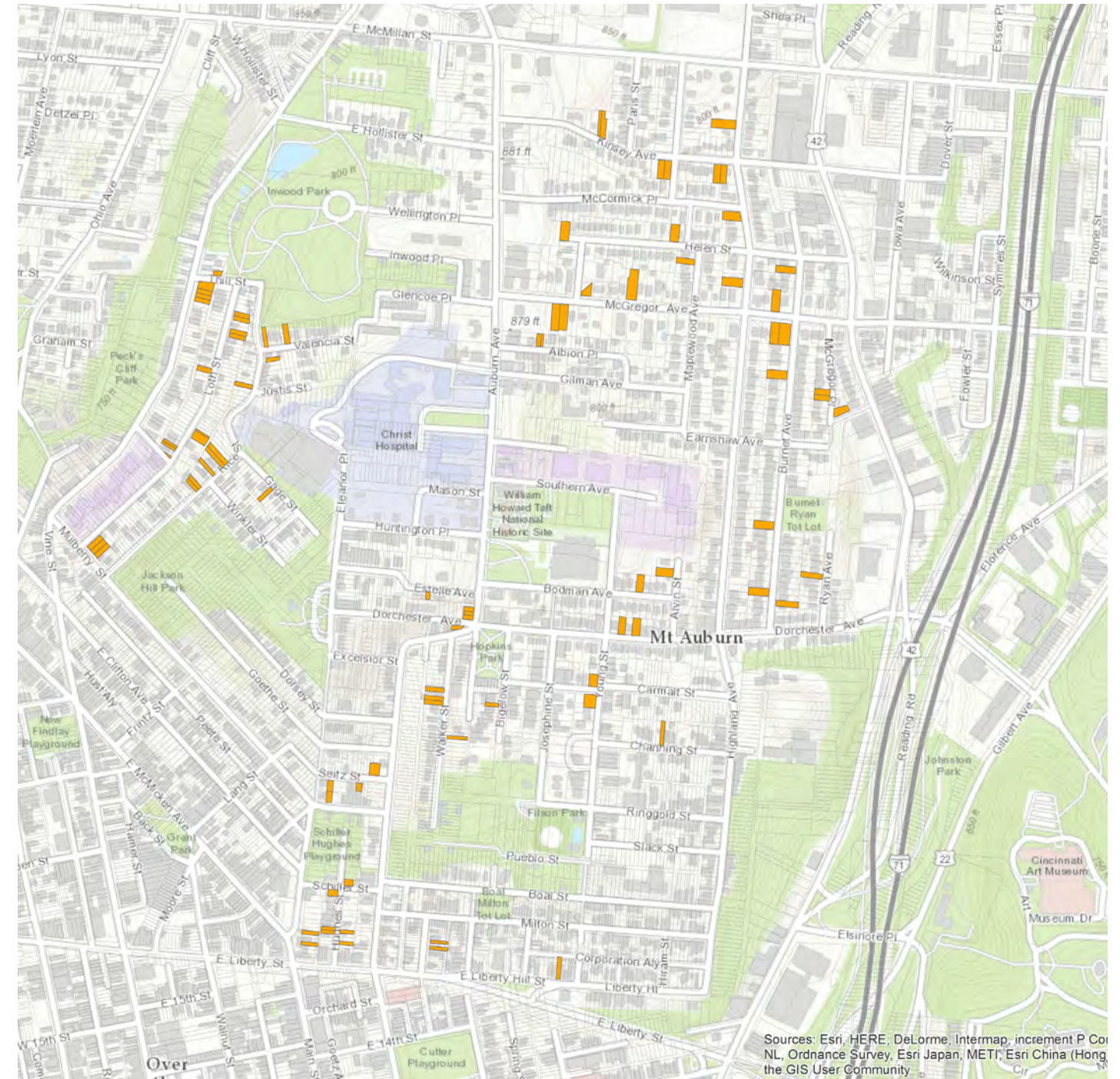
VACANT AND CONDEMNED BUILDINGS

A review of the City of Cincinnati Department of Buildings and Inspections records indicate that the Uptown area has 300 buildings that are ordered to be vacated and/or kept vacant due to code violations. Of the 300 vacant buildings listed in Uptown, Mt. Auburn has 82, or a little more than one-fourth of Uptown's vacant buildings. The majority of Mt. Auburn's vacant buildings are in single-family homes and some commercial structures. Just 12 of the vacant buildings are among multifamily of four or more units.

The only vacant buildings in Mt. Auburn that are directly impacting the Auburn Avenue corridor are at the southernmost end at the Dorchester Avenue intersection. The largest concentration of vacant buildings is along McGregor Avenue.



Vacant Flat Iron Building on Dorchester Avenue



Vacant and Condemned Buildings Map



Aurburndale

Section 4

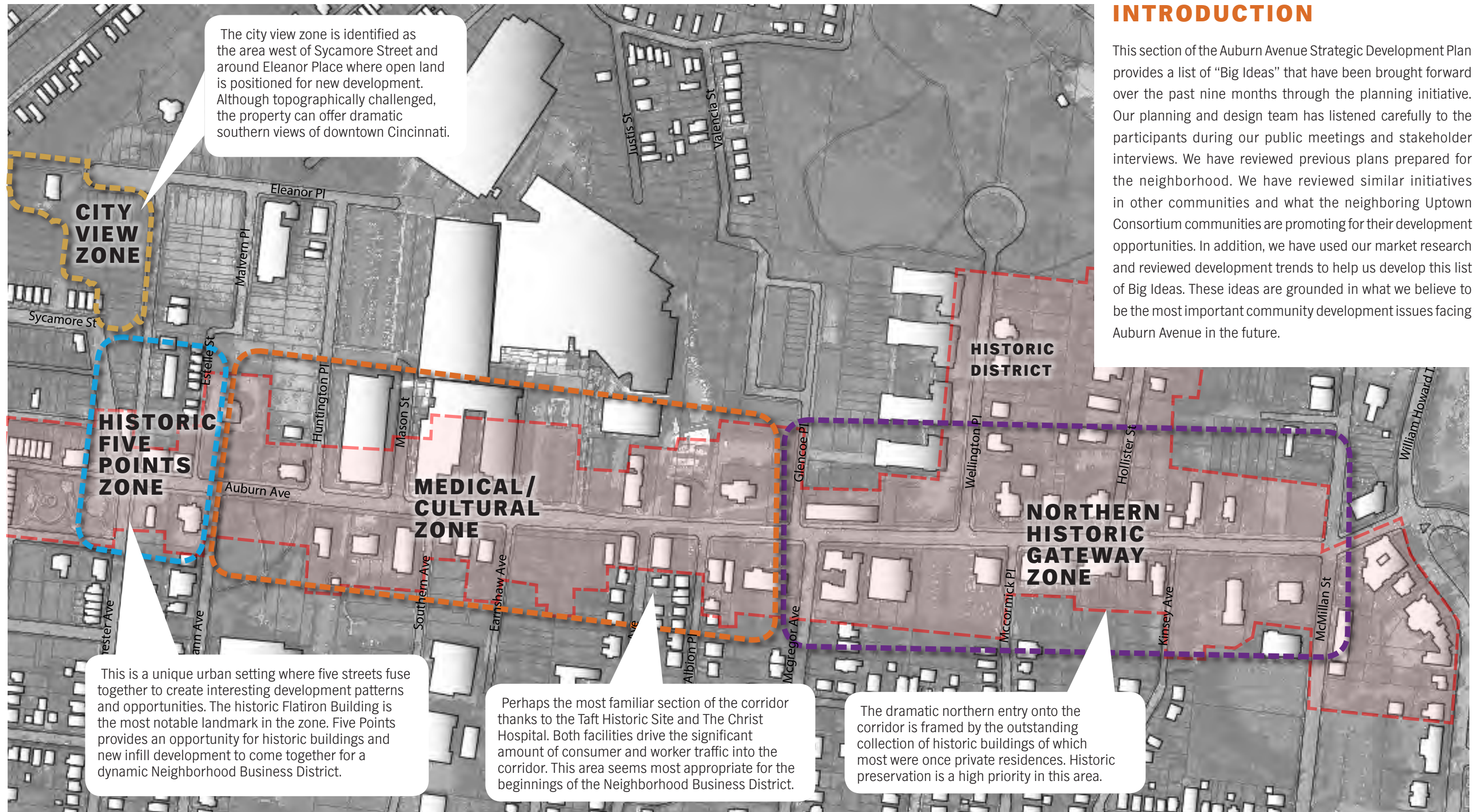
RECOMMENDATIONS



KEY DEVELOPMENT ZONES

INTRODUCTION

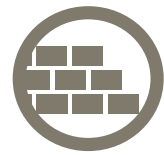
This section of the Auburn Avenue Strategic Development Plan provides a list of “Big Ideas” that have been brought forward over the past nine months through the planning initiative. Our planning and design team has listened carefully to the participants during our public meetings and stakeholder interviews. We have reviewed previous plans prepared for the neighborhood. We have reviewed similar initiatives in other communities and what the neighboring Uptown Consortium communities are promoting for their development opportunities. In addition, we have used our market research and reviewed development trends to help us develop this list of Big Ideas. These ideas are grounded in what we believe to be the most important community development issues facing Auburn Avenue in the future.



BIG IDEAS



Identify opportunities for businesses that support a Neighborhood Business District concept



Identify and solicit development interests for possible redevelopment opportunities



Protect the Assets of the Historic District



Address pedestrian enhancements along Auburn Avenue through an accessibility design plan



Promote continued success of The Christ Hospital as an important anchor institution for the Neighborhood Business District



Prepare a Neighborhood-wide Mixed-Income Housing Strategy



Explore opportunities for alternative public transit



Explore opportunities to expand connectivity to adjacent neighborhoods and strengthen gateways into the corridor

BIG IDEAS



Identify opportunities for businesses that support a Neighborhood Business District (NBD) concept

The successful creation of a vibrant business district will require support and patronage from residents, businesses and their employees.

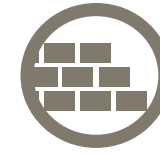
The market study that is a part of this Strategic Plan identifies modest amounts of retail and/or food and beverage establishments that could be successful along the corridor. As new infill projects and renovation of existing assets are being considered, MACDC should reach out to real estate developers and the brokerage community to convey the importance of integrating these uses into projects. These types of tenants are critically important to elevate the street dynamics and perceptions of the corridor. New mixed-use projects can infuse a critical mass of new tenantry to quickly change the character of the corridor.

After the development and brokerage community are introduced to the vision for the corridor, they will bring their expertise to bear on identifying numerous potential tenants that would be appropriate for a Auburn Avenue NBD. It will be important for the MACDC to voice the neighborhoods interest in the types of tenant discussed at the public meetings.

Note: Potential creation of a new Neighborhood Center was recommended in Plan Cincinnati (2012), the City of Cincinnati's comprehensive plan. It is specifically recommended in the 3rd Geographic Principle: Create new centers of activity where appropriate, which can be found on page 94 of the Plan.

NEXT STEPS

- Create a Marketing Package [electronic and hard copies] that captures the essence of the initiative using excerpts from the Auburn Avenue Strategic Plan.
- Meet with commercial brokers familiar with Cincinnati's Neighborhood Business Districts to identify potential tenants for the corridor.
- Solicit appropriate tenant prospects using the Marketing Package.



Identify and solicit development interests for possible redevelopment opportunities

The catalytic projects identified in this Strategic Development Plan will require the expertise of professional real estate development specialists experienced in the challenges of urban neighborhood revitalization. This document should serve the MACDC well in introducing the future Vision for Auburn Avenue to real estate developers, brokers, city economic development officials and area partners.

NEXT STEPS

- Create an Auburn Avenue Corridor Redevelopment Ambassador Team to promote the development plan to prospective developers, brokers and others.
- Create a Marketing Package [electronic and hard copies] that captures the essence of the initiative using excerpts from the Auburn Avenue Strategic Plan.
- Promote the Auburn Avenue Strategic Plan through an improved MACDC Website that is geared to marketing the development opportunities along the Auburn Avenue corridor.



FINDING THE RIGHT TENANT



OPPORTUNITY AT NORTH GATEWAY



OPPORTUNITY ACROSS THE STREET FROM CHRIST HOSPITAL

BIG IDEAS



Protect the Assets of the Historic District

The historic assets along Auburn Avenue represent some of the best examples of Victorian era architecture in the city. The Northern Gateway onto Auburn Avenue from McMillan is framed by the wonderful collection of these majestic buildings, most of which were former residences to some of Cincinnati's early distinguished citizens. Every effort should be made to preserve these buildings.

NEXT STEPS

- Create a Task Force to lead discussions regarding the historic preservation goals for the corridor [the neighborhood in its entirety should also be considered at a later date].
- Coordinate an Update to the Auburn Avenue Historic District to reflect current conditions.
- Create a data source summary of all properties in the district [age, size, occupancy, ownership status, tenant, economics].
- Communicate the importance and value of the Historic Tax Credit Program to historic property owners.
- Identify opportunities for historic property redevelopment based on the Market Study included in this document.



EXISTING HISTORIC PROPERTY



EXISTING HISTORIC PROPERTY

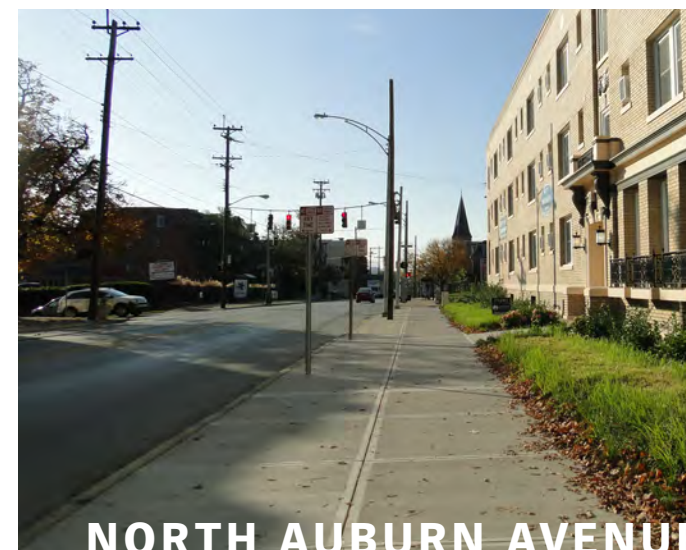


Address pedestrian enhancements along Auburn Avenue through a accessibility design plan

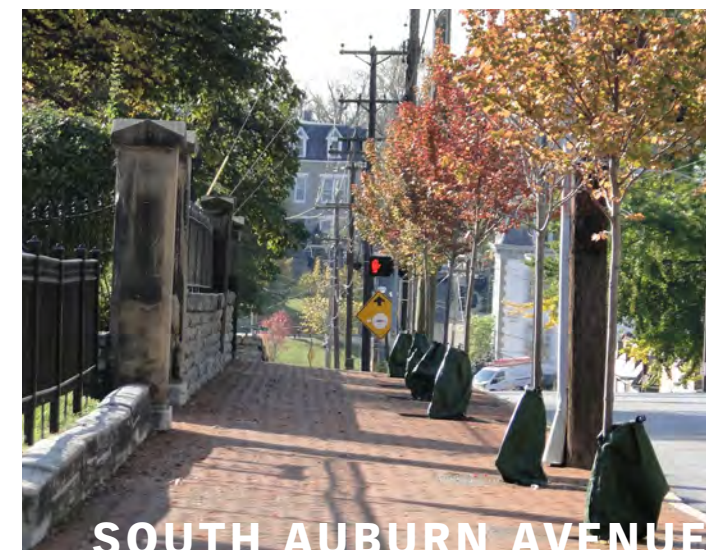
The simultaneous streetscape beautification of Auburn Avenue will be essential to creating an attractive and pedestrian friendly urban corridor. Improved walkability of the corridor will translate to more support for restaurants and retail in the core business district and facilitate additional redevelopment.

NEXT STEPS

- Using the Strategic Plan, identify the key areas of the corridor to be improved.
- Consider retaining the design services of a qualified urban design/landscape architecture firm to prepare a detailed streetscape and neighborhood connectivity plan for the corridor.
- Coordinate efforts with key stakeholders, the City of Cincinnati Department of Transportation and Engineering and SORTA to determine most appropriate design approach.
- Explore potential public / private financing options with key corridor stakeholders, local, state and federal transportation programs.



NORTH AUBURN AVENUE



SOUTH AUBURN AVENUE

BIG IDEAS



Promote continued success of The Christ Hospital as an important anchor institution for the NBD

Perhaps it goes without saying that The Christ Hospital is a critical business partner for the long-term success of the Auburn Avenue corridor. Numerous businesses currently line Auburn Avenue dependent upon the consumer traffic generated by the regional healthcare provider.

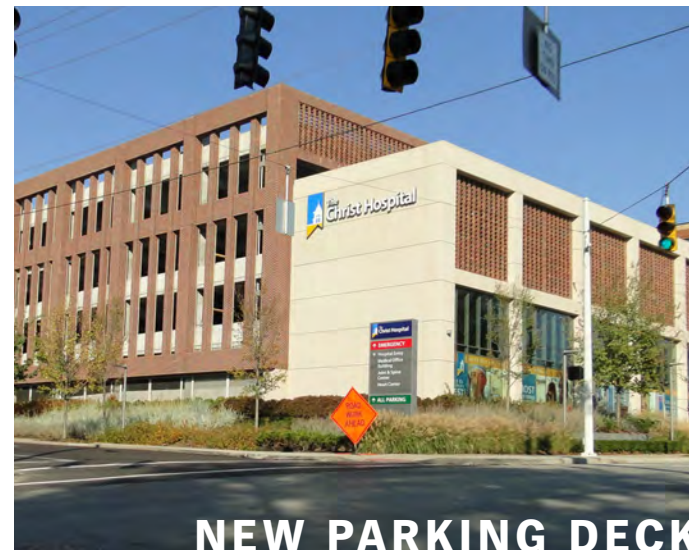
In addition, the number of employees, contractors, vendors and visitors that make daily trips to and from the hospital represent potential customers for the proposed retail and hospitality establishments envisioned for the NBD.

NEXT STEPS

- Explore further opportunities to partner with The Christ Hospital for corridor enhancements and development of a Neighborhood Business District (NBD).
- Research opportunities for local, state and federal neighborhood enhancement programs that could be applicable to the Auburn Avenue corridor and surrounding neighborhood.



ORIGINAL HOSPITAL



NEW PARKING DECK



Prepare a Neighborhood-wide Mixed-Income Housing Strategy

P lan Cincinnati speaks often about the strength of the city's neighborhoods and the important of reoccurring investment to enhance the neighborhood real estate values while enriching the quality of life for the residents. It can be argued that neighborhoods like Mt. Auburn are the city's most important asset because they serve as the foundation for success of neighborhood business districts, city job centers and the city's cultural diversity.

Long-term diverse quality housing is a major concern for the for the Mt. Auburn residents. This concern is heard in similar Cincinnati neighborhoods and other cities as well as there continues to be considerable interest in the power of mixed-income housing and neighborhoods to help alleviate poverty, desegregate neighborhoods in terms of household income, eliminate gentrification and to revitalize neighborhoods.

The excerpt below sheds some light on the opportunities and values of mixed-income housing:

"There's a hopeful new sign that how we build our cities, and specifically, how good a job we do of building mixed income

neighborhoods that are open to everyone can play a key role in reducing poverty and promoting equity.

New research shows that neighborhood effects—the impact of peers, the local environment, neighbors—contribute significantly to success later in life. Poor kids who grow up in more mixed income neighborhoods have better lifetime economic results.

This signals that an important strategy for addressing poverty is building cities where mixed income neighborhoods are the norm, rather than the exception. And this strategy can be implemented in a number of ways—not just by relocating the poor to better neighborhoods, but by actively promoting greater income integration in the neighborhoods, mostly in cities, that have higher than average poverty rates."

Excerpt from article "Why mixed-income neighborhoods matter: lifting kids out of poverty" By Joe Cortright 29.3.2016

NEXT STEPS

- Create a Task Force to work with city-wide neighborhood housing coalitions to discuss overall housing concerns from low-income to market rate. The Task Force should strive to prepare a neighborhood-wide position expressing the neighborhood's desire for a healthy and diverse housing development strategy.
- Perform "best practice" research on how other cities are addressing the issue.
- Promote future housing development that echoes Mt. Auburn's diverse housing interests. A goal of this effort should be to enrich the socio-economic & multi-generational neighborhood demographic and lifestyles of it's occupants.



UPTOWN PROPERTIES

BIG IDEAS



Explore opportunities for alternative public transit

Several forms of alternative transportation and in particular public transit have been discussed during the public meetings concerning this initiative. The Recommendation Section of this plan addresses alternative roadway configuration for Auburn Avenue to provide a “complete street” design approach that would allow automobiles, public transit, bicyclists and pedestrian to migrate in a safe and comfortable environment.

In addition to the safe mobilization along the corridor, we suggest MACDC and key stakeholders such as The Christ Hospital, God's Bible School and College, and residents alike support the Uptown Consortium's idea identified in their strategic plan to pursue the development of a shuttle bus circulator system that can bring a public transit system designed specifically to serve all of the Uptown neighborhoods.



In regard to city-wide connectivity, SORTA currently operates a highly functional public transit system that connects Mt. Auburn to the entire metropolitan area. In addition to this efficient system, a future opportunity exists that could bring another public transit option to the corridor.

At the time of this writing, it is too early to tell if the Phase I Streetcar program is successful or if it will be expanded. If the city moves forward with exploring the feasibility of a Phase II Streetcar system expansion program, MACDC should be prepared to lobby for potentially routing the system from Vine Street to Auburn Avenue via Hollister Street, with the ultimate goal of bringing streetcar access to the corridor.

NEXT STEPS

- Begin discussions with Uptown Consortium and their member's community development corporations, The Christ Hospital, The University of Cincinnati, Children's Hospital and other key Uptown stakeholders to solicit support for an Uptown shuttle circulator system.
- Ascertain that SORTA public transportation services for Auburn Avenue will not be compromised with a streetscape improvements program.



Explore opportunities to expand connectivity to adjacent neighborhoods and strengthen gateways into the corridor

The strongest connection from Auburn Avenue to surrounding neighborhoods is north/south. Corryville and the other Uptown neighborhoods are minutes away when headed north on Auburn Avenue. The Over-the-Rhine neighborhood and Prospect Hill area of Mt. Auburn are also easily accessed traveling south from Auburn Avenue to Sycamore Street.

Eastern connectivity is accomplished by way of McGregor Avenue and Dorchester Avenue. Both of these streets connect Mt. Auburn to eastern neighborhoods such as Walnut Hills and Mt. Adams. Western connectivity to the corridor currently does not exist. Circuitous routing, thanks to topographic challenges and a one-way Hollister Street, makes traveling onto Auburn Avenue from Vine Street impossible.



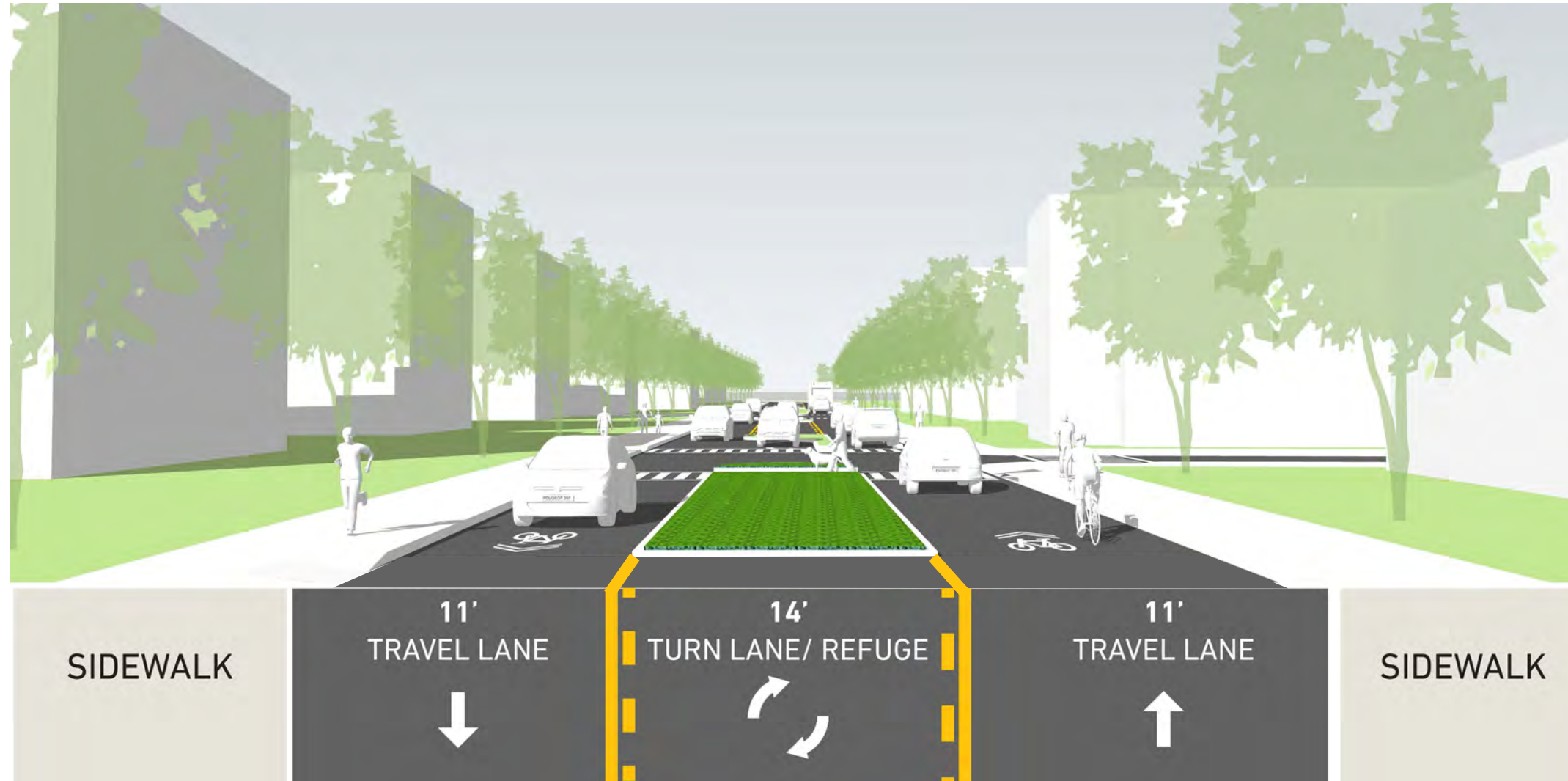
In an effort to improve Auburn Avenue ingress/egress our planning team recommends consideration of the conversion of Hollister Street from one-way to two-way traffic. This will provide much needed western connectivity to the Auburn Avenue corridor while creating a new gateway opportunity at the intersection of Hollister Street and Auburn Avenue.

A concentrated streetscape enhancement effort should be pursued with the City of Cincinnati Department of Transportation and Engineering on the arterials and streets discussed above to promote better connections and discovery of Auburn Avenue. This effort will be critically important for improved consumer connectivity to destinations within the Auburn Avenue NBD.

NEXT STEPS

- Broaden the conversation beyond streetscape to neighborhood connections through arterial and gateway enhancements to promote improved Auburn Avenue access. Begin discussions with Department of Transportation and Engineering to explore the feasibility of converting Hollister Street to two-way traffic.
- Promote Hollister Street as an alternative route connection to Uptown for any potential future expansion of the streetcar.
- Partner with key corridor stakeholders and property owners to identify opportunity sites or right-of-way for gateway signing and structures.

TRANSPORTATION RECOMMENDATIONS



INTRODUCTION

Based on input from the community and dialogue with transportation officials with the City, our design team prepared alternative solutions for Auburn Avenue. Community input suggestions were:

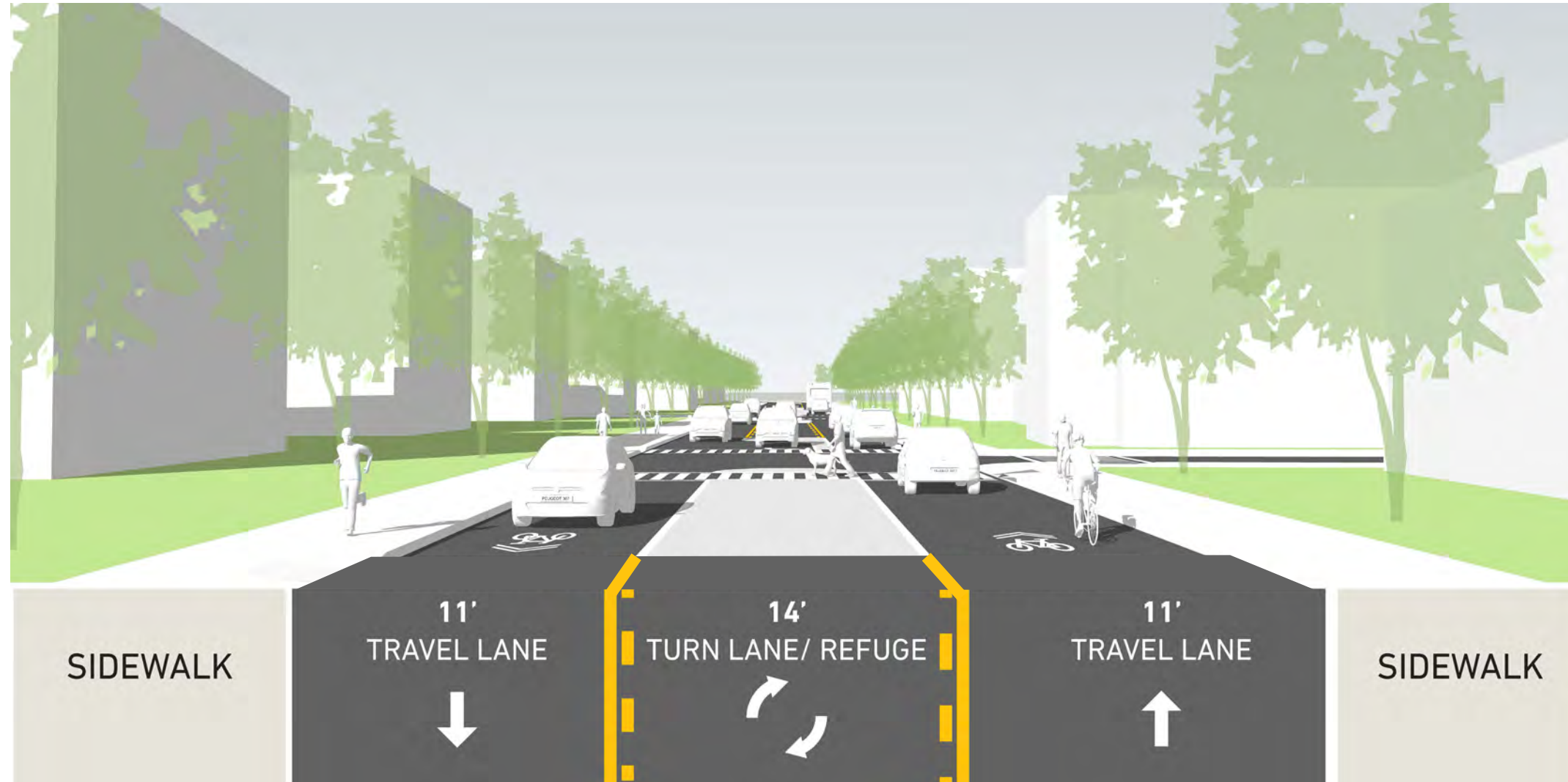
- Provide safe travel for vehicles, pedestrians and bicyclists.
- Make it more comfortable for pedestrians to walk along and across the street.
- Ensure traffic flows smoothly but at a speed appropriate for the district.
- Allow easy reliable access by emergency vehicles to the hospital.
- Streamline use by transit users (i.e. convenient stops, easy street crossings) (Note: providing a pedestrian connection to a future streetcar station was also discussed but the right-of-way alternatives are not distinct in terms of that goal).
- Support development of additional businesses and infill along the street (which may include on-street parking).
- Improve the aesthetics/green space or urban design character of the corridor as an attractive "front door" to The Christ Hospital and the neighborhood, and as a key link between U.C. and Over-the-Rhine/Downtown Cincinnati.

ALTERNATIVE A-1

Alternative A-1 provides the widest travel lanes at 11' with one lane in each direction. It has a 14' median that could be flush, depressed, a raised median or a combination. This area could provide space for left turning vehicles at key intersections, and provides some additional greenspace. The median also acts as a pedestrian refuge making the crossings more appealing and comfortable and the crossing distances shorter. This alternative requires cyclists to ride in the travel lanes with the assistance of sharrow pavement markings. There is no on-street parking in the scenario.

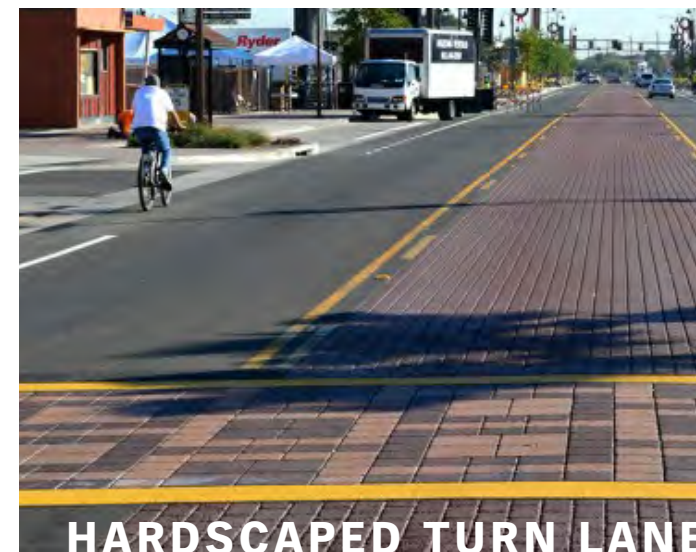


TRANSPORTATION RECOMMENDATIONS



ALTERNATIVE A-2

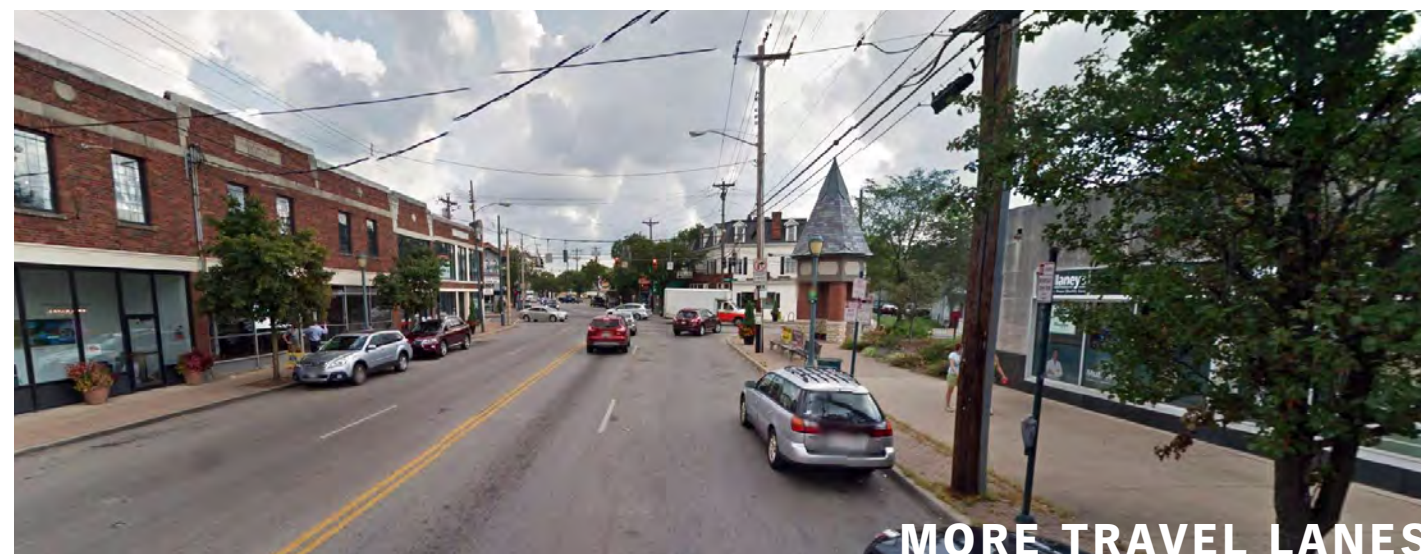
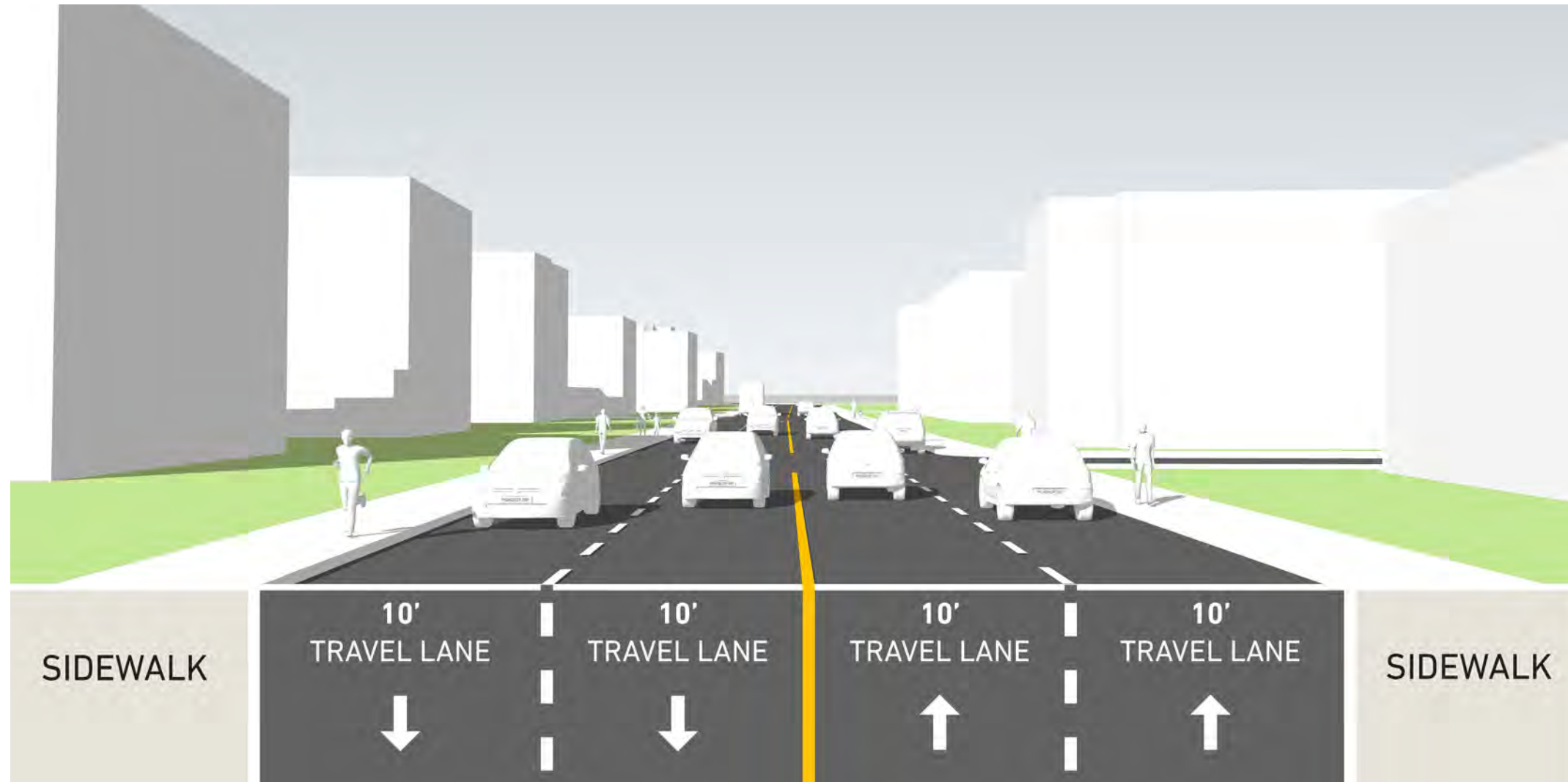
Alternative A-2 is essentially the same as A-1, but includes a hardscaped median as opposed to landscaped. The advantage of hardscape is simply that it is easier to maintain. It still offers most of the benefits as A-1, but the loss of green space does effect the overall aesthetic and pedestrian appeal. In the rating above, the points are not completely lost because there is still an in-street opportunity for planters with this route to add a bit of green.



TRANSPORTATION RECOMMENDATIONS

ALTERNATIVE B

Alternative B considers a 40-foot carriage way and a total of four 10' travel lanes, two in each direction. While this approach would help meet the goals for increased emergency vehicle access and better traffic flow/left turns, this alternative would not necessarily benefit pedestrians in terms of streetscape or pedestrian connections.



TRANSPORTATION RECOMMENDATIONS

	Ease of access for Emergency vehicles	Supports development efforts (e.g. on-street parking)	Travel for bikes (Dedicated cyclist space)	Urban Design, additional green space	Smooth flow and ease of left turns	Enhanced pedestrian connections	Total
Existing	0	0	0	0	0	0	0
A-1	2	0	0	2	1	2	7
A-2	2	0	0	1	1	2	6
B	1	0	0	0	1	0	2

EVALUATION TABLE

Note: This scoring assumes that each criteria receives an equal ranking, a topic for future discussion.

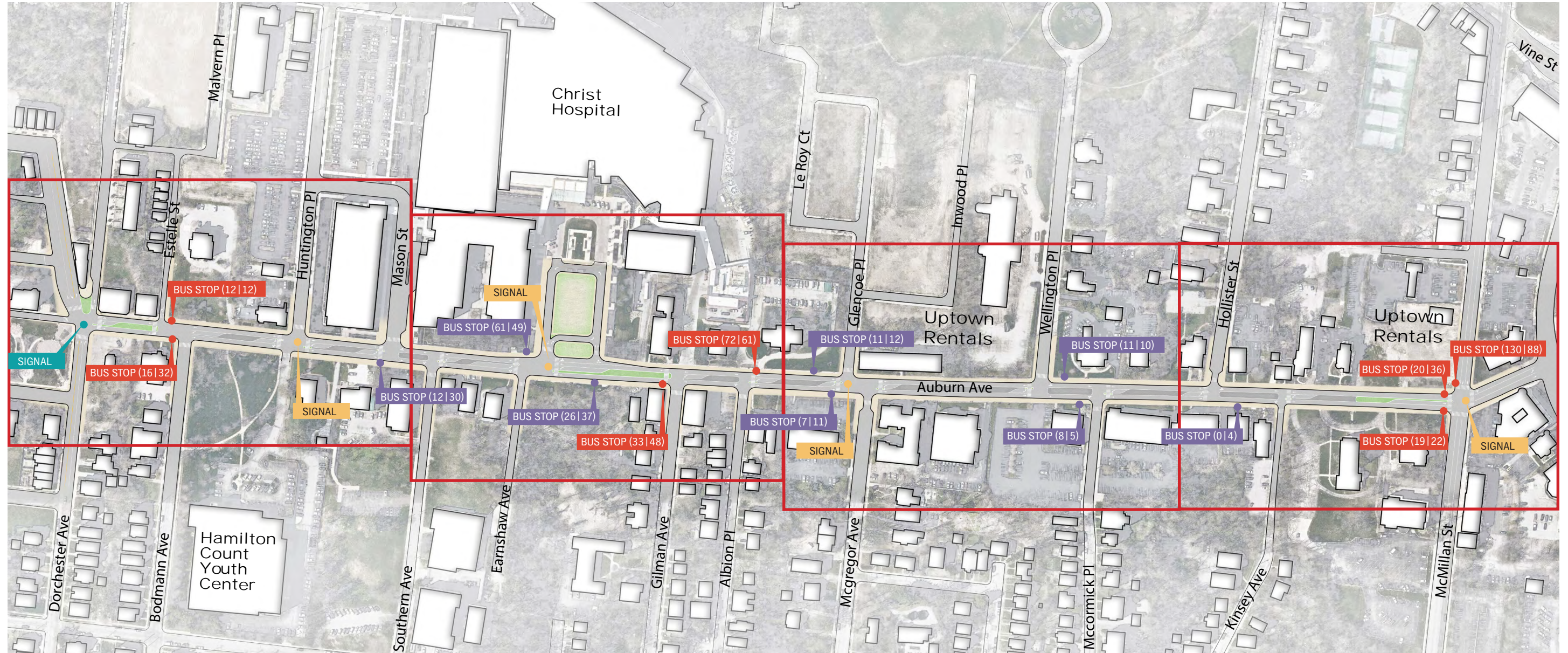
ALTERNATIVE EVALUATION

Through the planning process the design team has identified four design alternatives within the right-of-way and compared them using those goals to the existing situation. This assessment compares and contrasts the attributes of each alternative and how well it meets those project goals. The table shows ratings (0 - does not meet goal, 1 - meets goal, 2 - exceeds goal) assigned to each alternative.

CONCLUSION

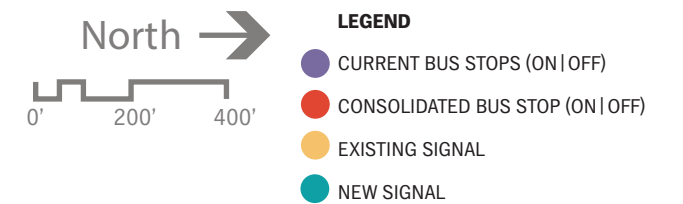
The scoring generally supports A-1 and 2. Urban development may still be accommodated since Auburn Avenue is not likely to be a linear commercial street, but rather a more nodal one that is not wholly reliant on on-street parking. Accommodations for bicycles will still need to be met through traffic calming, share the road markings, and safe, dedicated alternate routes.

TRANSPORTATION RECOMMENDATIONS

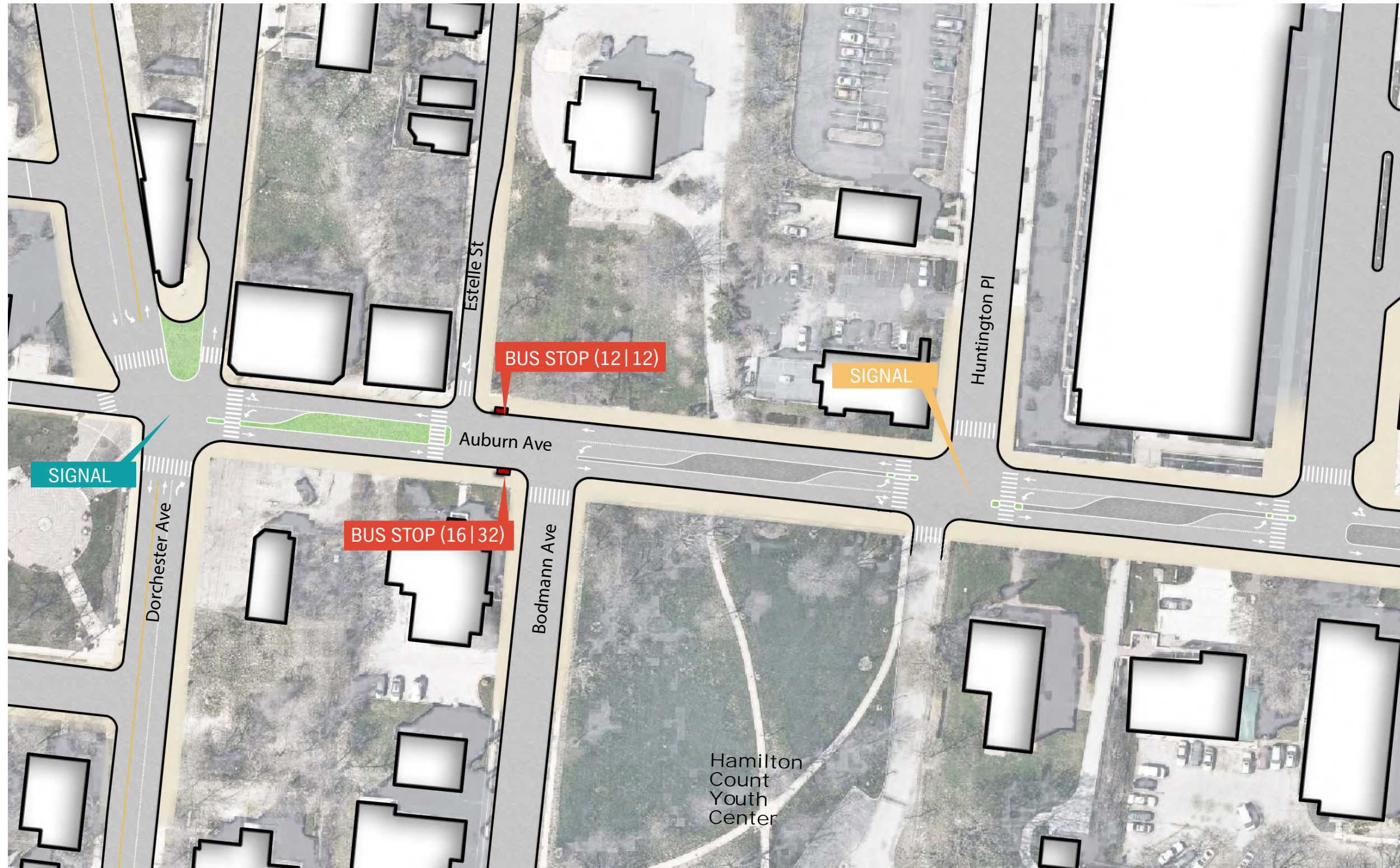


ALTERNATIVE A - PLAN

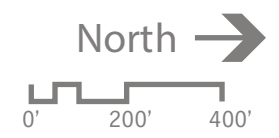
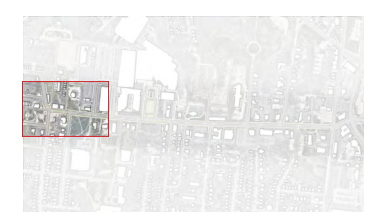
The recommendations that follow on pages 41 - 44 are based on adopting the Alternative A solution for Auburn Avenue. The plan diagrams show potential strategies to be used along the corridor, including consolidating bus stops, adding a traffic signal, and incorporating medians and turn lanes.



TRANSPORTATION RECOMMENDATIONS - ALTERNATIVE A - PLAN



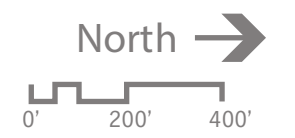
- LEGEND**
- CURRENT BUS STOPS (ON | OFF)
 - CONSOLIDATED BUS STOP (ON | OFF)
 - EXISTING SIGNAL
 - NEW SIGNAL



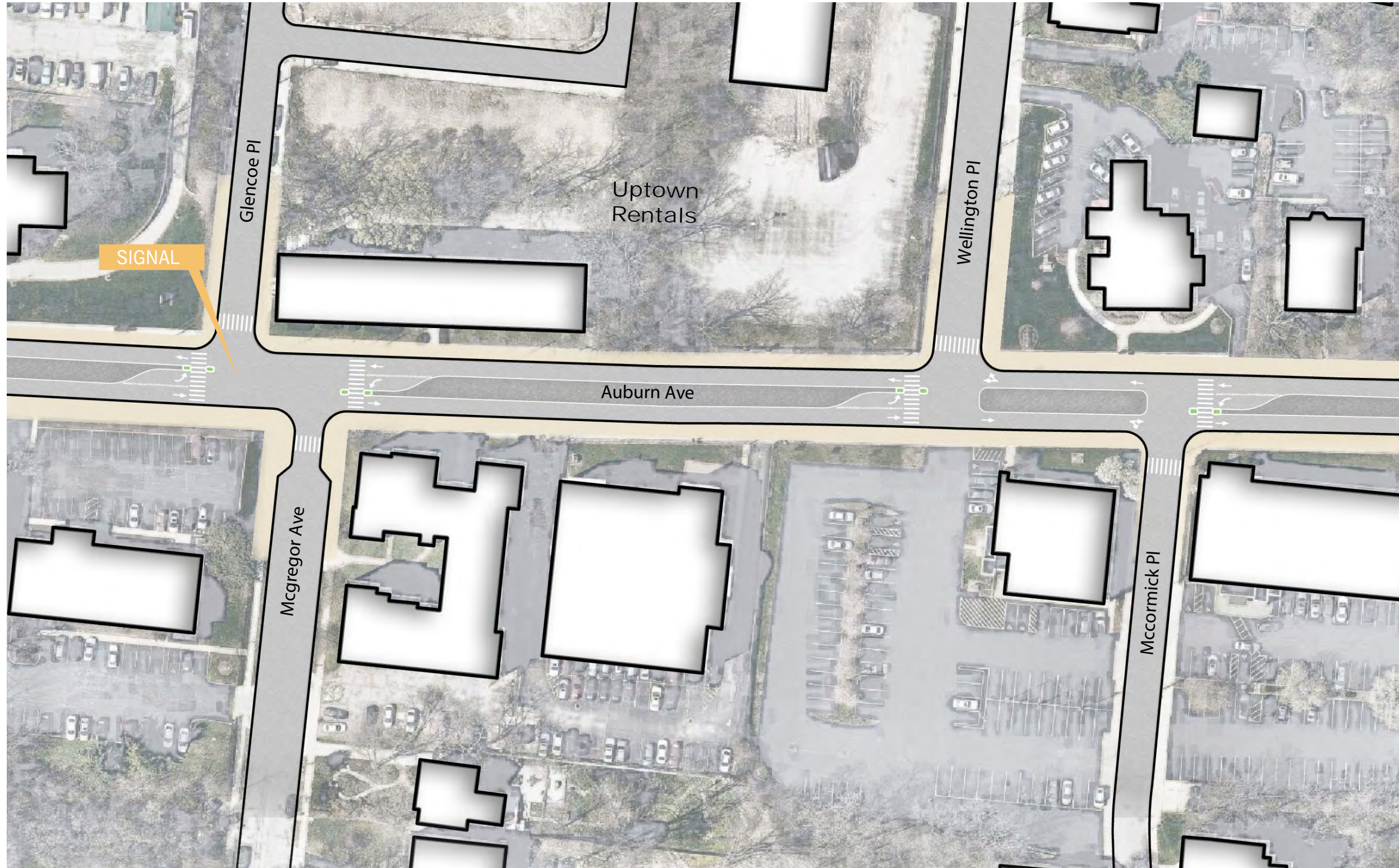
TRANSPORTATION RECOMMENDATIONS - ALTERNATIVE A - PLAN



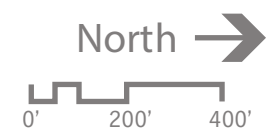
- LEGEND**
- CURRENT BUS STOPS (ON | OFF)
 - CONSOLIDATED BUS STOP (ON | OFF)
 - EXISTING SIGNAL
 - NEW SIGNAL



TRANSPORTATION RECOMMENDATIONS - ALTERNATIVE A - PLAN



- LEGEND**
- CURRENT BUS STOPS (ON | OFF)
 - CONSOLIDATED BUS STOP (ON | OFF)
 - EXISTING SIGNAL
 - NEW SIGNAL



LAND USE (FUTURE)



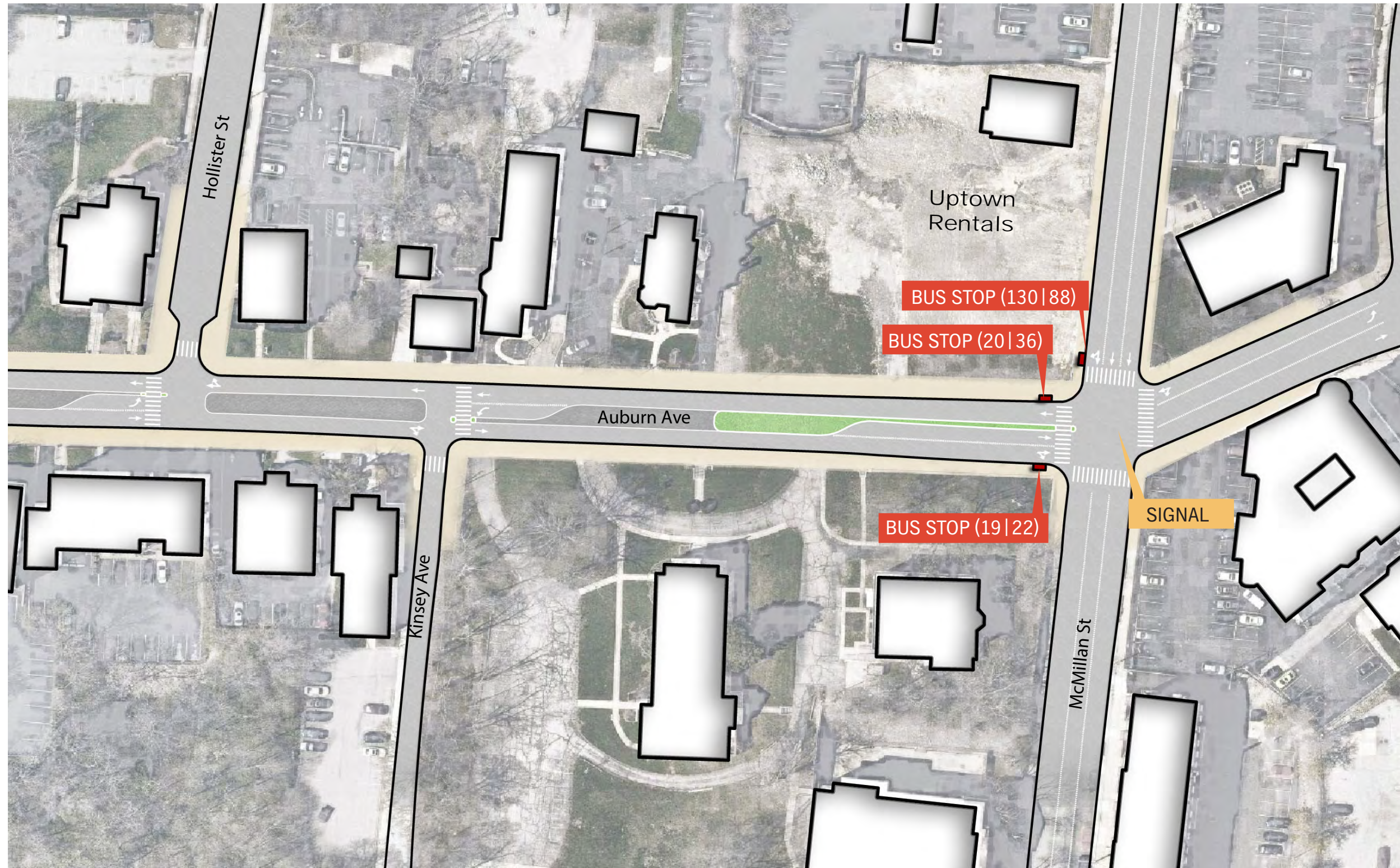
The proposed future land use map (left) illustrates areas of the Corridor which we feel should be adjusted to allow for compatible mixed-use occupancy development. This would support the “vision” presented in this document while providing flexibility to the current and future property owners for the development of their real estate.

LAND USES

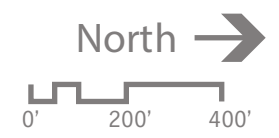
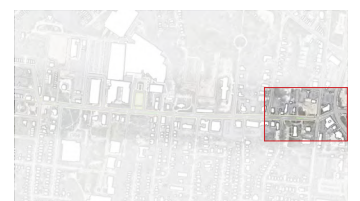
- Multi-family
- Single Family
- Mixed Use
- Two Family
- Transportation
- Office
- Parks and Recreation
- Public Utilities
- Public Services
- Commercial
- Education
- Institutional
- Proposed Zoning changes to Mixed Use

North →

TRANSPORTATION RECOMMENDATIONS - ALTERNATIVE A - PLAN



- LEGEND**
- CURRENT BUS STOPS (ON|OFF)
 - CONSOLIDATED BUS STOP (ON|OFF)
 - EXISTING SIGNAL
 - NEW SIGNAL



DEVELOPMENT OPPORTUNITIES - OPPORTUNITY SITES



The Opportunity Sites Map (above), illustrates areas of the corridor which we feel represent opportunities for significant development designed to support one of the primary goals and “Big Ideas” of this document— Neighborhood Business District [NBD] designation.

The NBD will bring much needed and desired neighborhood focused commercial development to the corridor, providing goods and services not currently available in the neighborhood. Supporting information on the market opportunities to support an NBD can be found in Section 3 – Market Analysis.

DEVELOPMENT OPPORTUNITIES



CONCEPT SITES

The map shown on this page identifies two sites within the Development Opportunity areas that we feel provides significant positive change for the corridor.

Concept Site 1 is a multi-ownership area at the intersection of Auburn Avenue, Dorchester Avenue and Sycamore Street. We have taken the liberty to name this area “Five Points” for purposes of communicating it’s significance in this document.

Concept Site 2 is a single ownership parcel located on Auburn Avenue directly across the street from the historic main entrance to The Christ Hospital.

Both sites offer opportunities for “game-changing” projects that bring much needed neighborhood focused goods and services to the corridor.

DEVELOPMENT OPPORTUNITIES

**CONCEPT SITE 1 -
DORCHESTER PROJECT
(EXISTING)**



DEVELOPMENT OPPORTUNITIES



CONCEPT SITE 1 - DORCHESTER PROJECT

Playing on the historic Five-Points Intersection and the Flat Iron Building, a concept plan was created to demonstrate how increased density, improved vehicular circulation and pedestrian access could influence the redevelopment of adjacent properties at the “southern gateway” to Auburn Avenue.

The concept emphasizes mixed-use development with ground floor retail and/or food and beverage tenants with upper story residential units. The development on the northeast corner of Dorchester and Auburn Avenue could be designed to help frame Hopkins Park while providing a major reinvestment to the intersection. The Flatiron Building is envisioned to be a ground floor restaurant with additional restaurant space or office space above. A modest addition on the west side of the building improves the floor plate square footage.

A key opportunity is the streetscape enhancement along the south side of Dorchester where a mini-park is envisioned. This small green space could have significant impact by bringing a dramatic overlook greenspace where visitors could have dramatic views of downtown Cincinnati to the south.

Reference is made to the Hillside District map and discussion on page 16 of this document to review development considerations and challenges when developing projects located in Hillside District Overlay areas.



DEVELOPMENT OPPORTUNITIES

**CONCEPT SITE 2 -
EARNSHAW PROJECT
(EXISTING)**



DEVELOPMENT OPPORTUNITIES

Renovate Existing Adjacent
Historic Buildings with Ground
Floor Retail/Food Tenants

Enhanced Entrance
Gateway To The
Christ Hospital

Infill Redevelopment
Opportunity on Open
Hospital-Owned Land

Invest Into High Quality
Public Realm and
Streetscape Enhancement



CONCEPT SITE 2 - EARNSHAW PROJECT

A large open site on the corner of Earnshaw and Auburn provides an interesting opportunity for a new mixed-use development. Although topographically challenged, the property is strategically located directly across the street from The Christ Hospital and adjacent to a collection of historic buildings that once housed retail and restaurant tenants. The opportunity to construct a new mixed-use project that could drive the NBD development is intriguing and suggests the potential of a new signature project for the corridor. Ground floor retail and restaurant uses could compliment upper story office, education or residential uses to create an exciting redevelopment for the vacant property.

This project site falls within the Historic District and should be scrutinized for compatible character to compliment the existing historic context of the Auburn Avenue corridor. Scale and massing should be carefully crafted to bridge the eastern side of Auburn Avenue between Gilman and Earnshaw Avenues.

Convenient lower level parking would be located under the building, taking advantage of the severe slope and providing the NBD with much needed off-street parking servicing the adjacent businesses.



NEXT STEPS

Embarking on a redevelopment strategy and implementation plan is often overwhelming. How should we prioritize the recommendations? Who will champion the recommendations? Can we act on the plan recommendations concurrently? These are all fair questions and the answers will be discovered through ongoing dialogue between community leaders, stakeholders and residents.

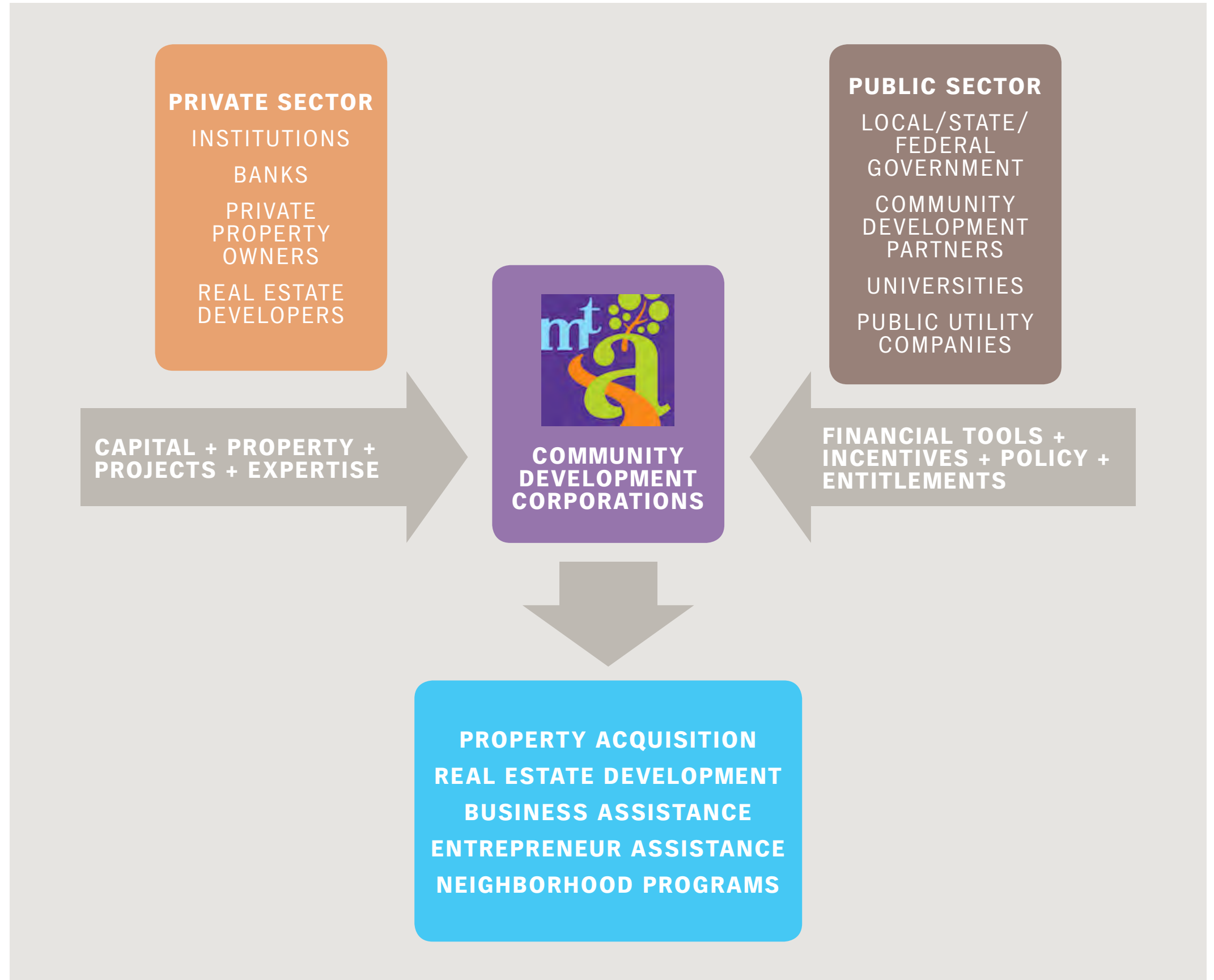
The organizational diagram shown here provides a visualization of how a CDC can provide valuable development services to a redevelopment focus area through the benefit of public/private partnerships by working with key stakeholders, local government and others. As a member of the Uptown Consortium, interface with their leadership and other neighborhood organizations is a high priority.

This plan assumes that Mt. Auburn Community Development Corporation (MACDC) will take the lead in establishing and organizing the necessary collaborations found in the following Next Steps Action Matrix. Moving forward, MACDC should determine their level of capacity and adjust accordingly to best execute the recommendations and catalytic opportunities proposed in this Strategic Plan.


Next, using the “Big Ideas” section as a guide, the MACDC should facilitate an “all in” workshop with key stakeholders and neighborhood residential leadership to prepare a plan of action to accomplish the ideas and goals outlined in this document, including brainstorming additional collaborators for each action step. Meaningful dialogue among the key stakeholders regarding the revitalization of the corridor will produce the community's collective opinion of the priorities for the redevelopment of Auburn Avenue.

POTENTIAL COLLABORATORS




- Mt. Auburn Community Council
- Uptown Consortium
- The Christ Hospital
- Cincinnati Preservation Association
- City of Cincinnati
- Local Businesses
- Local Property Owners





NEXT STEPS

BIG IDEA	GUIDING PRINCIPLE	PRIORITY	DIFFICULTY	KEY COLLABORATOR(S)
 <p>IDENTIFY OPPORTUNITIES FOR BUSINESSES THAT SUPPORT A NEIGHBORHOOD BUSINESS DISTRICT CONCEPT</p>	1. Create a Marketing Package [electronic and hard copies] that captures the essence of the initiative using excerpts from the Auburn Avenue Strategic Plan.	H	M	MACDC
	2. Meet with commercial brokers familiar with Cincinnati's Neighborhood Business Districts to identify potential tenants for the corridor.	M	L	MACDC
	3. Solicit appropriate tenant prospects using the Marketing Package.	M	M	MACDC
 <p>IDENTIFY AND SOLICIT DEVELOPMENT INTERESTS FOR POSSIBLE REDEVELOPMENT OPPORTUNITIES</p>	1. Create an Auburn Avenue Corridor Redevelopment Ambassador Team to promote the development plan to prospective developers, brokers and others.	H	M	MACDC
	2. Create a Marketing Package [electronic and hard copies] that captures the essence of the initiative using excerpts from the Auburn Avenue Strategic Plan.	H	L	MACDC
	3. Promote the Auburn Avenue Strategic Plan through an improved MACDC Website that is geared to marketing the development opportunities along the Auburn Avenue corridor.	M	M	MACDC
 <p>PROTECT THE ASSETS OF THE HISTORIC DISTRICT</p>	1. Create a Task Force to lead discussions regarding the historic preservation goals for the corridor [consideration for the entire neighborhood should also be discussed].	H	M	MACDC Urban Conservator Cincinnati Preservation Association
	2. Coordinate an Update to the Auburn Avenue Historic District to reflect current conditions.	M	L	MACDC Urban Conservator Cincinnati Preservation Association
	3. Create a data source summary of all properties in the district [age, size, occupancy, ownership status, tenant, economics].	M	M	MACDC Urban Conservator Cincinnati Preservation Association
	4. Communicate the importance and value of the Historic Tax Credit Program to historic property owners.	M	L	MACDC Urban Conservator Cincinnati Preservation Association
	5. Identify opportunities for historic property redevelopment based on the Market Study included in this document.	M	M	MACDC Urban Conservator Cincinnati Preservation Association

NEXT STEPS

BIG IDEA	GUIDING PRINCIPLE	PRIORITY	DIFFICULTY	KEY COLLABORATOR(S)
 <p>ADDRESS PEDESTRIAN ENHANCEMENTS ALONG AUBURN AVENUE THROUGH AN ACCESSIBILITY DESIGN PLAN</p>	1. Using the Strategic Plan, identify the key areas of the corridor to be improved.	H	L	MACDC Department of Transportation and Engineering
	2. Consider retaining the design services of a qualified urban design/landscape architecture firm to prepare a detailed streetscape and neighborhood connectivity plan for the corridor.	M	M	MACDC Department of Transportation and Engineering
	3. Coordinate efforts with key stakeholders, the City of Cincinnati Department of Transportation and Engineering and SORTA to determine most appropriate design approach.	M	M	MACDC Department of Transportation and Engineering
	4. Explore potential public/private financing options with key corridor stakeholders, local, state and federal transportation programs.	H	M	MACDC Department of Transportation and Engineering Department of Community & Economic Development
 <p>PROMOTE CONTINUED SUCCESS OF CHRIST HOSPITAL AS AN IMPORTANT ANCHOR INSTITUTION FOR THE NEIGHBORHOOD BUSINESS DISTRICT</p>	1. Explore further opportunities to partner with The Christ Hospital for corridor enhancements and development of a Neighborhood Business District [NBD]	H	M	MACDC The Christ Hospital
	2. Research opportunities for local, state and federal neighborhood enhancement programs that could be applicable to the Auburn Avenue corridor and surrounding neighborhood.	M	M	MACDC Department of Community & Economic Development
 <p>PREPARE A NEIGHBORHOOD-WIDE DEVELOPMENT STRATEGY TO ADDRESS MIXED-INCOME HOUSING</p>	1. Create a Task Force to work with city-wide neighborhood housing coalitions to discuss overall housing concerns from low-income to market rate. The Task Force should strive to prepare a neighborhood-wide position expressing the neighborhood's desire for a healthy and diverse housing development strategy.	L	M	MACDC Department of Community & Economic Development (Housing) AHA
	2. Perform "best practice" research on how other cities are addressing the issue.	M	L	MACDC Department of Community & Economic Development (Housing) AHA
	3. Promote future housing development that echos Mt. Auburn's diverse housing interests. A goal of this effort should be to enrich the socio-economic & multi-generational neighborhood demographic and lifestyles of it's occupants.	H	M	MACDC Department of Community & Economic Development (Housing) AHA

NEXT STEPS

BIG IDEA	GUIDING PRINCIPLE	PRIORITY	DIFFICULTY	KEY COLLABORATOR(S)
 <p>EXPLORE OPPORTUNITIES FOR ALTERNATIVE PUBLIC TRANSIT</p>	<p>1. Begin discussions with Uptown Consortium and their member's community development corporations, The Christ Hospital, The University of Cincinnati, Children's Hospital and other key Uptown stakeholders to solicit support for an Uptown shuttle circulator system.</p>	M	M	<p>MACDC Department of Transportation and Engineering Urban Conservator Uptown Consortium</p>
	<p>2. Ascertain that SORTA public transportation services for Auburn Avenue will not be compromised with a streetscape improvements program.</p>	M	M	<p>MACDC Department of Transportation and Engineering</p>
 <p>EXPLORE OPPORTUNITIES TO EXPAND CONNECTIVITY TO ADJACENT NEIGHBORHOODS AND STRENGTHEN GATEWAYS INTO THE CORRIDOR</p>	<p>1. Broaden the conversation beyond streetscape to neighborhood connections through arterial and gateway enhancements to promote improved Auburn Avenue access. Begin discussions with Department of Transportation and Engineering to explore the feasibility of converting Hollister Street to two-way traffic.</p>	M	M	<p>MACDC Department of Transportation and Engineering Department of Community & Economic Development Urban Conservator</p>
	<p>2. Promote Hollister Street as an alternative route connection to Uptown for any potential future expansion of the streetcar.</p>	M	M	<p>MACDC Department of Transportation and Engineering</p>
	<p>3. Partner with key corridor stakeholders and property owners to identify opportunity sites or right-of-way for gateway signing and structures.</p>	M	M	<p>MACDC Department of Transportation and Engineering Urban Conservator</p>

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Section 5

APPENDIX



SURVEY OUTCOME

HANDOUTS AND ONLINE

WALK TO AUBURN?

**MOST PARTICIPANTS (75%) SAID YES
THE REST SAID NO**

- Some said it's too dangerous
- Some said they bike don't walk

WHAT SECTIONS DO YOU WALK?

THE WHOLE LENGTH

TO DOWNTOWN

DORCHESTER TO MCGREGOR

CHRIST TO DORCHESTER

UC TO PROSPECT HILL

HOW TO MAKE AUBURN MORE WALKABLE?

IMPROVED STREETSCAPE

- Wider sidewalks
- More trees
- Add bump-outs
- Bike lanes
- Lampposts
- Benches

TRAFFIC

- Public parking other than on-street
- Slow down traffic

DESTINATIONS

- Cafes/Restaurants
- Retail shops

TRAFFIC AND SAFETY

WAYFINDING

- "Drivers do not know where they are going"

TRAFFIC HOTSPOTS

- McMillian and Auburn
- Sycamore/Dorchester/Auburn
- Mason and Auburn
- McGregor and Auburn
- At The Christ Hospital moving South

SAFETY

- Dangerous getting off bus and crossing the street
- Turn lanes lead to weaving traffic

TRAFFIC

- Rush hour in the evening is backed up
- Cars move too fast

DRUG ACTIVITY

- Estelle Avenue to Malvern Hill

DESTINATIONS?

GROCERY

- Kroger - OTR, Newport, St. Bernard and Walnut Hills
- Findlay Market
- OTR
- Oakley Station
- Hyde Park

EATING OUT

- Main Street
- OTR
- Downtown
- Northern Kentucky
- Clifton
- Northside
- The Banks
- Short Vine
- Hyde Park

ENTERTAINMENT

- Main Street
- OTR
- Downtown
- Clifton
- Northside
- The Banks
- Hyde Park

WHAT DO YOU WANT TO SEE?

DEVELOPMENT

- New development should be pedestrian oriented
- Perservation
- Renovate historic properties
- Revamp Dorchester and Auburn intersection

BEAUTIFICATION

- Fewer power poles
- Attractive entry at Sycamore Street Hill

SENIOR APARTMNETS

TRAVEL

- Red Bike station
- Connect to parks
- Connect to OTR
- Better parking options

DESTINATIONS

- Community garden
- Dry cleaners
- Coffee shop
- Restaurants
- Bakery
- Pet shop
- Health food store
- Cozy bar
- Brewery
- Co-op work space

MEETING SUMMARIES

WHAT WE HEARD

DEVELOPMENT

WELLINGTON PLACE DEVELOPMENT

- Why is there no retail here?
- Can something better be done with the corner parking lot?

PARKING

- Parking garage to cut down on surface lots? Focus on non-contributing buildings for potential sites of new lots/garages
- No parking on east side of Auburn Avenue - this hurts the storefronts on that side

HOUSING OPTIONS

- Do NOT want to see Clifton-esque 500+ unit developments
- Do NOT want to attract student housing (i.e. houses chopped into a million little units for low rents)
- DO like house conversions to condo ownership
- There are 50 efficiency units being built on Auburn Avenue to serve a Bachelors of Nursing program
- Modest to low income housing @ \$300-\$400/mo. - preserve what we have, perhaps create more. A lot of work when into securing the current housing.

SUGGESTED DEVELOPMENT OPPORTUNITIES:

- Flatiron building
- 2448 Auburn Avenue - at end of street. Historic house they'd like to see saved
- Big historic building at Highland and Dorchester - very big space inside
- Large blue house on SE corner of McMillan owned by the church and now for sale
- Auburn Avenue and Wellington
- The Christ Hospital owns 3 vacant historic homes north of the main hospital

DEVELOPMENT CONTINUED

NEW RETAIL/COMMERCIAL

- Do not want to see the cheap new-build retail like what is on Campus at U.C. due to the typical high turnover and short life-span of those spaces
- Wants to see conversion of existing buildings and renovation of existing retail spaces
- Need to ID the building owners of problematic properties (neglect, eye sores, unsafe, etc)
- Don't want to recreate Corryville
- There are currently only 4 storefronts on East side of Auburn Avenue that don't have parking options and are currently vacant

TRAFFIC AND SAFETY

CONNECTIVITY

- 60' right of way, will need to explore what is possible in that area, priority bike/bus lanes would be extremely difficult.
- Many bad drivers going to The Christ Hospital - don't know the area well and drive dangerously
- Wants to spend dollars on creating connectivity in the neighborhood for residents, not through-traffic connectivity.

SCHOOL SAFELY

- Consider the traffic from school bus routes
- Try to slow down traffic for the of kids at Taft Elementary who walk to/from school
- Look at the congestion from the 2 schools that dismiss at the same time, plus the hospital shift change about 30 minutes later.
- Address better crossings and street lighting in relation to the "Walking school bus" program and elderly people crossing over to the hospital

ADDRESS THE TRANSPORTATION ISSUE AND CONSIDER ALTERNATIVE OPTIONS

- Shuttles
- Hop on hop off
- Example: Tank in Covington

STREETCAR

- Want to see streetcar in this area
- Try to get pedestrian access down to Inwood near Vine Street school (the proposed new stop?)

DESTINATIONS

WHAT IS MISSING

- Walking distance supermarket - "Mt. Auburn is a food desert"
- Drug store
- Dry cleaner
- Laundromat
- Doctor's office
- Pet shop - many dog owners in the neighborhood
- Retail that serves low-income people such as a dollar store, CVS or Walgreens. Looking for a low price point and common staples such as milk, bread, etc.
- Locally owned shops and restaurants such as found in OTR

BUSINESS DISTRICT

- Wants City recognized NBD to access funding, that means we need additional retail to qualify
- Mt. Auburn was already earmarked as a potential NBD site by another study. That's good!
- There is hope that the NBD would also help with employment, job training and added revenue to the neighborhood
- Concerns over NBD negatively impacting people who can't afford to maintain their property (i.e. burdening low income people)



Gossman
group design & planning