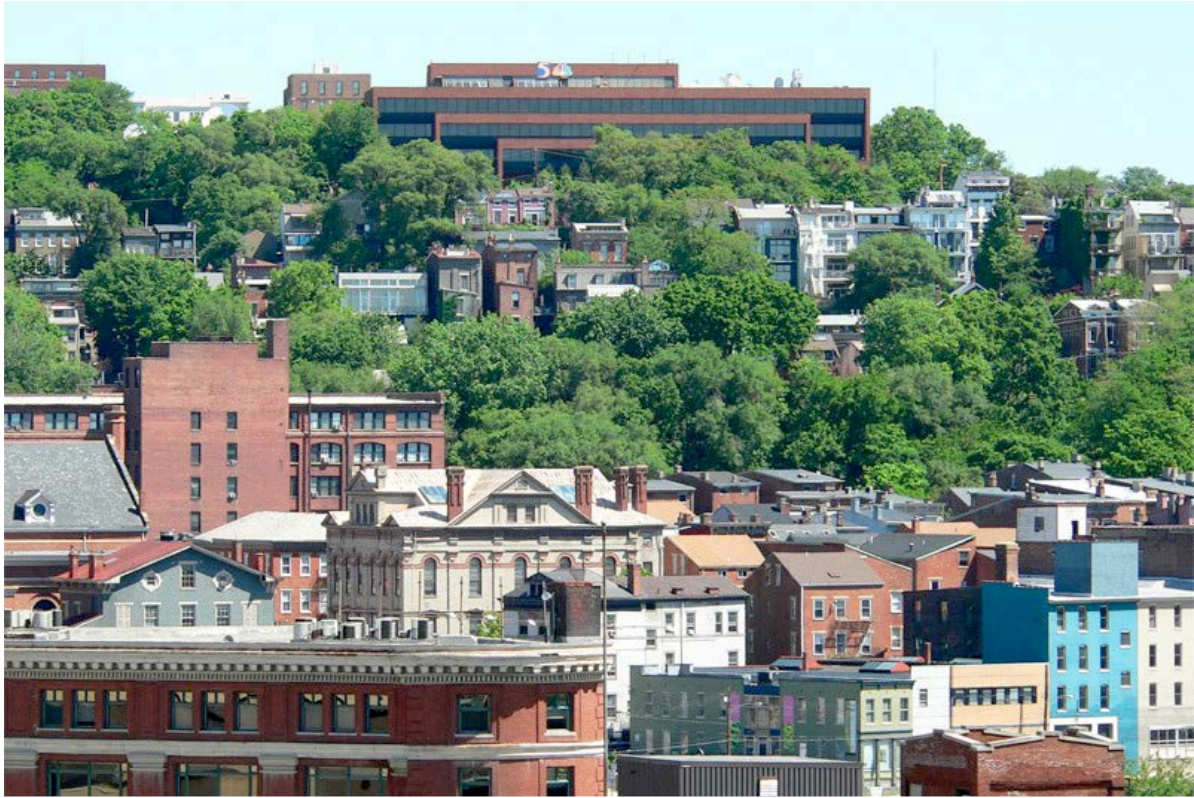


The 2015 Mt. Auburn Plan

The Hillside Gateway from Downtown to Uptown Cincinnati



New In-Town Living in Uptown Overlooking Downtown



A Unique Place to live, Work, Shop, Learn, Heal and Play

Mt. Auburn Plan 2015

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ACKNOWLEDGEMENTS

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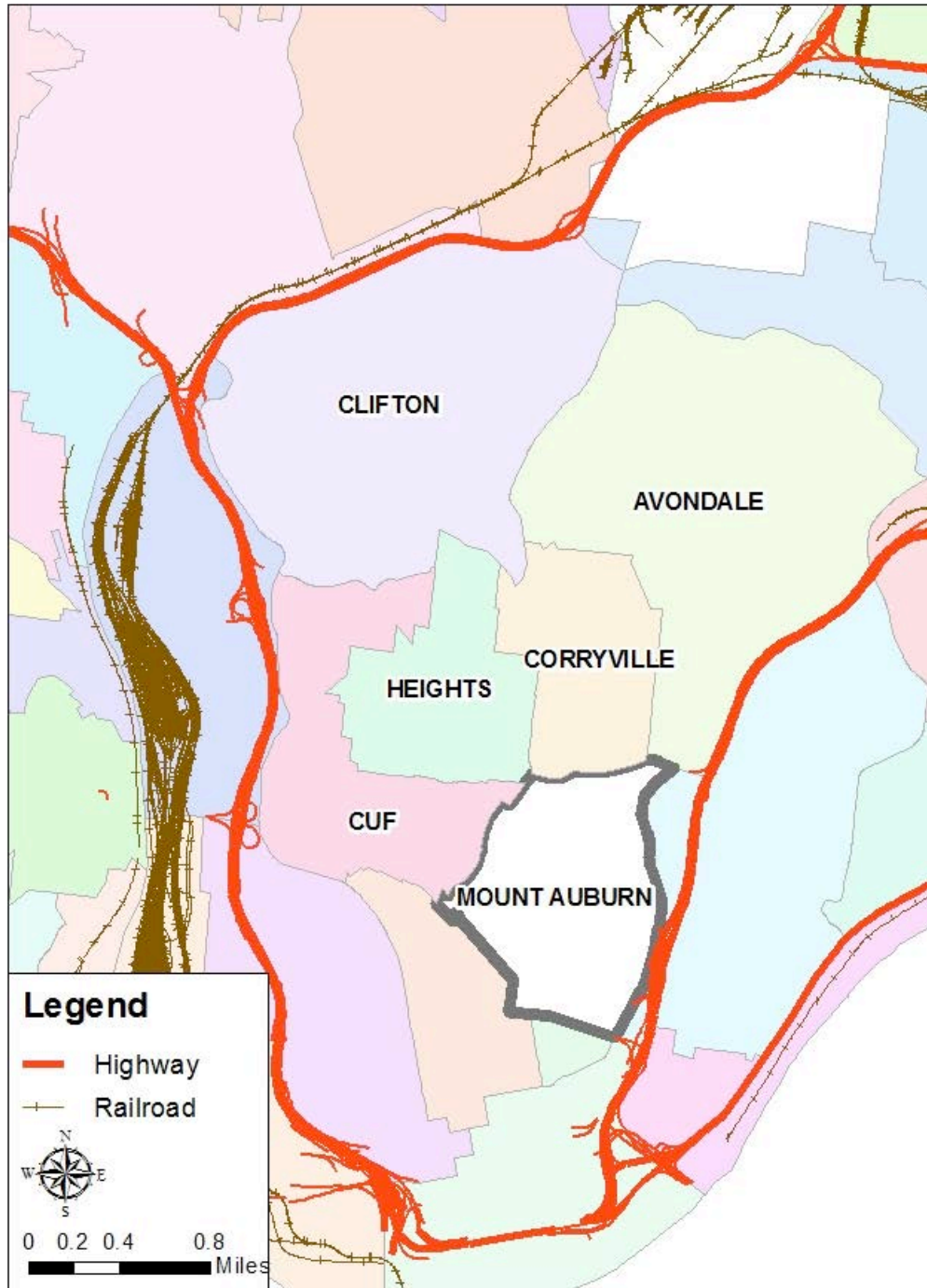
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EXECUTIVE SUMMARY

Mt. Auburn Neighborhood Map



Purpose

The purpose of the Mt. Auburn Plan is to present the redevelopment issues, challenges and opportunities identified by residents, businesses and key stakeholders in the community. The plan outlines the social, economic, and environmental changes that are occurring, and presents a redevelopment concept derived from a common community vision for future revitalization. Every facet of the Mt. Auburn community has been involved in developing this collective vision including families, the elderly, young professionals, homeowners, renters, business owners, landowners, churches, non-profit organizations, educational, and health institutions. The plan will provide a practical roadmap for the community and policy direction for City of Cincinnati officials in their quest to stabilize and improve the community as a whole.

Area Description

Mt. Auburn is bounded by William Howard Taft Road on the north, Reading Road on the east, East Clifton Avenue on the south, and Vine Street on the west. See map 1 on the next page.

PROXIMITY TO DOWNTOWN CINCINNATI

Mt. Auburn is the hillside gateway from Downtown to Uptown Cincinnati. It is located approximately one-half mile north of downtown Cincinnati Central Business District (CBD); and immediately north of the Over-the-Rhine (OTR) neighborhood. The northern two-thirds of the neighborhood are situated on a high flat hilltop that slopes steeply downward on the east, west and south. These hillside slopes are composed of interconnected land pockets and projections.

LOCATED IN UPTOWN CINCINNATI

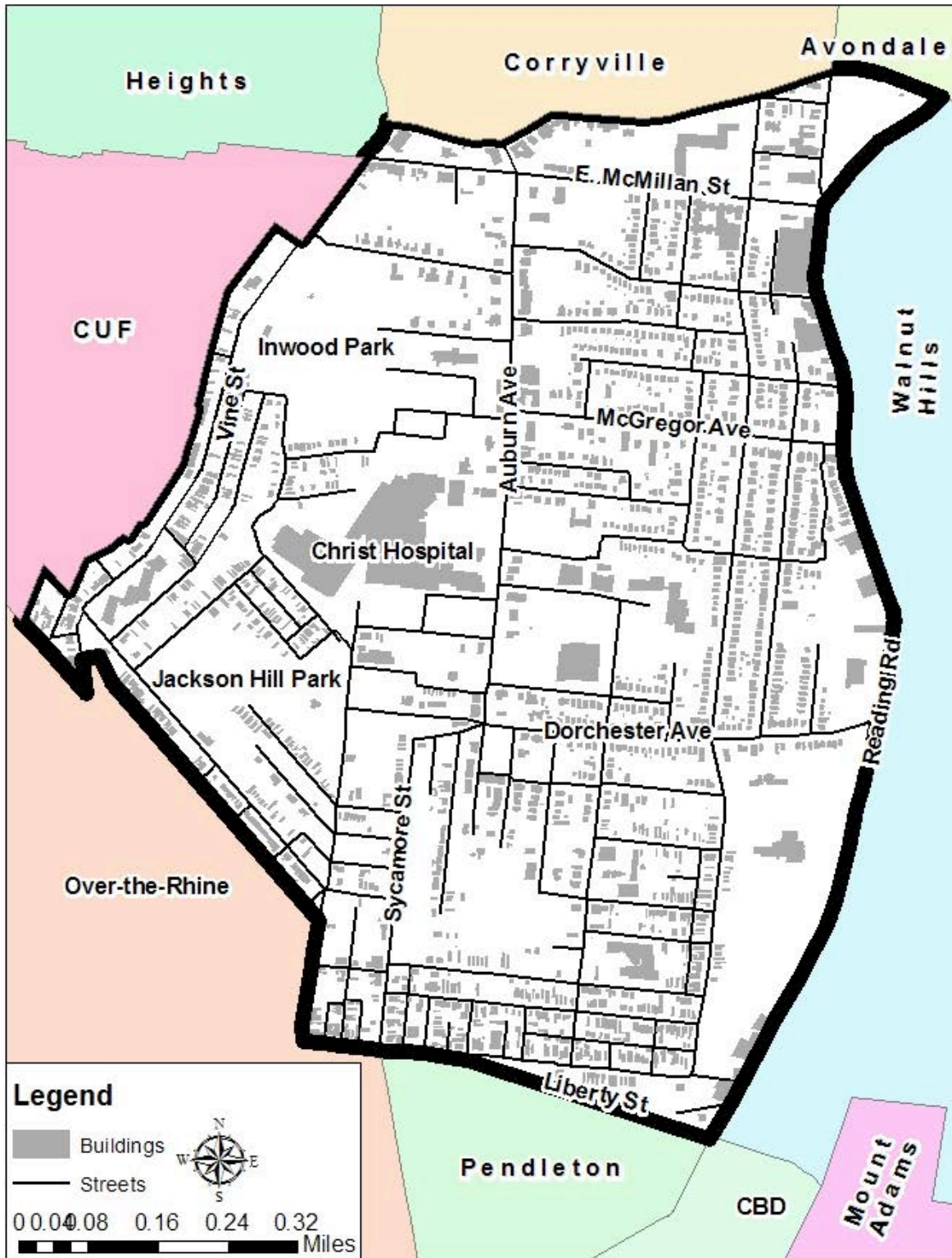
In addition to its individual community identity, Mt. Auburn is one of six neighborhoods (Avondale, Clifton, Corryville, CUF, The Heights, and Mt. Auburn) comprising the geographic area or district known as Uptown Cincinnati, the 2nd largest employment and economic area in the region behind Downtown. Mt. Auburn is located at the southeastern end of Uptown and has an elevation that provides some of the city's most stunning views.

DIRECT, EASY AND FAST ACCESS

Mt. Auburn is highly accessible from all points courtesy of I-71, I-471 and I-75, and major thoroughfares and arterials, Clifton Avenue, Vine Street, and Reading Road.

Map 1

Mt. Auburn Neighborhood Map



Background

There have been numerous revitalization plans coordinated by the community and City Staff that were approved by both the City Planning Commission and Cincinnati City Council over the last 40 years. These plans have provided basis for this plan. The 1974 Mt. Auburn Community Plan, the 1976 Mt. Auburn Urban Design Plan, the 1977 Mt. Auburn Urban Renewal Plan, the 1992 Mt. Auburn Plan and the 1990 Uptown Comprehensive Plan contributed immensely to the context, process, formulation goals, objectives, strategies and recommendations contained in this plan document. Additionally, the 2010 Mt. Auburn Retail Market Study prepared by the UC Economic Center, the 2013 Mt. Auburn Workforce Housing Study funded in part by LISC and the Christ Hospital, the 2014 MLK/Reading Road Corridor Study also contribute to this plan.

Even though revitalization plans were approved and specific public funding recommended, no major funding was approved to jump start major development in Mt. Auburn despite the neighborhood being designated in 1999 as an Empowerment Zone. The following is a good and realistic summation of the development and demographics of Mt. Auburn then and now. This is best captured in the issue analysis section of the last updated The Mt. Auburn Plan of 1992 in its issue analysis section states,

“Mt. Auburn is a neighborhood of both problems and opportunities. Many of the physical and economic problems today (June 1992) are essentially unchanged or in fact have increased from the early 1970’s when the previous community development plan was put together. Major social and economic problems include poverty, unemployment, and lack of mobility and the impact of regional activities on the neighborhood. Major physical problems include concentrations of vacant buildings and lots and deteriorating housing which contribute to a negative image and account for low investment levels.”

–Mt. Auburn Plan of 1992

A 2010 Retail Market Study by the UC Economic Center found that there was \$22 million worth of retail market potential in Mt. Auburn resulting from more than 10,000 daily cars that travel to the community with The Christ Hospital being the largest visitor and employee destination in Mt. Auburn. Along with other visitor destinations like God’s Bible School and College, two television stations (Channels 5 and 12), William Howard Taft National Historic Site, and other business establishments there is the potential to realize this \$22 million commercial potential. Christ Hospital expressed its faith in the development potential for Mt. Auburn when it announced plans in 2011 to improve and expand its facilities in Mt. Auburn with the first phase of a \$265 million expansion as part of its \$600 million 10-year regional strategic plan.

Urban Design Concept

The urban design concept was first approved in the 1977 Mt. Auburn Urban Renewal Plan. It has worked in Over-the-Rhine and in Uptown's Calhoun Street and Short Vine. To date it has not been implemented in Mt. Auburn.

- I. **Visible Impact**-Future development must enhance Mt. Auburn as a viable residential area that presents unique opportunities for in-town living. Mt. Auburn's advantages over other inner-city areas are substantial, but development is unlikely without the positive visible impact of public investment. There must be a significant improvement in Mt. Auburn's neighborhood image, and such an improvement can only come from the select redevelopment of prominent portions of the neighborhood. This select redevelopment can reassure present residents, attract new residents, and secure investors and developers.
- II. **Modest Long-term Redevelopment**- the Mt. Auburn Plan proposes a series of redevelopment packages to be implemented over the coming years in a long-term approach to neighborhood improvement. Because of the vast amount of demolitions by the city in the 1970' and 1980's there should be a balance mix of in-fill new construction and rehabilitation and preservation of existing housing with the support of additional amenities. New housing construction that proves economically feasible and environmentally sound will be used to fill existing gaps or voids in the hillside residential areas. A development plan will make use of various city development and financial tools along with Capital Improvement funds on a year by year basis as they become available. It is expected that all hillside areas will benefit from new development at one time or another, but it is impractical, indeed impossible, to fully develop all hillside areas immediately.
- III. **Cohesive identity**- Initial high-impact development and long-range development must both contribute to a new cohesive identify for Mt. Auburn. The identity should reflect both the historic character of the hillsides, or reflect cohesive and complementary colors or consistent building materials, streetscapes or exterior facades which reflect some form of red or buff brick. The new identity should be readily felt by all residents and readily perceived by all visitors to Mt. Auburn.
- IV. **Environment**- An underlying principle of this Plan is a strong concern for the natural environment, and for avoiding any development that might endanger the environment. Proven mitigation measures will be applied in furtherance of the environment including hillsides, slopes, views, and vistas.

Key Development Strategies

- 1. Protect views, hillsides and unique subareas to spur distinct development opportunities**
The hillsides are the most important physical asset of Mt. Auburn, and hillside stability is one of the most sensitive factors for redevelopment. These hillsides give Mt. Auburn unparalleled views of downtown with an abundance of green space. Because of this unique topography, Mt. Auburn has unique subareas on the hilltops, hillsides, base of the hills, and the slopelands. The physical environment dictates hillside circulation and development patterns. Thus, hillside development must be controlled to insure maximum use of the hillsides potential. Because these four subareas differ in topography, housing density, and land use, they provide unique development opportunities. Our goal is to develop cohesive residential areas linked by an efficient and attractive circulation network of improved public stairs and walkways.

- 2. Target Public Investment to Mt. Auburn**
Over the last several years, Mt. Auburn residents have witnessed millions of dollars in public investment in the revitalization of Over-the-Rhine to the south and to the north on Vine Street in Corryville and Calhoun Street in CUF. These targeted public investments include gap financing and infrastructure support and creation of highly visible projects that will generate a critical mass of visible actions that will attract investment by private investors, financiers, and lending institutions. The City strategically targeted investment of millions of public dollars and resources in the form of TIF, CIP, Tax abatements to argument local, state and federal funds. The same strategic investment is needed in Mt. Auburn.

- 3. Develop High visibility impact housing project at the top of Sycamore hill**
The top of Sycamore should be reserved for a transformative, highly-visible, residential project to jump-start revitalization in Mt. Auburn. In the past, the City has promised funds to stabilize the hillside to permit construction of new housing. Once more Mt. Auburn Community Council has requested funding from the City in the 2015-2016 Capital Improvement (CIP) budget to stabilize the hillside to permit the construction of new housing at this location.

- 4. Develop Hilltop Parking strategies**
Develop parking strategies in the business and residential districts that meet parking needs of residents, businesses, patrons, and visitors by building parking structures and parking lots. The housing project proposed for the top of Sycamore Hill involves rebuilding the retaining wall and using it as a foundation wall for a newly-built parking garage. This garage will cater to local residents and businesses of Jackson Hill Park, Hopkins Park, and Auburn-Dorchester-Intersection. A good number of housing units will be constructed on top of the garage/s.

- 5. Rework the intersection at Auburn-Dorchester-Sycamore streets (see Figure 1 on p. 44)**
Plans exist to reconstruct this intersection in the Southwest Quadrant which serves as the

community's commercial center and transportation hub and a southern gateway to the hilltop. The Mt. Auburn Community Council has included funding request to the City in the 2015-2016 Capital Improvement (CIP) budget to reconfigure this intersection.

6. Create a full spectrum of quality housing options for high, medium and low income populations

While there has been some scattered housing redevelopment activity taking place on the southern slopes in the Prospect Hill and Sycamore Hill areas, there remains a large volume of vacant lots and empty buildings particularly in the Southwest Quadrant that extends from the southern border of Christ Hospital down Sycamore Hill to Mulberry Street over to Vine Street. This area was certified by City Council as an Urban Renewal area in 1977 but none of the public investments available under this designation were used in Mt. Auburn from 1977 to the present day. Consequently, there are many vacant lots and buildings which offer great redevelopment opportunities in the southwest quadrant for in-fill housing on vacant lots and rehabilitation of vacant building that have roof top views of downtown. There should be a focus on upper, middle and low income housing options; senior housing and workforce housing. This new concept of Workforce housing identified a new target group that includes nurses, school teachers, police officers, and medical technicians.

7. Develop housing adjacent to Mt. Auburn parks

The community supports construction of new housing adjacent to Jackson Hill Park and Inwood Park consistent with the Cincinnati Park Board's 2007 Centennial Master Plan for Mt. Auburn Parks. There has been mass demolition of housing units adjacent to Jackson Hill Park, providing an excellent opportunity for new high-density housing. Likewise, a vast number of housing units were demolished at the former Glencoe Housing site adjacent to Inwood Park which also provides an excellent opportunity for new housing. Both of these park locations will require targeted public investment to attract private investment.

8. Minimize displacement and encourage in-migration of new residents

There are many middle and low-income families still residing in Mt. Auburn. With the development of new housing products, our goal is two-fold: to minimize displacement of current residents from the neighborhood while encouraging the in-migration of middle and upper income residents.

9. Create a neighborhood that is safe, clean, walkable and attractive with a robust public life

Enhance the quality of life by improving public services and public safety through increased police presence combined with intensified citizen efforts through Citizens on Patrol and block clubs. Encourage walkability by increasing mixed-use development where housing and convenient retail are in close proximity.

10. Work with the private sector to partner in public-private ventures

Private sector partners including institutions and corporations can participate in neighborhood revitalization by providing capital and expertise. Additionally, these partners can advocate to the city and other governmental entities to support revitalization projects.

11. Improve the existing pedestrian circulation system

Many Mt. Auburn steps and paths have fallen into disrepair. These paths and steps should be selectively repaired or replaced to provide pedestrian access to neighborhood parks, services and centers of commerce.

12. Form a Community Development Corporation for Mt Auburn

Mt. Auburn is the only Uptown neighborhood that does not have a Community Development Corporation (CDC). A Community Development Corporation (CDC) is a not-for-profit organization incorporated to provide programs, offer services, and engage in other activities that promote and support community development. The creation and establishment of a CDC to take a lead role on economic development, education, community organizing, and the recruitment and selection of developers for particular projects should be top priority.

13. Stimulate business development and recruitment and workforce development

Stimulate economic growth in the Central Business District and Neighborhood Business Districts. New commercial development should focus on neighborhood oriented businesses and strong support for existing large institutions and business nodes in target quadrants.

14. Actively campaign to improve the community's image and marketability

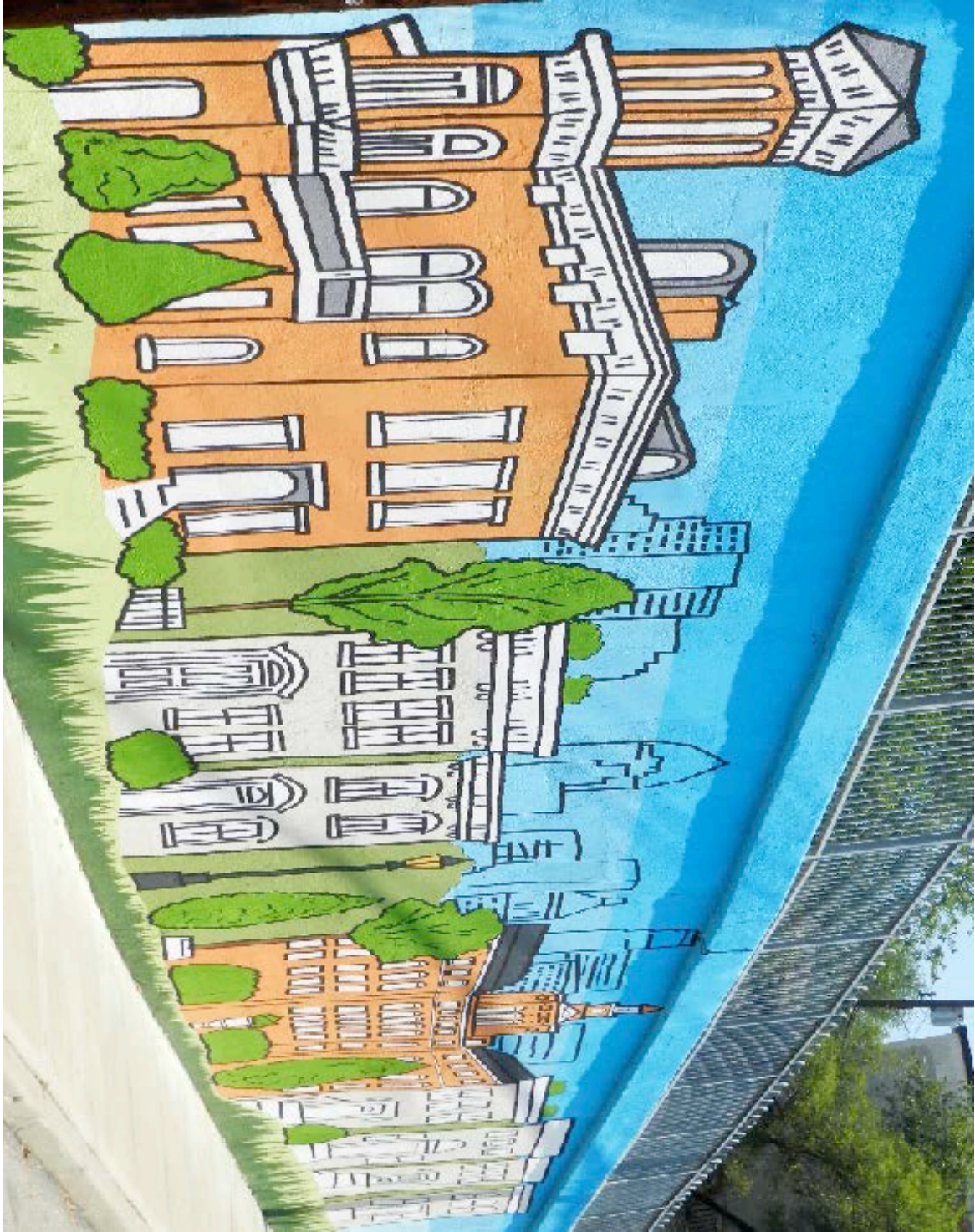
Develop a marketing strategy to promote Mt. Auburn as a vibrant community with unique housing sites, affordable housing, and an outstanding place to live, work, shop, play, heal and learn.

15. Collaborate with Area Schools

There should be strong collaboration with Mt. Auburn schools, both public and private to ensure an excellent education environment that attracts families to the community.

16. Champion Historic Preservation

Advocate for preservation of the historic character of the buildings and promote Mt. Auburn's identity rooted in its unique mix of homes built over time.



INTRODUCTION



Looking north from Pendleton/Over-the-Rhine at the Mt. Auburn Incline with Christ Hospital shown at the top of the hill. The incline was built in 1872 and its right of way remains as a public stairway.

Planning Process

The planning process for The 2015 Mt. Auburn Plan began in April 2010 when a group of community stakeholders, led by the Mt. Auburn Community Council and the Mt. Auburn Chamber of Commerce, organized a Steering Committee to oversee the planning process. The Steering Committee met collectively over 25 times. There was an extensive community engagement process that was undertaken where more than 200 community stakeholders participated in written and electronic surveys and group discussions which culminated in a Public Forum and Open House. Every facet of the Mt. Auburn Community has been involved in developing the collective vision for the neighborhood including families, the elderly, young professionals, homeowners, renters, land owners, business owners, employers, large and small institutions, recreation centers, schools and churches. Valuable support and assistance was provided by consultants from the Community Building Institute at Xavier University, LISC, The Christ Hospital, and Cincinnati City Planning Staff. A planning process is not enough – implementation is the key. The challenge in moving forward is to begin a coordinated process to implement the plan. Once this plan is adopted, there will be an implementation committee to guide this multi-year process.

History

Mt. Auburn was Cincinnati's first suburb:

The settlement of Mt. Auburn began with the purchase of the surrounding Indian Territory by settlers around 1800. The first residence in Mt. Auburn for which records exist was constructed by James Keys in 1819-the same year Cincinnati was chartered as a city. Several prominent landowners had built large homes and created substantial estates. The development of these manor houses and large estates continued through the 1820's and 1830's until the Old Mad River Road (now known as Auburn Avenue) was lined with stately mansions. Soon, other Cincinnatians followed suit and before long the city's first suburb had been established. For a number of years the area was known as Keys Hill. At about the same time this development was taking place, the southern slopes of Keys Hill were being settled and had become known as Prospect Hill. Investors on the hillsides were more speculative than those on the top of the hill, building more modest homes on small, narrow lots. By 1837 the entire area had be renamed Mt. Auburn.

1867-1887 New transportation modes enhanced hilltop development opportunities:

The area flourished and commercial establishments were established along the transit routes. From the 1830s until after the Civil War, numerous institutions were either founded or relocated to Mt. Auburn complementing the residential environment. In 1867, the creation of the first horse-drawn streetcar line spurred hillside development. Many hillside homes were built near the inclines and cable car lines and on adjacent shelves of land. These homes were occupied by working class families wishing to work in Mt. Auburn's hotels or businesses or simply wishing to escape the congestion of the downtown area. Large hotels on Auburn Avenue flourished due to the pleasant suburban character of the neighborhood and the

convenience and inexpensive public transportation. At the peak of this growth period, cable railways were operating along Main St. (Eleanor Place), Sycamore Street and Liberty Hill.

Physical and social changes between 1900 and 1950 due to the automobile:

Newer, more gradual slopes were developed for the automobile where possible, changing the development patterns on the Mt. Auburn hillsides. The automobile also affected Mt. Auburn by opening up more distant city suburbs to residential development to which the wealthier hilltop residents moved. Between 1900 and 1950, many old estates were further subdivided for middle-class homeowners. The Christ Hospital, a neighborhood presence since 1893, constructed a new ten-story facility in 1930. Between 1955 and 1992 major changes within the city had significant impact on Mount Auburn. An influx of additional residents, displaced by urban renewal and highway construction projects changed the demographic make-up of the community.

Continued Economic and Physical Deterioration date back to 1948:

The neighborhood has a rich planning legacy basing on numerous plans prepared for it from 1948 until present. These plans have documented poverty, crime, high unemployment, low homeownership rates, elevated dropout rates, and incidences of blight and blighting influences.

In 1998 the City of Cincinnati applied for Federal Empowerment Zone designation which was awarded in 1999 for nine (9) city neighborhoods located in the urban core including Mt. Auburn. To qualify for this designation, the city had to document long term poverty, high unemployment, and low homeownership rates, elevated dropout rates from school, and large areas of deteriorated and deteriorating properties. Unlike other Empowerment Zone neighborhoods Mt. Auburn did not received any funds to jump start targeted development and redevelopment projects.

This plan sets forth the framework for the ensuing neighborhood and urban renewal strategies and initiatives with a strong desire to implement plan recommendations therein.

Existing Conditions, Analysis, Goals and Objectives

PART ONE-DEMOGRAPHICS

EXISTING CONDITIONS

Population Statistics

Population and Home Ownership Trends

At the time of the 2010 Census, Mt. Auburn had a population of 4,904, a 35% decrease from its 1990 population of 7,542. During the same period the City's population declined by 18%. There are 2,171 households in the neighborhood out of 3,033 housing units, leaving a vacancy rate of 28.4%. Of the occupied housing, 1/3 was owner-occupied with 2/3 renter-occupied.

The most common type of housing in Mt. Auburn is detached single-family housing followed by small apartment buildings of 3 to 9 units. In the past few decades, the City has demolished many vacant, blighted properties throughout the neighborhood including much of the public housing stock east of Inwood Park. This has reduced housing opportunities in the neighborhood.

Population growth and decline can have a substantial impact on the overall well-being of the community in regards to adequacy and availability of community services, willingness of retail and commercial businesses to locate and invest in the community, social organization, and adequate use of public open spaces and recreational facilities. Much of the population loss can be attributed to the loss of affordable and safe housing products. As the data in this plan will show, much of the housing loss occurred in the 1970's and 1980's when the City demolished many of the housing units. Additional losses have occurred through institutional expansions. There is a great need to increase the number of in-fill housing units with new construction and to encourage rehabilitation where economically feasible. With the revitalizations occurring in adjacent neighborhoods such as Over-the-Rhine, Corryville and CUF, there is a market for new affordable and upscale housing products for Mt. Auburn as well.

Educational Attainment

Of residents beyond school age, 38% have attained a college or professional degree with 12% having completed some college. 28% have attained a high school diploma or equivalent and 22% have not finished high school.

Of those enrolled in school, 53% were enrolled in college or graduate school with 26% in high school and the remaining 21% in grade school or below.

Race & Income

African Americans Leaving Mt. Auburn

Mt. Auburn is and has been predominantly African-American since the 1950's. However, the majority of those who have left Mt. Auburn in the past decades have been African-American residents. Census statistics reported that the percentage of African-American neighborhood residents was 74% in 1990, 73% in 2000 and 55% in 2010, showing a changing pattern of residents. The percentage of white residents was 25% in 1990 and 30% in 2010. There was not an increase of white residents as the numbers show that a greater percentage of African Americans moved from Mt. Auburn.

Low Home Ownership, Rising Incomes

The income profile of Mt. Auburn from 1990 to 2010 census indicates a decline in the number of households with income below \$20,000. The average median household income in Mt. Auburn increased from \$15,743 in 1990 to \$30,146 in 2010, a 91% increase in income.

Census Tract 18, which encompasses Prospect Hill in the southern part of Mt. Auburn, has the highest median household income at \$43,672. Census Tract 22, the area east of Auburn Avenue and north of Dorchester Avenue, has a median household income of \$28,333. Census Tract 23, the area west of Auburn Avenue, has a median household income of \$16,344.

Population Trends

Highest Amount of Vacant Buildings and Units Remain in the Southwest Quadrant

Most owner-occupied homes are in and around Prospect Hill, which also has the least amount of vacant housing units. Census Tract 23, the area west of Auburn Ave and Sycamore St. has the highest amount of vacant housing units and land. With the demolition of the Glencoe Place public housing facilities in the past few years, a large amount of vacant land sits between Christ Hospital and Inwood Park.

Loss of Young People

The population, 17 and under represents the second largest percentage of the population. Their numbers declined almost 50% from 1990 to 2010. The majority of the 17 and under are in census tract 22, which is East of Auburn Ave and north of Dorchester Ave. This age group represents the highest decline of all age groups.

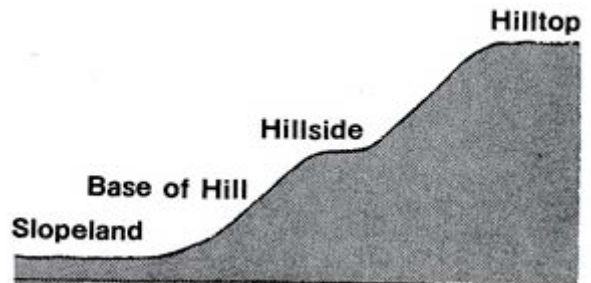
The largest percentage of the population today is the 25 to 64 year olds which is 52% of the community. This age group has decreased 28% from 1990 to 2010 with the most significant change from 2000 to 2010.

PART TWO-ENVIRONMENT

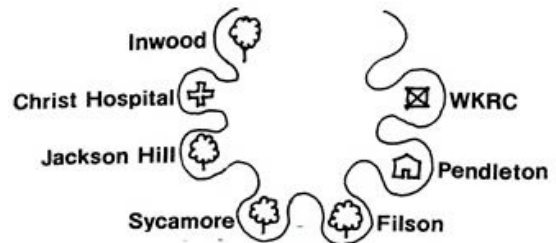
UNIQUE ENVIRONMENT

I. **Mt. Auburn is a series of hillsides with land projections and land pockets**

The hillsides are the most important physical assets of Mt. Auburn and hillside stability is the most sensitive factor of redevelopment. The topography of Mt. Auburn is dominated by the steep hillside running along the westward, southern, and eastern edges of the neighborhood. This hillside is a series of land pockets and projections with very steep slopes



II. **The land projections** are recreation sites including: Inwood Park, Jackson Hill Park, Sycamore Hill, and Filson Outlook, which are underdeveloped natural landscapes. Other land projections are sites for Mt. Auburn's Landmarks including The Christ Hospital, The Pendleton House and WKRC Broadcasting tower. Most of the steep faces of the hillsides have remained undeveloped and retain heavy plant growth. In previous Mt. Auburn Plans, these land projections have been recommended for high density market rate housing, particularly at the top of Sycamore Hill and at Jackson Hill Park and Inwood Park Areas.

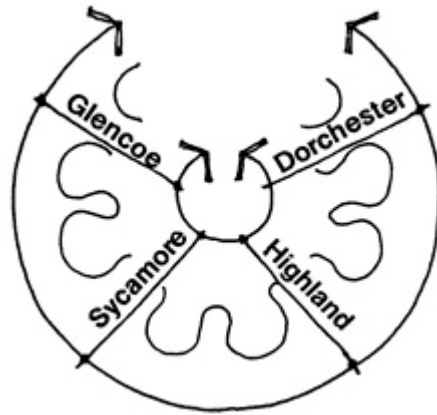


III. **The land pockets** are valleys that serve as natural circulation links between the hilltops and the lower surrounding areas. Glencoe connects the western hillsides to the hilltop; Sycamore Street and Highland Avenue connect the broad southern hillsides to the hilltop; and Dorchester connects the eastern hillsides to the hilltop area. These radial connector streets are dense and introverted, in marked contrast to the open underdeveloped hilltops. All local streets branch from these radial

connectors.

IV. Street patterns within the neighborhood

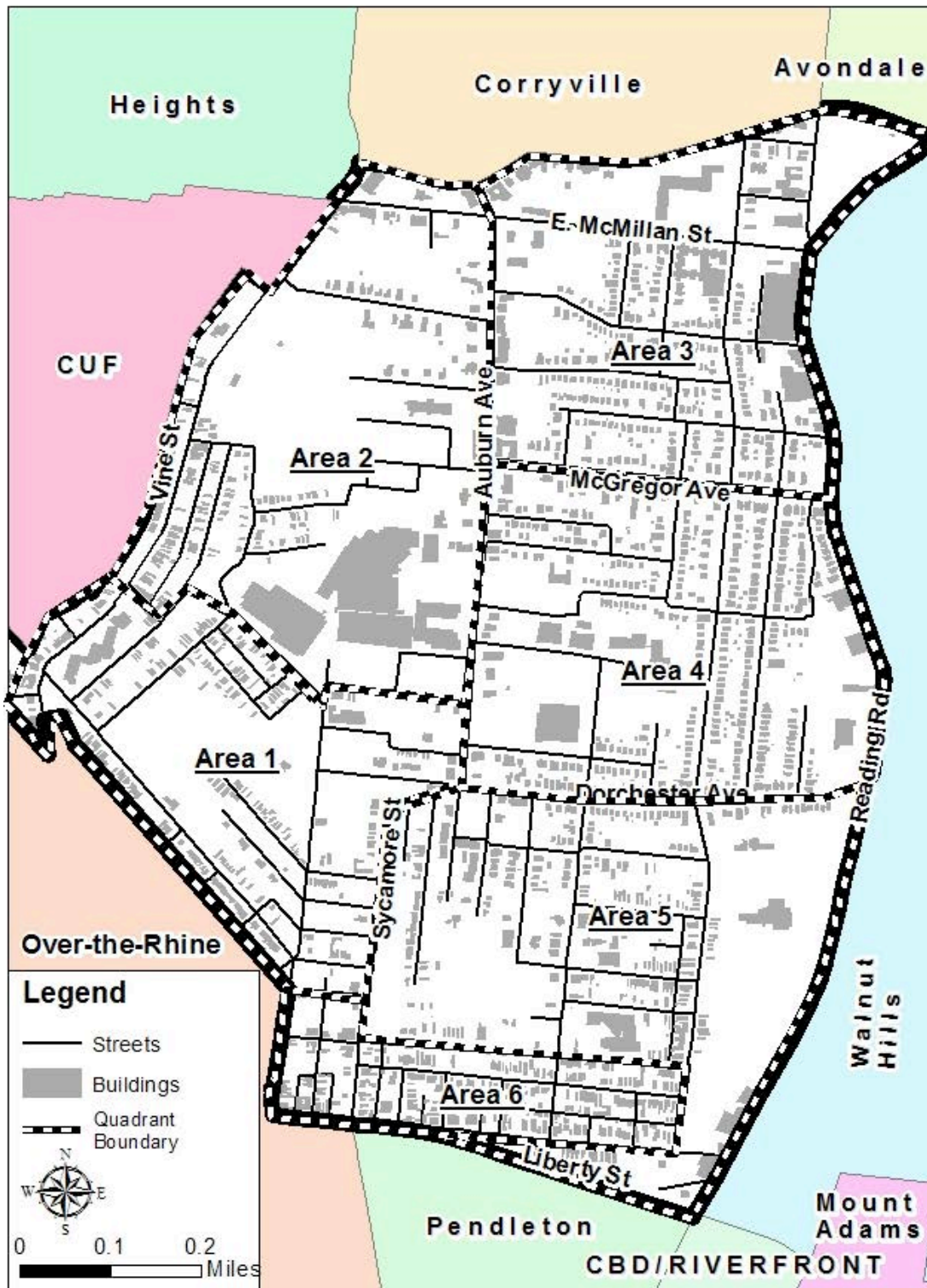
Auburn Avenue and Sycamore Street form the central traffic spine. Highland Avenue is a secondary north and south street running along the eastern edge of the hilltop, parallel to Auburn Avenue and Sycamore Street. Dorchester Avenue and McGregor Street carry east-west traffic through the neighborhood. The majority of the local neighborhood streets branch east or west from Auburn Avenue or steep Sycamore Hill, bending and twisting to follow the hillsides.



V. Quadrants or mini-neighborhoods

The remainders of the hillsides areas are fragmented by topography and street connectors into many mini-neighborhoods or subareas. These subareas differ in many respects, but all are directly related to the dominant slope of the hillside. See Map 2 on next page.

Map 2 Mt. Auburn Quadrant Map



- Area 1:**
Southwest
Quadrant
- Area 2:**
Northwest
Quadrant
- Area 3:**
Northeast
Quadrant
- Area 4:**
Mideast
Quadrant
- Area 5:**
Southeast
Quadrant
- Area 6:**
Prospect Hill

The Six Quadrants Each Have Four Unique Subareas

RESIDENTIAL CLUSTERS

The six quadrants have distinctive subareas which allow for unique development opportunities. These subareas are the hilltop, the hillsides, the base of the hill, and slopelands. Even though these four subareas differ in topography, density and land use, they can be developed into residential clusters linked by an efficient and attractive circulation network.

THE HILLTOP SUBAREAS

The hilltop subareas are level areas at the top edge of Mt. Auburn's hillsides. Due to their prominent and highly visible locations, they serve as community focal points and landmarks. These hilltop areas should be preserved as landmarks with vegetation preserved, and with overlook views of the city developed. The top of Sycamore is zoned high density residential. New construction has been recommended for this since the 1976 Mt. Auburn Urban Design Plan and the 1977 Urban Renewal Plan. Commercial facilities with increased parking should be encouraged to reinforce the Auburn-Dorchester-Sycamore intersection as the community's commercial center. Medium density housing along less prominent edges of the hillside should be encouraged with additional parking and amenities.

THE HILLSIDE SUBAREAS

The hillsides are relatively stable land helves in the hill. All city views should be preserved to maintain the desirability of hillside housing and where practical, all vegetation should be preserved to maintain hillside character and soil stability.

BASE OF THE HILL SUBAREAS

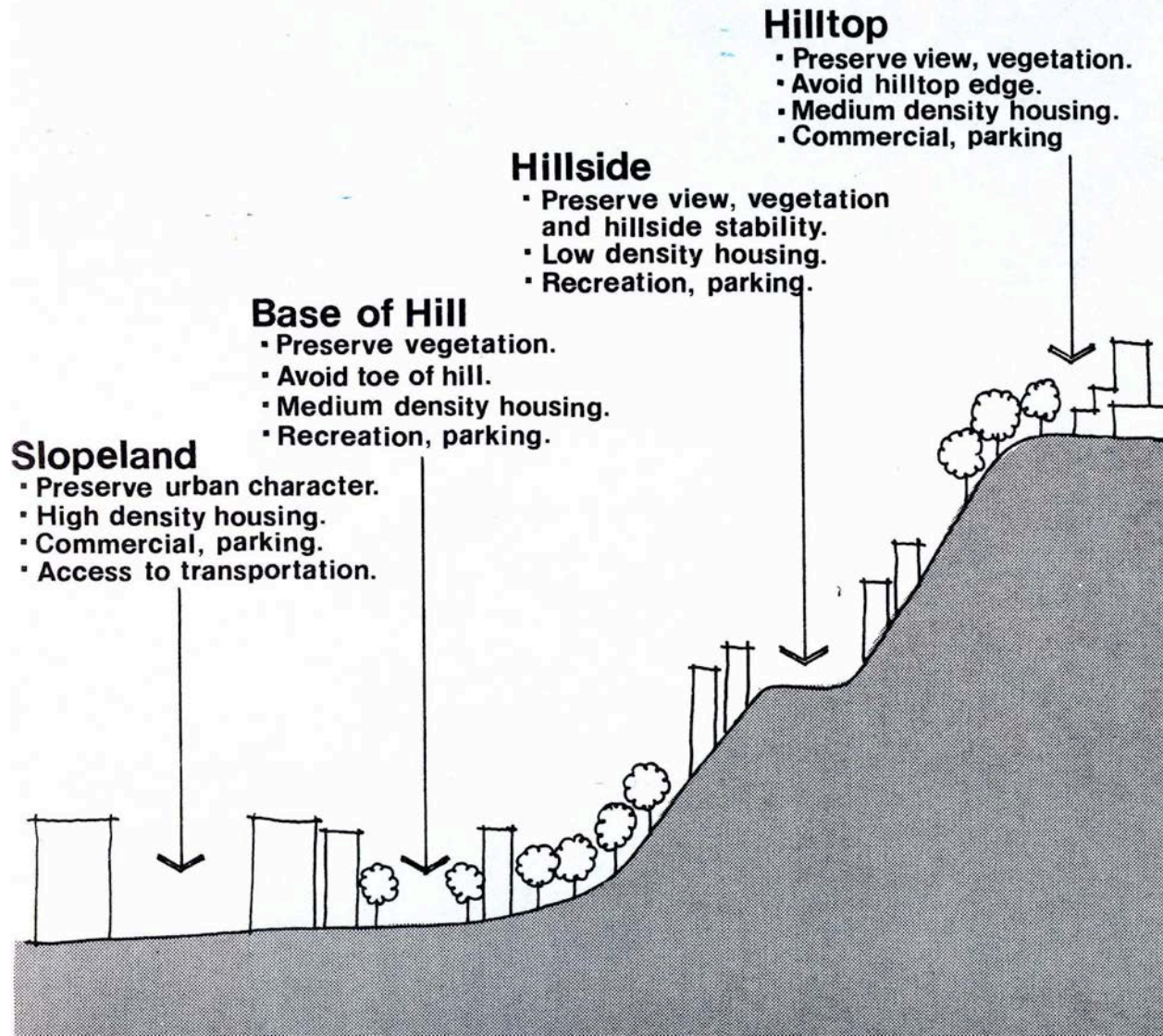
These areas are pockets of dilapidated housing clustered at the base of the steep hillside.

SLOPELAND SUBAREAS

The slopeland areas are flatter, more urban areas along the western and southern edges of Mt. Auburn. The dense urban character should be maintained through rehabilitation and infill of medium to high density housing.

ENVIRONMENTAL ASPECT

Development Principles and Strategies will respect the topography and form of the community. See diagram on next page.



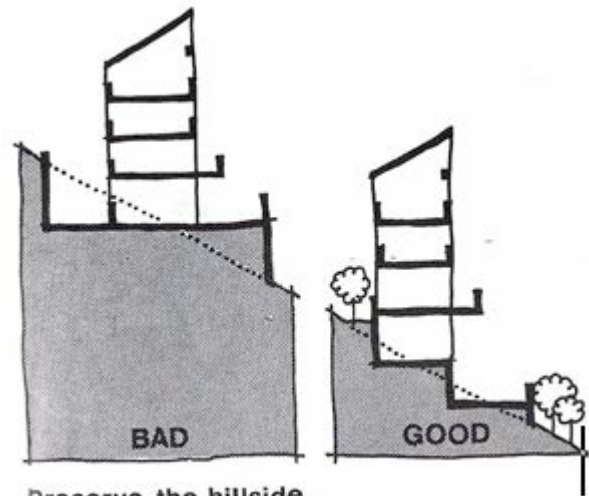
Environmental Goals and Objectives

The dominant element in Mt. Auburn’s physical environment is the hillside, dictating circulation and development patterns. Hillside development must be built in a way that ensures maximum use of its potential.

Goal 1: Preserve the Hillside

To prevent erosion, slippage or failure, adequate controls must be placed on grading, landscaping, building design and construction, and any other activities that might upset the delicate balance of geological forces.

- Hillside soil, bedrock, and hydrology must be thoroughly investigated to insure that the stability of the hillside will not be endangered by new development.



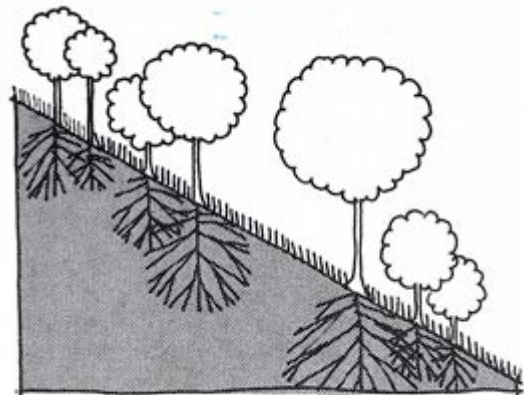
Preserve the hillside.

- Building design should conform to the dominant hillside slope to eliminate excessive grading. All fill dirt should be promptly distributed or removed from building site to minimize danger of induced slides.

Goal 2: Preserve the Vegetation

Plants and trees should be preserved and encouraged, both to retain the hillside's topsoil surface and to maintain landscaping as an aesthetic and psychological asset of the community. Landscaping is also a major element in long views of Mt. Auburn's hillside from other areas of the city.

- Existing trees, plants and undergrowth help knit the soil together to provide the topsoil's inherent stability. Vegetation is the key element in controlling erosion and minor slippage. Maximum emphasis should be placed on maintaining existing vegetation and fostering new vegetation.



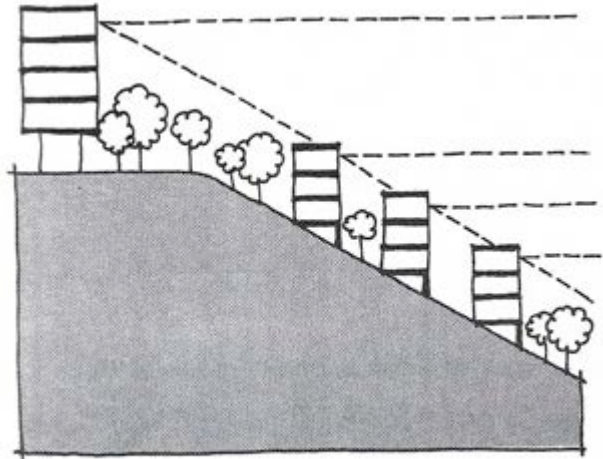
Preserve the vegetation.

- In the subareas, vegetation can define small areas with intimacy and security. On a larger scale, planting gives character and beauty to Mt. Auburn, and can be used to define and accent recreation areas, commercial areas and other focal points. It is therefore, essential to preserve all possible vegetation, and to incorporate landscaping in all new development.

Goal 3: Preserve the View

To ensure the desirability and the marketability of both new and rehabilitated housing in Mt. Auburn, existing views of the city should be maintained, and new views for both public and private use should be established.

- Hillside housing should conform to the prevalent slope of the hillside to reflect the shape of the hill and to minimize the obstruction of views.
- Housing built on top of the hills may be taller and higher density, to emphasize the hilltop's height and to take advantage of the more dramatic long-range views. Care should be taken, however, to avoid unstable hillside edges.



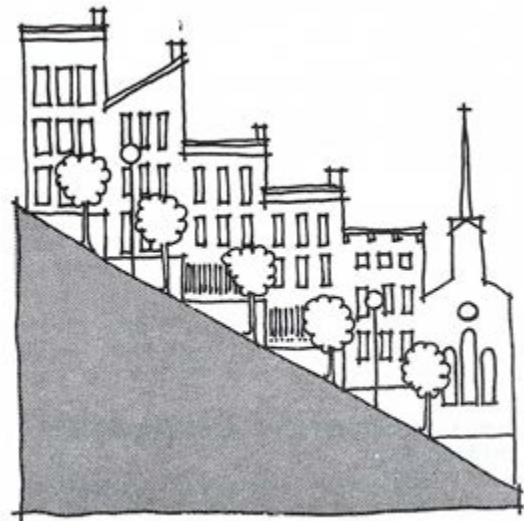
Preserve the view.

- Balance should be maintained between views for private use and those for public use. Existing views from parks and landmarks should be protected, and new public outlooks should be developed at other community focal points.

Goal 4: Preserve the Hillside Character

The relationship of the various elements in the hillside environment and their design should be preserved and reflected in new development, to maintain Mt. Auburn's hillside character. The topography, structures, landscaping, and other physical features should reflect the historic character of hillside living.

- Structures should be built in vertical proportion to emphasize the hillside slope. Hill top focal areas and visual landmarks should be provided by tall vertical elements. Building scale should be derived from surrounding buildings, zoning, landscaping, and land forms.



Preserve the hillside character.

- All elements of the environment should be used to create a lively diversity of hillside spaces and building forms.

PART THREE-LAND USE & ZONING

EXISTING LAND USE AND ZONING

The Mt. Auburn Land Use Plan provides a reference for guiding and managing the desired course of this community development plan. It identifies the proposed distribution of land uses in an area. The intent of the Mt. Auburn land use plan is to establish the appropriate balance of residential, commercial and industrial uses to maintain and enhance the neighborhood character.

Zoning determines which uses are allowed in various locations and generally determines development and density constraints. The City of Cincinnati is in the process of updating its official zoning map for each of the neighborhoods. Our review of the recommended zoning updates for Mt. Auburn appears to be consistent with the land use recommendations contained in this plan.

EXISTING LAND USE

Mt. Auburn contains a mixture of land uses namely residential, office, and institutional. The highest percentages of land use utilizations are residential at 39%, public services at 19%, vacant lots at 15%, and offices at 12%. Of the residential uses 18% are single family, 11% are multi-family and 10% are two-family. Single-family and multi-family uses are in the northwest quadrant of Mt. Auburn along McGregor, Highland and Dorchester Ave. A majority of vacant buildings and lots are located in the southwest quadrant along Mulberry, Seitz and Goethe. The southeast quadrant known as Prospect Hill has additional single-family uses. In terms of commercial usage, Mt. Auburn is comprised of 12% office, 3% commercial and 1% mixed use. In terms of commercial usage, Mt. Auburn is comprised of 12% office, 3% commercial and 1% mixed use. Offices, institutional and educational uses are primarily seen along Auburn Avenue. Around the Jackson Hill Park area south of Christ Hospital is high density residential. Educational and institutional uses are predominant in the neighborhood. See Map 3 on next page.

EXISTING ZONING

When comparing land use to zoning, the general pattern of zoning in the neighborhood reflects the current use. Residential and mixed use has the most amount of area at 35%, single-family at 23% and office at 17%. Only 4% of Mt. Auburn is zoned for commercial use. For layout of zoning classifications and geographic distribution throughout the neighborhood see Map 4 on page 32.

Map 3

Mt. Auburn Existing Land Use

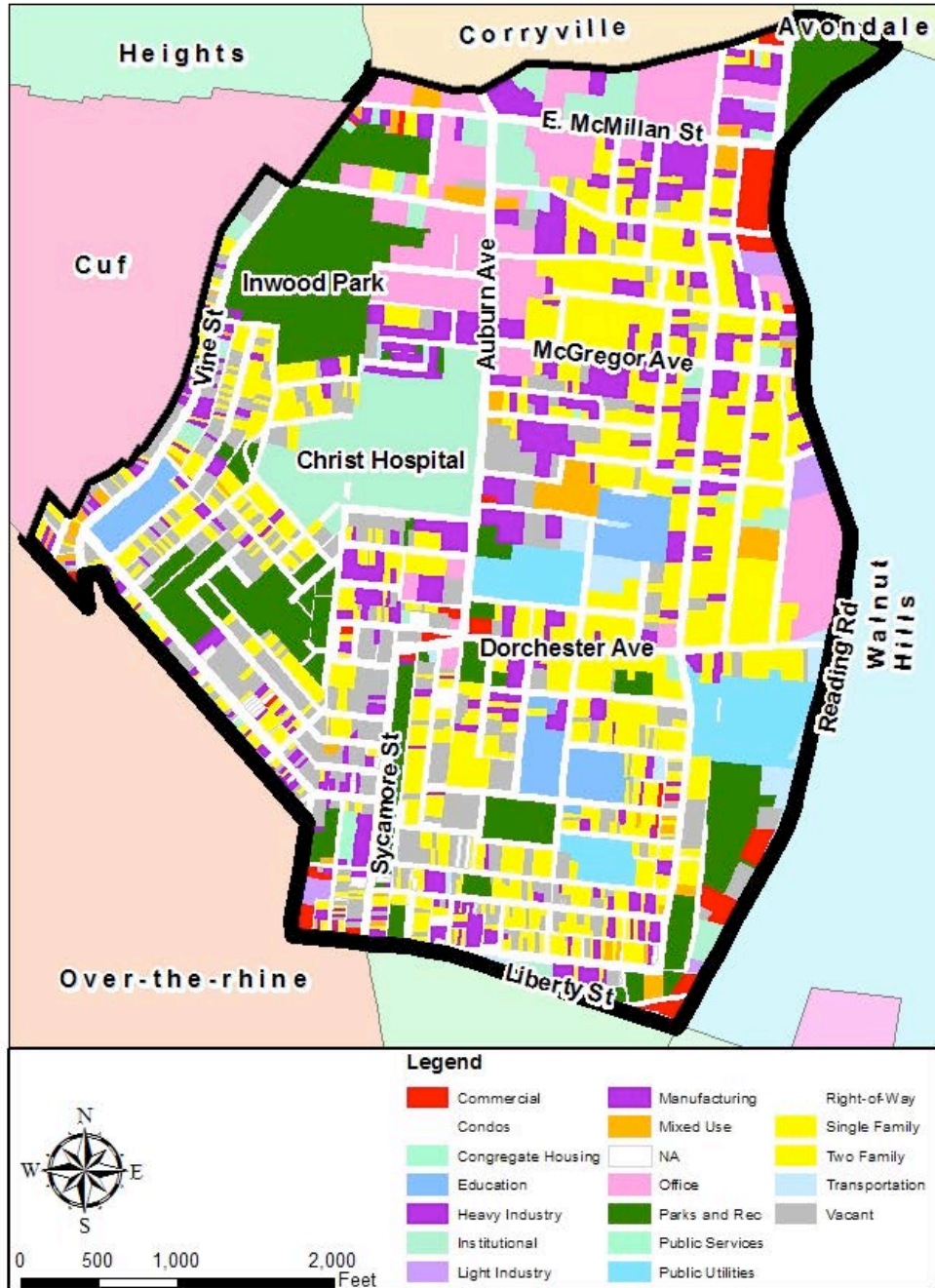
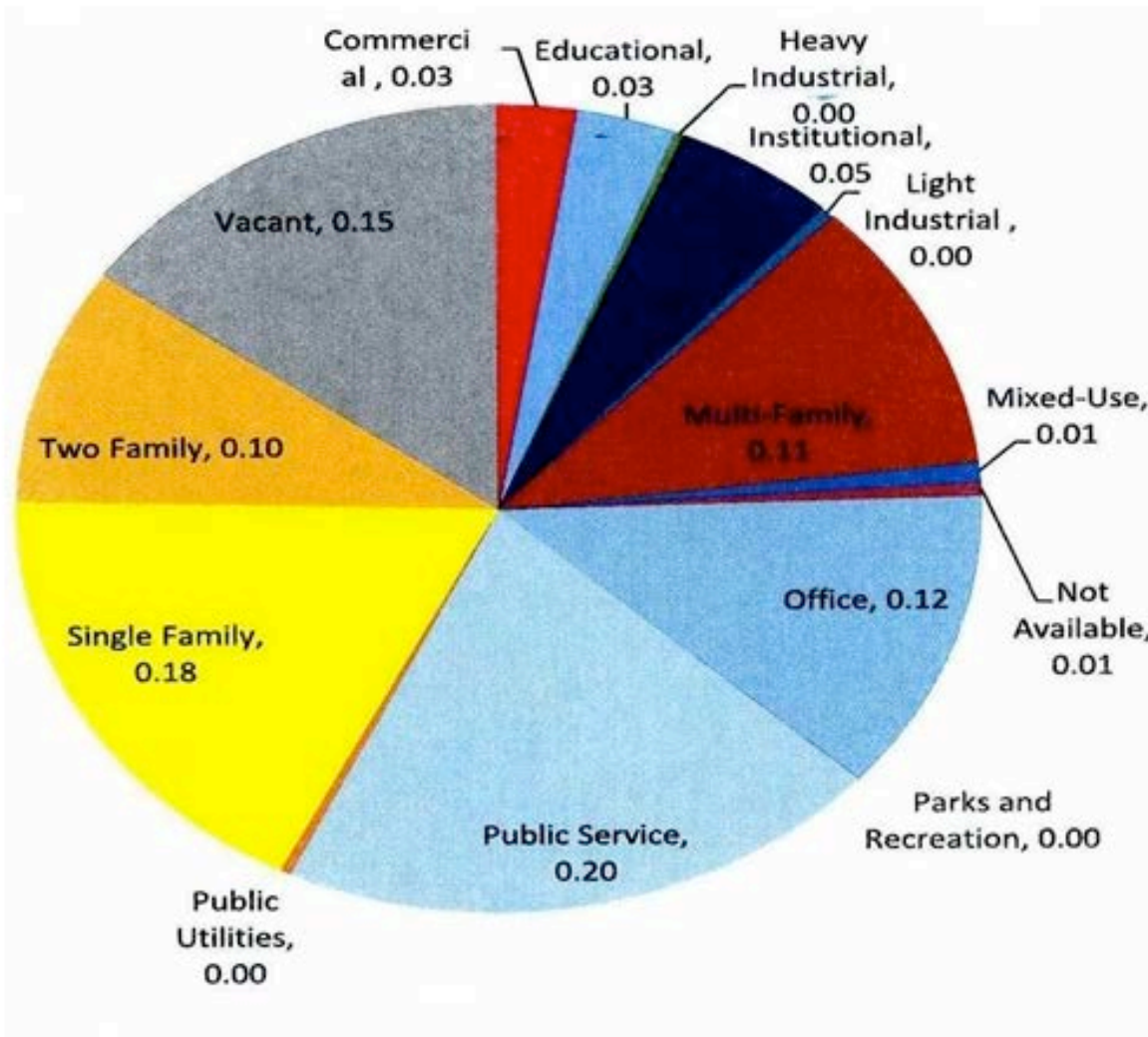


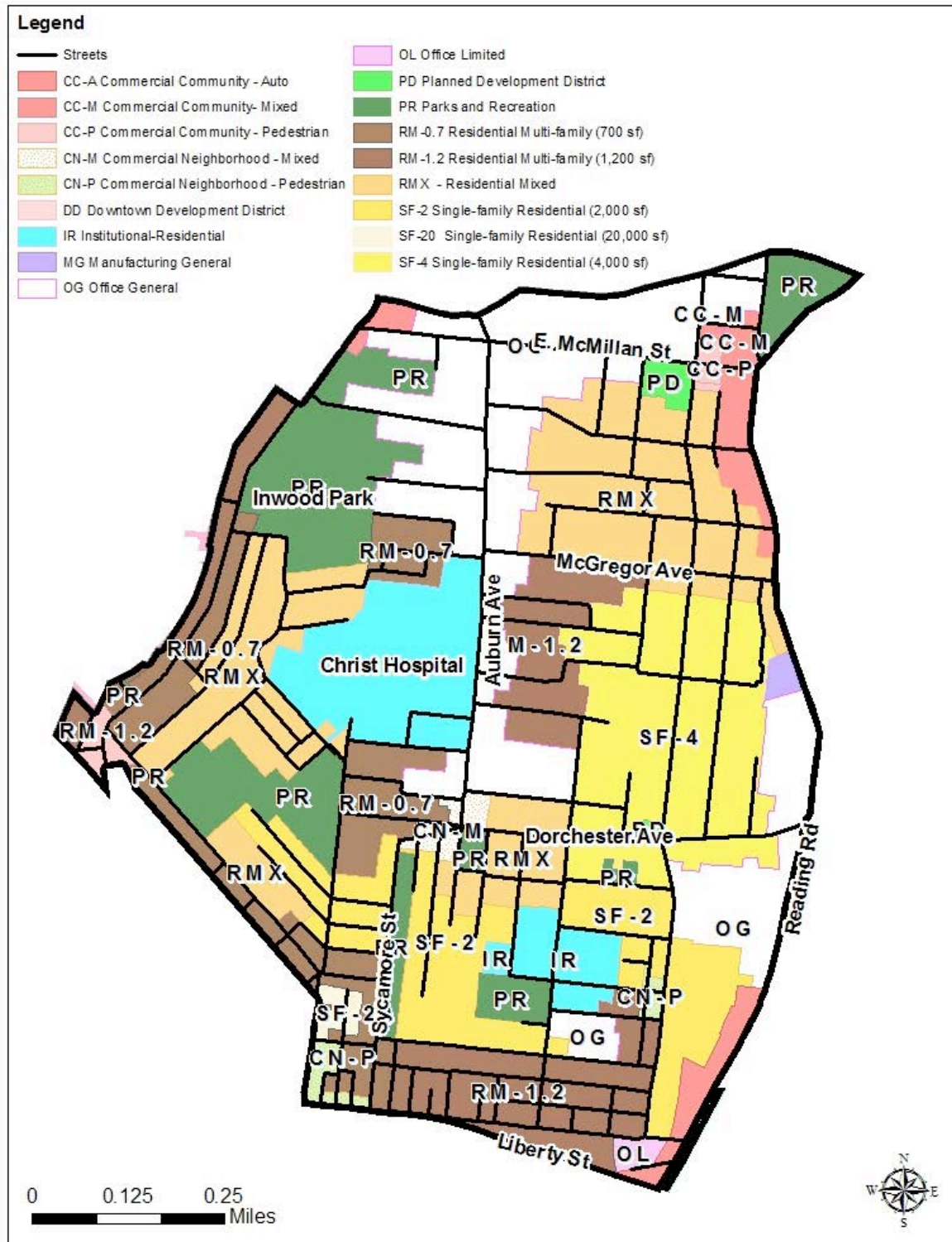
Diagram- Land Use in Percentages



Legend for Land Use



Map 4 – Existing Zoning Map



EXISTING LAND USE AND ZONING ANALYSIS

The institutional and commercial clusters are important attributes

They offer a variety of services at general locations. Appropriate growth within the cluster should be encouraged while encroachment into the residential areas should be discouraged. The commercial clusters that consist primarily of office uses are intermingled with residential uses. This mix of land uses allows for an appearance of activity after business hours that would otherwise appear empty. Office uses intermingled with residential uses not only enhances safety but provide an opportunity for shared parking. The linkages between the residential and institutional uses should be strengthened to minimize any adverse effects. Measures such as buffering and off street parking will minimize the variation in land uses.

Land Use has residential focus

When reviewing the Mt. Auburn Land Use Map it is clear the pattern of residential focus supports the area's history as being a residential hilltop retreat. Mt. Auburn contains:

- The Prospect Hill Historic District designation protects historic resources south of Boal Street, east of Sycamore Street, and west of Highland Avenue.
- Development guidelines along with public hearings on all development are features of the Environmental Quality Hillside District (EQ-HS district) located north of the Prospect Hill Historic District on the western border of Mt. Auburn.

Commercial and mixed use parcels need a boost

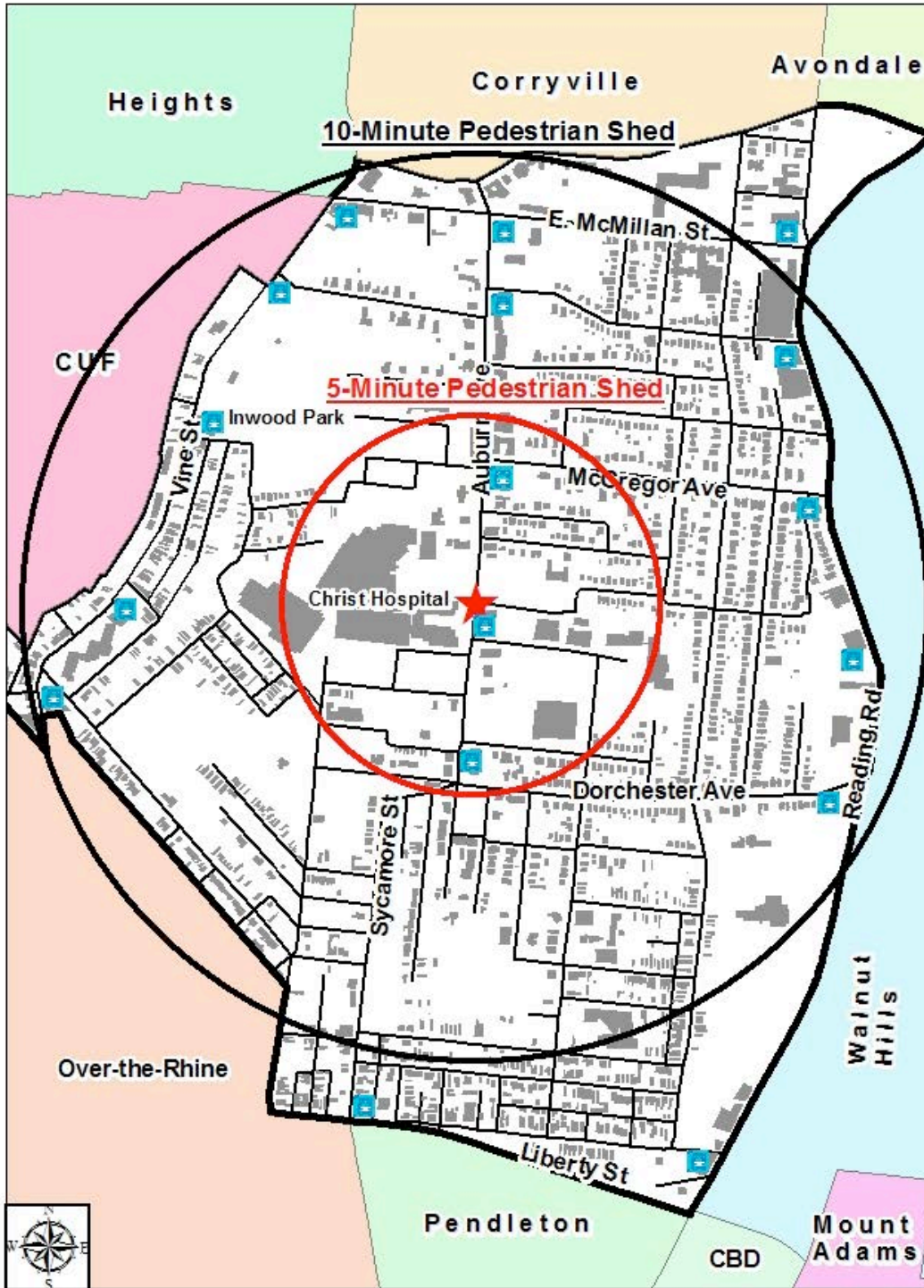
Mt. Auburn lacks a strong commercial district. There are opportunities for more retail with the consideration of future development. Challenges of blight and vacant buildings and lots remain. New commercial and mixed-use establishments should be encouraged, particularly near where the Pedestrian Shed (Ped Shed, see map 5 on next page) surrounds Christ Hospital. The 2012 Uptown Transit District Plan identified seven metro bus stops within the ped shed on Auburn Avenue prime for redevelopment. The same focus should be given to infill sites scattered throughout the neighborhood.

Uptown transit hub is an asset

The Uptown Transit Hub at Vine and E. McMillan streets is part of the 2012 Uptown Transit Plan which includes in part four enhanced transit hubs that will address future growth needs in such key Uptown markets as University of Cincinnati, hospitals, and numerous institutions.

Map 5

Mt. Auburn Pedestrian & Transit Map



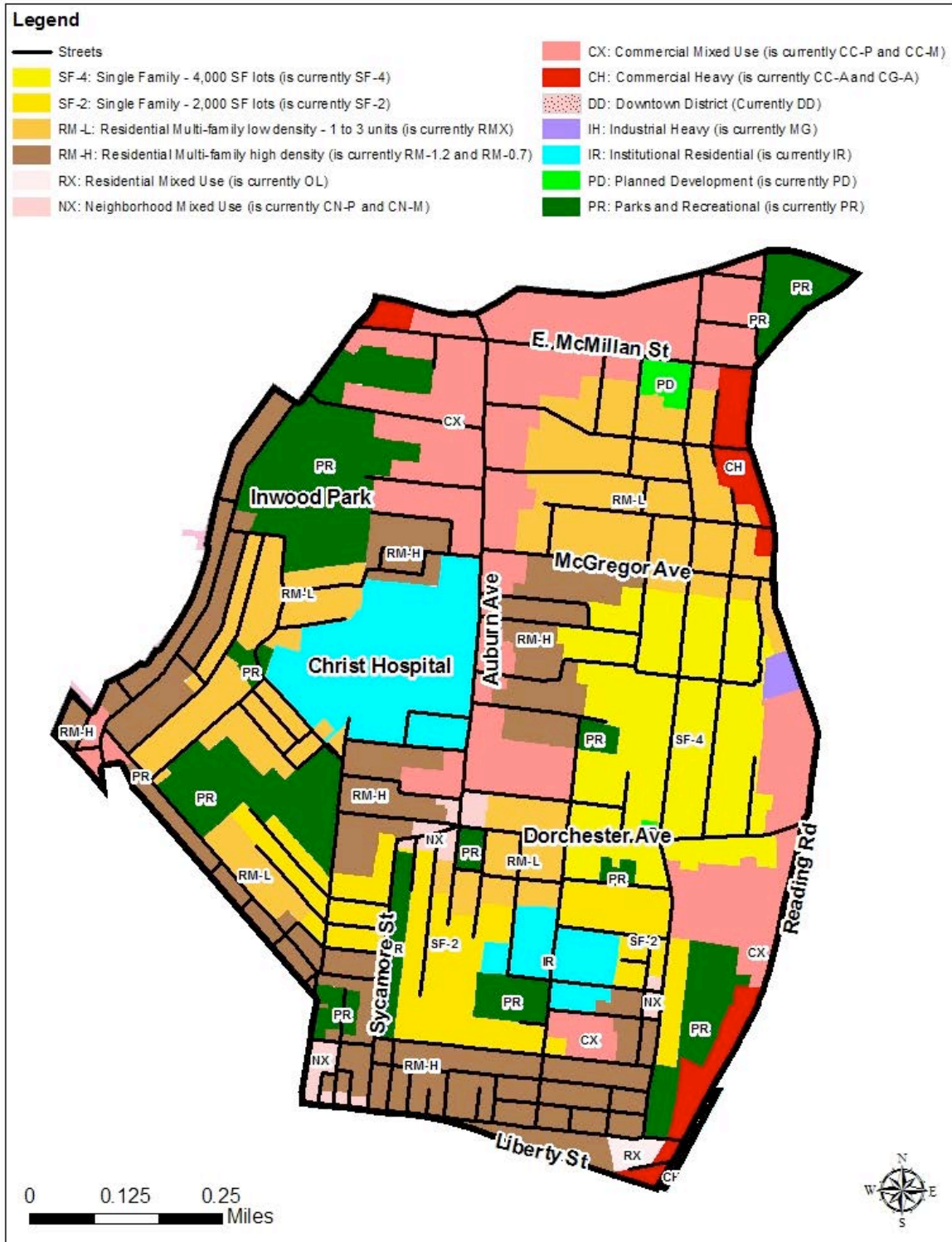
 = Existing SORTA Bus Stop

PROPOSED ZONING AND LAND USE

The Proposed Land Development Code is Consistent with Mt. Auburn Planned Land Use

The City has begun a multi-year process to update the zoning code. The process is planned to conclude in 2016 after an extensive process of getting input from the neighborhoods. The majority of the proposed zoning code for Mt. Auburn is consistent with the redevelopment strategies, goals and objectives described in this updated Mt. Auburn Plan. In general, it focuses residential multi-family high density on the hilltop large vacant sites. It proposes commercial mixed-use and neighborhood mixed use along portions of the central business district and along Auburn Avenue from the Auburn-Dorchester-Sycamore intersection going north to the intersection of Auburn Avenue and E. McMillan Street. The hillsides and base of the hill are a combination of single-family to residential multi-family low density. Likewise, there is commercial mixed-use zoning at peripheral business areas. There may be some minor modifications recommended, but in general it is consistent.

Map 6 – Proposed Land Development Code Map



VACANT PROPERTIES OFFER OPPORTUNITIES FOR REDEVELOPMENT

There are more than 900 vacant parcels and approximately 90 vacant buildings within Mt. Auburn. These properties offer development and redevelopment opportunities. Efforts to fight blight and blighting influences should be focused towards Northwest and Northeast Quadrants with highest number of vacant buildings. A new blight study may be necessary to identify target areas for development. The blight study showing locations qualifying/certified as an urban renewal area/s has a potential for federal and state grants and local government development tools.

The City should procure and use Federal Grant Dollars to Demolish Blighted Properties

The community and the City should partner to identify and demolish abandoned buildings and offer the newly redeemed parcels for redevelopment. Prolonged neglect of troubled properties has significant negative effect on the neighborhoods.

<u>Focus Area</u>	<u>Vacant Parcels</u>	<u>Vacant Buildings</u>
Area 1 Southwest Quadrant	416 266 (THROUGH 2012 150 (NEW THROUGH 2014	17
Area 2 Northwest Quadrant	116	31
Area 3 Northeast Quadrant	51	18
Area 4 Middle East Quadrant	71	17
Area 5 Southeast Quadrant	203	7
Area 6 Southeast Quadrant Prospect Hill	60	4
<u>TOTAL</u>	<u>917</u>	<u>91</u>

PART FOUR-HOUSING OPPORTUNITIES

HOUSING ELEMENTS

SUMMARY

This analysis of the housing stock includes the number and type of housing units, occupancy, household characteristics, age condition of units, purchase or rental value of units, and unit affordability to low and moderate income housing. The majority of the housing in Mt. Auburn consists of multi-family housing mostly built before 1939. Owner and renter occupied housing has declined, while vacancy rates have risen. Renters tend to spend more than 30% of their income on housing. In contrast, owner-occupied housing is generally more affordable.

HOUSING INVENTORY

Housing Occupancy Over Time

The chart below indicates that vacancy is on the rise, with the proportion between owner and renter occupied housing rising slightly in favor of owner-occupied housing.

Chart 1 - Housing Occupancy Over Time

	1990	2000	2010	% Change (1990 - 2010)	% Change (2000 - 2010)
Total Housing Units	3,510	3,345	3,033	-14%	-9%
Occupied Housing Units	2,984	2,713	2,171	-27%	-20%
Owner-Occupied Housing Units	906	794	724	-20%	-9%
Renter-Occupied Housing Units	2,078	1,919	1,447	-30%	-25%
Vacant Housing Units	526	632	862	64%	36%

Housing by type

The chart below indicates that multi-family is the predominant housing type with single-family and two-family housing units have an almost equal proportion.

-Source: U.S. Census

Chart 2 - Housing By Type in 2010

Type of Housing Structure	% of All Units
Single-Family	39.0%
Two-Family	12.1%
Multi-Family	48.9%

Housing Market

The chart below indicates that 2006 - 2012, average sale prices for single-family homes in Mt. Auburn have risen 44% while the number sold has decreased 26%.

-Source: Cincinnati Multiple Listing Service (MLS) Area Sales Statistics for Mt. Auburn

Chart 3 - Market Sale Trends For Single-Family Housing Since 2006

Year	Avg. Sale Price	Homes Sold
2006	\$97,740	39
2007	\$84,292	34
2008	\$131,543	43
2009	\$102,825	37
2010	\$99,064	36
2011	\$97,942	32
2012	\$140,691	29
% Change	44%	-26%

Housing Conditions/Age of Housing

The age of housing and residential construction is often used as an indicator of housing conditions as older homes are more likely to have issues related to neglect and building code violations. The median year of structures built in Mt. Auburn is 1940. However, a majority of housing stock was built before 1939 (73%) as far back as 1880. Housing stock older than 50 years old is thought to be in need of restoration, with eighty-six percent (86%) of the housing stock built before 1959.

-Source: U.S. Census

Chart 4 - Age of Housing by Census Tract

Year Structure Built	Census Tract 18	Census Tract 22	Census Tract 23	Total	% of Year Built
Built 2005 to Present	9	123	0	132	4%
Built 2000 to 2004	54	0	43	97	3%
Built 1990 to 1999	0	6	0	6	0%
Built 1980 to 1989	0	0	81	81	3%
Built 1970 to 1979	0	89	10	99	3%
Built 1960 to 1969	0	31	24	55	2%
Built 1950 to 1959	11	95	11	117	4%
Built 1940 to 1949	18	66	206	290	9%
Built 1939 or Earlier	904	898	525	2,327	73%
Totals	996	1,308	900	3,204	

Mt. Auburn is more affordable for homeowners and less affordable for renters

66% of homeowners in Mt. Auburn are spending less than 30% of their income on housing expenses. In contrast, only 48% of the renters spent less than 30% of their income on housing expenses. This indicates that owner-occupied housing in Mt. Auburn is more affordable than renter-occupied housing.

-Source: U.S. Census

Housing Goals and Objectives

To stabilize Mt. Auburn's subareas as residential areas, a considerable effort must be made to upgrade the existing housing and to supplement it with new housing.

Goal 1: Preserve existing housing

To curtail deterioration of housing stock due to deferred maintenance, disinvestment, vacancy and vandalism, and aggressively pursue rehabilitation of structurally sound structures.

- Emphasis should be placed on the proper rehabilitation of existing structures to provide additional housing.
- Low interest loans should be made available to building owners to encourage rehabilitation and continuing maintenance of existing structures.

Goal 2: Minimize displacement of residents

The preservation of the existing housing stock and the addition of new rehabilitated units should minimize displacement of residents due to any new development. Replacement of housing, where necessary, should be made available within Mt. Auburn prior to displacement.

- First priority sites for new housing shall be on presently vacant land, or shall involve presently vacant structures. This will establish a housing market and a relocation resource before any occupied structures are redeveloped or any displacement begins.
- Mt. Auburn's present residents should have opportunities for housing among any new units developed within the community.

Goal 3: Encourage and increase home ownership

To increase Mt. Auburn's social and economic stability, and to allow present residents opportunities for self-advancement, home ownership should be encouraged.

- New housing design and pricing should be directed to low, middle and high income groups; Opportunities for ownership should be provided to all economic levels.
- Programs that offer low-interest purchase or improvement loans should be initiated to increase the attractiveness and viability of home ownership.

Goal 4: Encourage in-migration

Middle and upper income residents should be drawn to Mt. Auburn to stabilize and diversify the housing environment.

- Amenities such as supervised parking areas, useful open space, privacy, and community multi-purpose spaces should be provided to attract upper income groups. A portion of all new housing developments should be directed to new upper income residents. A portion of presently dilapidated structures should be made available to upper income residents for private rehabilitation.
- Restore housing at the top of Sycamore as a Transformative, highly visible project to jump start revitalization in Mt. Auburn. The top of Sycamore Hill is one of the hilltop subareas that is one of the most highly visible locations that serve as a community focal point.
- The community supports construction of new housing adjacent to Jackson Hill Park and Inwood Park consistent with the Cincinnati Park Board's 2007 Centennial Master Plan for the Parks of Mt. Auburn. There have been mass demolitions of housing units adjacent to Jackson Hill Park. This provides an excellent opportunity for new housing on the large volume of vacant lots and buildings, particularly in the Southwest Quadrant.
- Assist with production of workforce housing. There is a need to construct new housing products targeted to this population.

PART FIVE-CIRCULATION AND PARKING STRATEGIES

CIRCULATION AND PARKING STRATEGIES

Mt. Auburn's streets, alleys, steps and other public rights-of-way affect all area residents, businesses and institutions. They provide the circulation network that allows the worker to commute, the resident to shop, and the business person to deliver. They also make up a substantial part of the visible environment. These public rights-of-way are essential to the day-to-day functioning of Mt. Auburn, and therefore provide the greatest single opportunity for improvement of Mt. Auburn's environment and image.

Goal 1: Improve Image of the neighborhood

Create an awareness of Mt. Auburn's improving image.

- Improvement in public rights-of-way should be concentrated at street corners or in other prominent locations to create maximum awareness of the neighborhoods improving image.

Goal 2: Improve the flow of circulation

Travel routes should be clarified, vehicle-pedestrian conflicts should be reduced, and rights-of-way should be improved to ease the flow of circulation.

- Travel routes should be clarified by consistent signage and signaling system. Signs and signals should be incorporated with other street accessories, and should serve both vehicles and pedestrians.
- Landscaping, street trees, poles and other street furniture should be formally arranged and regularly spaced to emphasize the direction of the street. For example, one type of tree planted in a regular row along a street can give the appropriate continuity and order.
- Vehicular-pedestrian conflicts should be reduced through appropriate intersection design and through provision of a sidewalk buffer strip. Cross-walks should be highly visible; variable means of slowing vehicles at intersections should be employed. These could include narrowed street widths, raised or textured intersections, or speed strips in the pavement of approaching lanes. The sidewalk buffer strip should consolidate all street furniture, such as poles, lights, meters, trash receptacles, mail boxes, ramps for the disabled and telephone booths.

Goal 3: Improve the existing pedestrian circulation system

Many Mt. Auburn steps and paths have fallen into disrepair.

- These paths and steps should be selectively repaired or replaced to provide pedestrian access to neighborhood parks, services and commercial facilities.

Goal 4: Improve the existing public transportation system

Improve public transportation in Mt. Auburn by supporting the 2012 Uptown Transit District Plan made up of four enhanced transit hubs. The Vine and Calhoun hub is only a block away from Mt. Auburn and travels the western edges of the Northwest and Southwest Quadrants.

- Support the construction of the Uptown portion of the Cincinnati Streetcar that is proposed to travel from Downtown to Uptown via Vine Street at the western border of Mt. Auburn.

Goal 5: Redesign or realign the intersection at Auburn-Dorchester-Sycamore streets

The five-way intersection is the community's commercial center and transportation hub serves as the major southern gateway to the hilltop and needs to be re-configured.

- Request funding from the City in the 2015-2016 Capital Improvement (CIP) budget to reconfigure this intersection.

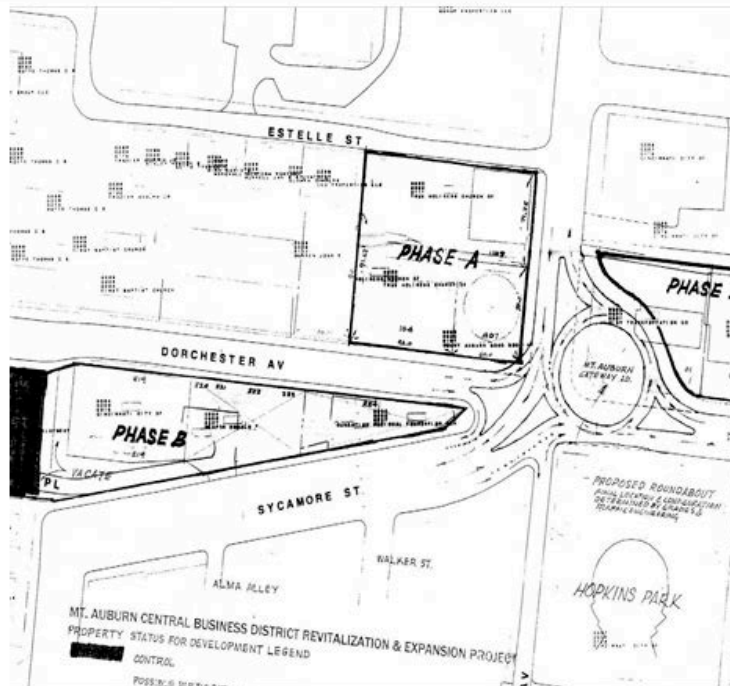
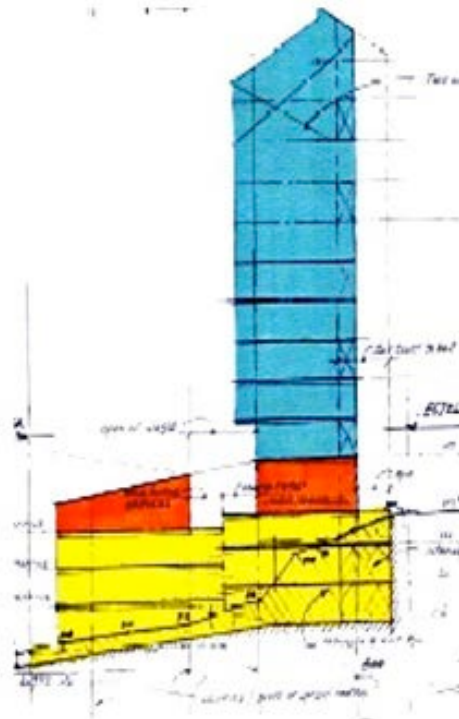


Figure 1 The intersection development is proposed by the Auburn Hills Development Group, Inc. and designed by architect Tom Hefley.

Parking Strategies for a future Neighborhood Business District

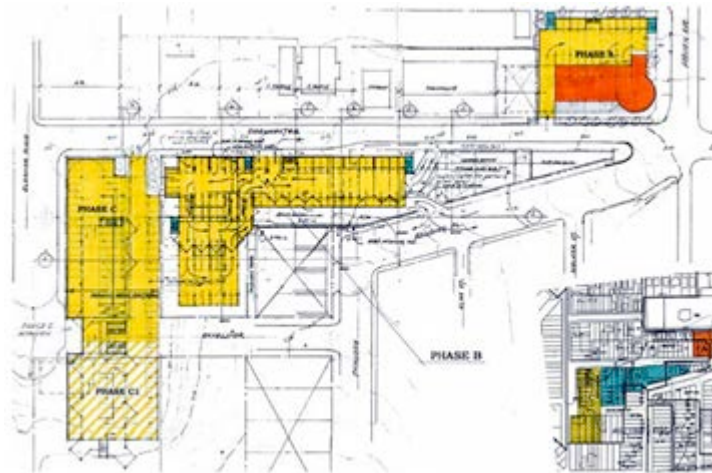
Without sufficient parking, new mixed retail and residential development could not succeed, especially in the vicinity of the Auburn-Dorchester-Sycamore intersection. This area serves as a community focal point and is referred to as the Central Business District of Mt. Auburn. The proposed parking strategies will provide off-street covered parking in a secure parking structure. This takes advantage of the steep hillside elevation at the top of Sycamore Hill. The retaining wall for Dorchester Ave provides a foundation wall for the parking structure that would be abutting the retaining wall. This parking strategy plan and its various components could provide up to 500 parking spaces to serve the two public parks and the combination of high density residential, residential mix use, neighborhood mixed use and commercial mix use. The parking structures would be located at the southern edge of the hilltop on Dorchester Ave where there is a 50 to 60 feet elevation from Sycamore St. up to Dorchester Ave. As illustrated in the strategies proposed by Auburn Hills Development Group, Inc and designed by architect Tom Hefley:

- The YELLOW color designates the parking structures that will serve as retaining walls for the south side edge of Dorchester Ave. as it overlooks Sycamore Hill.
- In ORANGE are retail or commercial spaces that could be build on top of the parking garages. The retail spaces could be at street level on Dorchester St.
- In BLUE are the residential or office spaces that would be built on top of the retail.
- CROSS-SECTIONAL VIEW shows how the garages would stabilize and act as a retaining wall for the hillside.



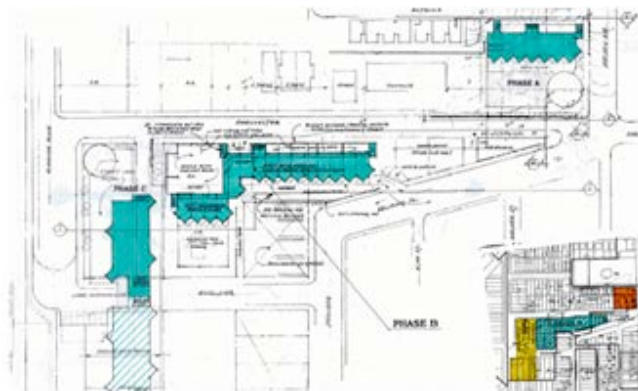
Parking Strategies for future Neighborhood Business District Auburn-Dorchester-Sycamore

YELLOW COLOR-Represents the parking structures that will serve as a retaining wall for the hillside and stabilize the area. There is approximately 50 feet elevation difference between Dorchester Ave above and Sycamore St. below. Therefore, these parking structures can be at least 4 to 5 stories below grade. This is the same stabilization system used when the first 7 story buildings were built at the top of Sycamore Hill



BLUE COLOR- represents residential or office facilities that can be constructed on top of the parking structure.

ORANGE COLOR- represents retail or commercial spaces constructed on top of the parking structures.



PART SIX-PARKS & RECREATION

PARKS & RECREATION

Mt. Auburn is the only neighborhood in Cincinnati with four public parks. Recreation and open landscaped areas not only provide areas for play, but also visual and psychological relief from the urban environment. Mt. Auburn has a substantial amount of open landscaped area that should be utilized and supplemented for maximum benefit of the community.

Goal 1: Improve access to existing parks

Several Mt. Auburn parks, some of which contain playfields and playgrounds are isolated and inaccessible to the majority of the residents. Mt. Auburn topography dictates not only the development of new accessible play areas, but also the improvement of access to these existing isolated parks

- Alterations should be made to streets, pedestrian steps and paths, and building patterns to better integrate with Inwood Park, Jackson Hill Park and Filson Park.
- Support the implementation of the Cincinnati Park Board’s 2007 Centennial Master Plan which calls for increased housing and mixed-use development adjacent to Jackson Hill Park and Inwood Park. This will bring more people living next to the park and increase access and use of these valuable green spaces.
- New open space should be developed at major gathering points to maximize park visibility.

Goal 2: Provide park amenities

Mt. Auburn’s recreational areas should be developed to provide a wide range of amenities and activities.

- Increase the amount of programmed activities in the park including festivals, art shows, concerts, etc.
- Recreation areas should be near housing, highly visible, easily supervised, and natural in form and design. Possible sites include small vacant housing parcels, street corners, undeveloped street right-of-way, cul-de-sacs, turnarounds, or parking areas.

Goal 3: Utilize the former Mt Auburn Recreation Center

Collaborate with the local YMCA and the Recreation commission to re-utilize the Cincinnati Recreation Center closed in 2013.

- Develop new uses for the facilities and ball field formerly occupied, controlled and programmed by CRC.

Goal 4: Collaborate with the Taft Elementary School

Partner with Taft Elementary School (TES) to enhance and accelerate the development of the Community Learning Center (CLC) that will provide use of school facilities and ball fields.

- Program and facilitate exercise and recreational activities for residents at TES.

Map 7



PART SEVEN-COMMERCIAL

COMMERCIAL DEVELOPMENT

There is a primary commercial development potential. Mt. Auburn Market Study by the UC Economic Center acknowledges a number of businesses types with high market potential for development. This analysis consisted of comparing Mt. Auburn to other neighborhoods around the nation with similar market forces, namely similar socio-economic characteristics (population, income, age and education) a hospital with a good reputation; a university nearby and residents with similar lifestyles. See chart below.

Primary Development Potential				
Business Type	Existing Stores	Development Potential		
		Additional Stores	Retail Sales Potential	Level
Eating Places & Food Services				
Full-Service Restaurants	3	18	\$9,377,961	HIGH
Limited-Service Eating Places	1	6	\$5,500,034	HIGH
Special Food Services	0	2	\$1,631,714	MODERATE
Drinking Places-Alcoholic Beverages	2	0	\$623,941	MODERATE
Clothing & Related Merchandise Stores				
Clothing Stores	1	6	\$3,290,423	HIGH
Jewelry, Luggage, & Leather Goods	1	1	\$426,371	MODERATE
Miscellaneous Store Retailers				
Book, Periodical, and Music Stores	1	1	\$1,605,448	HIGH
Office Supply, Stationery, & Gift St.	0	3	\$546,756	HIGH

There is secondary commercial development potential. Nearby shopping-Businesses in the secondary group are those that are less often located in comparable neighborhood business districts. Mt. Auburn is fortunate to be located in walking distance from these businesses in Over-the-Rhine (OTR), Short Vine Street large grocery stores, drug stores and eateries.

Secondary Development Potential				
Business type	Existing Stores	Development Potential		
		Additional Stores	Retail Sales Potential	Level
Supermarkets and Related Stores/Departments				
Grocery Stores (includes convenience)	6	0	\$11,963,807	HIGH
Beer, Wine, and Liquor Stores	1	1	\$412,397	MODERATE
Miscellaneous Store Retailers				
Used Merchandise Stores	0	2	\$202,324	MODERATE
Florists	0	2	\$102,043	MODERATE
Sporting Goods/Hobby/Musical Instrument Stores	0	1	\$286,942	MODERATE

having the greatest development potential. While all the business types are not specifically shown here, this information shows that all of the business types have modest space requirements that easily fit within available infill sites in Mt. Auburn.

Industry Description	median sq. ft.	sales/sq. ft.
Supermarkets and Related Stores/Departments		
Beer, wine, & liquor	2,400	
Miscellaneous Store Retailers		
Book, periodical & music stores	3,600	
Florists	1,700	
Other miscellaneous store retailers (pet stores; art dealers; tobacco stores)	2,400	
Clothing & Accessories		
Women's Ready-to-Wear	4,120	
Eating Places		
Full-service restaurants	2,800	\$250
Sandwich shop	1,400	\$276
Pizza	1,400	\$252
Coffee/tea	1,600	
Specialty food stores (meat; fish & seafood; fruit & vegetable; bakery)	1,900	
Limited-service eating places	1,300	\$232
Drinking places (alcoholic beverages)	2,100	

Commercial Development Goals and Strategies

The success of Mt. Auburn's commercial ventures is dependent upon the number of available customers, shop location and visibility, and shopper conveniences. There are therefore several public improvements that encourage commercial development in Mt. Auburn. Contemplated development and redevelopment should embrace and incorporate recommendations of the previous plans and market studies cited on page 7 of this document.

Goal 1: Strengthen the Auburn-Dorchester-Sycamore commercial center

Strengthen existing facilities to encourage commercial growth and development at the neighborhood focus.

- Add parking to support the existing commercial facilities, and to encourage new development. These parking areas should be provided off local streets surrounding the intersection to minimize intersection congestion.
- Support the implementation of the "Parking Strategies" identified earlier in this documents that uses garages to stabilize the hillside at the top of Sycamore which is consistent with this objective.
- Provide pedestrian amenities linking existing facilities with new development and new parking and increase the attraction and convenience of shopping at the intersection.
- Redesign the intersection to increase pedestrian safety and improve the flow of traffic through the area.

Goal 2: Encourage neighborhood convenience stores where feasible

Support local convenience stores at isolated hillside subareas.

- Encourage new stores and shops at prominent sites to maximize visibility and access of residents, visitors and workers.

Development Principles and Strategies

Targeted Public Investment Needed in Mt. Auburn to Catch Up with OTR, Corryville and CUF- Over the last several years, millions of dollars in public investment has gone into the revitalization of Over-the-Rhine to the South and to the north on Short Vine Street in Corryville and Calhoun Street in CUF. These targeted public investments including gaps financing and infrastructure support to create highly visible projects that will generate critical mass of visible actions that will attract private investors and lending institutions. We have seen this strategy work in adjacent neighborhoods of OTR, CUF, and Corryville. The City strategically targeted investment of millions of public resources in the form of TIF, CIP, Tax abatements, construction of public garages, and gap financing from local, state and Federal funds. These targeted public investments have attracted millions of dollars in private investments.

- 1. Implement hilltop parking strategies**
Develop parking strategies in the business and residential districts that can accommodate parking needs of residents, businesses, patrons, and visitors by building parking structures and conveniently located parking lots. The housing project proposed for the top of Sycamore hill involves rebuilding the retaining wall and using the retaining wall as a foundation wall for a newly built parking garage. This garage would have a public purpose as it serves both Jackson Hill Park and Hopkins Park, while at the same time providing parking for residents and businesses at the Auburn-Dorchester-Intersection. Housing units would be constructed on top of these garages.
- 2. Create a neighborhood that is safe, clean, walkable, and attractive with a robust public life**
Enhance the quality of life by improving public services and public safety through increased police presence combined with intensified Citizens efforts through citizens on patrol and block clubs. Encourage walkability by increasing mixed-use development where housing and convenient retail are in close proximity.
- 3. Encourage private sector to participate in public-private ventures**
These private sector partners would include institutions and corporation to participate in neighborhood revitalization by bringing or recruiting investment capital (direct or indirectly provided), securing the participation of financial institutions to bring low interest loan products for development projects and residential financing to encourage home ownership. Additionally, to advocate to the city and other governmental entities for public investment to support revitalization projects.
- 4. Foster Community Based Development**
The revitalization of Mt. Auburn should include an element of community-based development or development conducted by or involving a Mt. Auburn supported development group with a long term interest in the community. A locally based interest

has been proven to be a key element in sustaining interest and motivating new projects as determined by market factors.

5. Stimulate business development and recruitment and workforce development

Stimulate economic growth in the development of a Neighborhood Business District and Neighborhood Business Areas. New commercial development should focus on neighborhood oriented businesses and support for existing large institutions, as well as neighborhood businesses in the various quadrants.

6. Actively campaign to improve the community's image and marketability

Develop a marketing strategy to promote Mt. Auburn as a vibrant community with unique housing sites, affordable housing products and an outstanding place to live, work, shop, play, heal and learn.

7. Improve Area Schools

There should be strong collaboration with Mt. Auburn schools, both public and private. They provide an excellent education environment that attracts families to the community.

8. Enhance Historic Preservation

Advocate for preservation of the historic character of the buildings. Mt. Auburn's identity is rooted in its unique mix of homes built over time.