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Acknowledgments

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The following people attended at least one Warsaw Alive! meeting:

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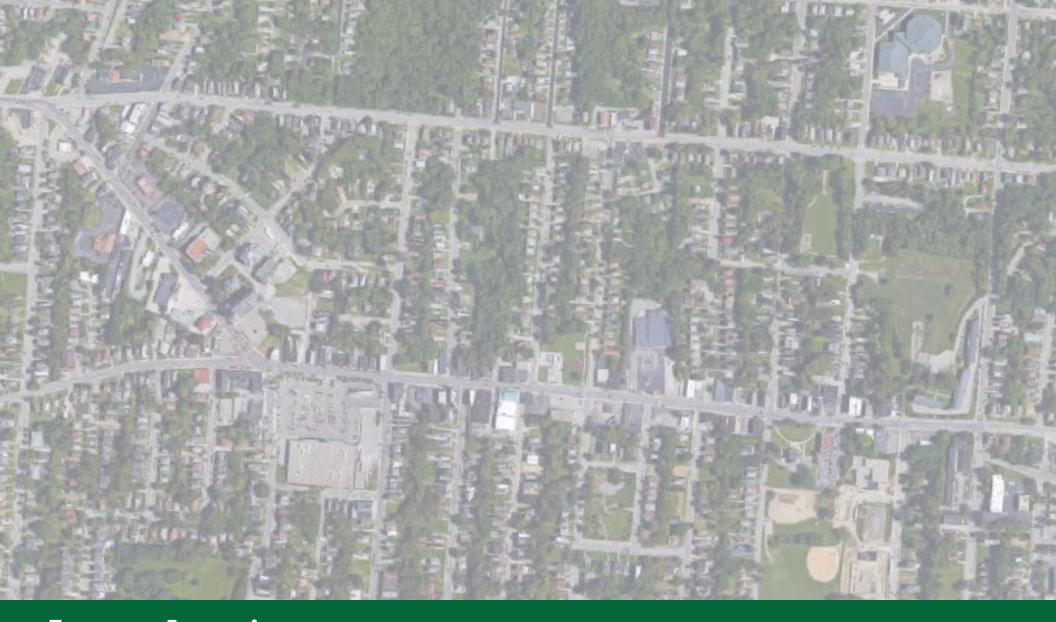
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Introduction

The Warsaw Avenue business district is situated at the heart of the East Price Hill community: it is the community's major commercial center. As the communal space where our neighborhood comes together to provide and obtain goods and services, the Warsaw Avenue corridor influences realities and perceptions of our community health and well-being which drive both our present and future development. As one of the most economically, racially, and culturally diverse neighborhoods in Cincinnati, our community celebrates its citizens and businesses, and seeks to strengthen, maintain, and grow a healthy, nurturing environment for all.

In the nearly 20 years since the 2000 East Price Hill Warsaw Avenue NBD Urban Design Plan, there have been many changes in the neighborhood. An influx of business development in the Incline Entertainment District has brought people from other areas to admire our amazing city views, convivial venues, and expansive green spaces, as well as East Price Hill's easy access to downtown, the riverfront, and the freeway system. At the same time, the Warsaw Avenue business district has seen a decrease in businesses accompanied by property vacancies, and an increase in deteriorating structures and brownfields as buildings have been demolished.

The Price Hill Plan was developed over nine months in 2015, engaging all three Price Hill neighborhoods. This plan made general recommendations and engaged the neighborhoods, but was not specific to the Warsaw Avenue Neighborhood Business District.

In 2015, the East Price Hill Improvement Association (EPHIA) began working on the Warsaw Alive! plan as a step toward revitalization and definition of the future of the Warsaw Avenue NBD. Having sought input and collaboration with neighborhood businesses, citizens, and groups, the community council and its development and business committees have worked with these neighborhood stakeholders, city departments, and City of Cincinnati Department of City Planning Staff to establish a plan representing the needs, goals, voices, and vision of our citizenry which will strengthen the heart of our community and drive future development.

The Warsaw Alive! Steering Committee and the East Price Hill Improvement Association Community Council is grateful to each of the multitude of individuals, businesses, community groups, and city departments who have collectively spent many hundreds of hours on the creation of this plan: your caring, concern, and commitment to East Price Hill and the Warsaw Avenue NBD will help our community on the rise continue to rise.

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Existing Conditions

East Price Hill is approximately 1,388 acres in size, and the officially recognized Neighborhood Business District (NBD) is approximately 48 acres, or about 3.5% of the neighborhood. The Warsaw Avenue NBD stretches 4,578 feet - almost one mile.

The East Price Hill NBD is connected to the West Price Hill NBD, which covers an additional 30 acres spanning an additional 3,696 feet. Combined, the two business districts are over a mile and a half long.

Population

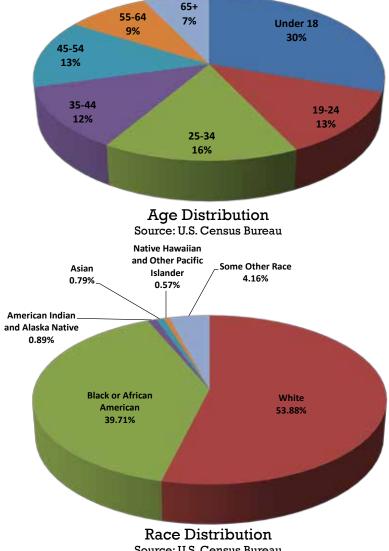
According to the U.S. Census Bureau, in 2010, the population of East Price Hill was 15,340, down slightly from 17,964 in 2000. Approximately 51% of the population is female compared to 49% male.

Age

East Price Hill's population is spread fairly evenly across all age groups, with the 25-34 demographic ranking the highest among adults at 15.5% (chart). Slightly over 30% of the population is 18 or younger. The neighborhood's median age is 29.3, which is lower than Cincinnati's median age of 32.5.

Race

96.5% of East Price Hill residents identify themselves as one race. Of those, 53.8% identify themselves as white, while 39.7% identify themselves as black or African American. Of this population, only 1,056 people, or 6.9% identify themselves as Hispanic, although that number is thought to be higher.



Source: U.S. Census Bureau

Household Types

There are a total of 5,848 households in East Price Hill. Of those households, 56.8% are traditional family households while 43.2% are non-family households. Of the non-family households, 81% are single-person households. The average household size is 2.74 persons.

Housing Occupancy and Ownership

There are a total of 7,690 housing units in East Price Hill, of which 5,848, or 76% are occupied. Like Cincinnati as a whole, East Price Hill has a larger number of renters than homeowners. Of occupied housing units, 2,076 (35.5%) are owner-occupied, while 3,772 (64.5%) are rented. This is similar to the City's 2010 homeownership rate of 38.9%.

Household Income and Poverty

The median household income in East Price Hill was \$28,425 in 2010, lower than Cincinnati's median household income of \$33,855.

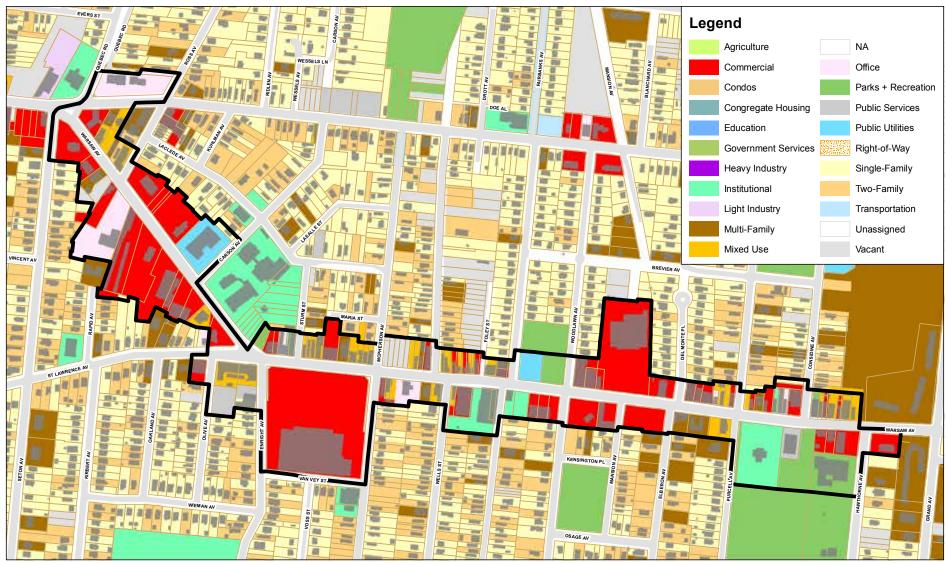
During this time period, a total of 3,536 people (23%), including children were living in poverty, which is slightly lower than Cincinnati as a whole at 25.3%.

**All Census data is from the 2010 Decennial Census unless otherwise noted, the reason being the American Community Survey estimates are not very accurate at a neighborhood level.

East Price Hill Household Income (2010 Census Report)		
Range	Number	Percent
Less than \$10,000	1,346	21.9%
\$10,000 to \$14,999	564	9.2%
\$15,000 to \$19,999	565	9.2%
\$20,000 to \$24,999	391	6.4%
\$25,000 to \$29,999	409	6.7%
\$30,000 to \$34,999	374	6.1%
\$35,000 to \$39,999	403	6.6%
\$40,000 to \$44,999	337	5.5%
\$45,000 to \$49,999	233	3.8%
\$50,000 to \$59,999	524	8.5%
\$60,000 to \$74,999	419	6.8%
\$75,000 to \$99,999	207	3.4%
\$100,000 to \$124,999	158	2.6%
\$125,000 to \$149,999	61	1.0%
\$150,000 to \$199,999	89	1.5%
\$200,000 or more	53	0.9%

Warsaw Avenue Land Use

The Warsaw Avenue NBD is dominated by commercial and mixed-use land uses, with generally one and two family residential units surrounding the corridor. Some of the mixed-use buildings contain residential above, and there are several stand alone residential buildings along Warsaw Avenue.



Warsaw Avenue NBD: Existing Land Use

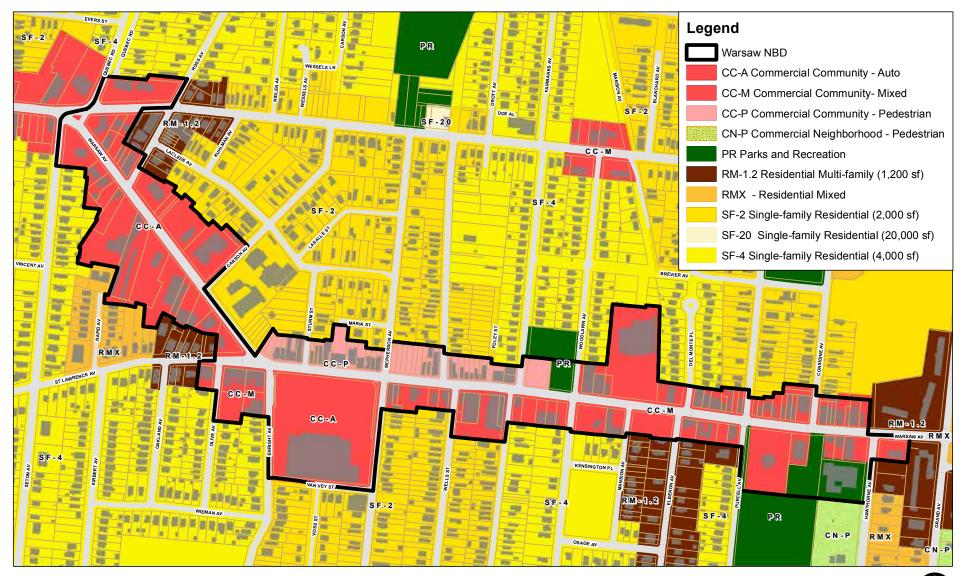
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Existing Conditions

Warsaw Avenue Zoning

The eastern portion of the Warsaw Avenue NBD is zoned Commercial Community - Mixed, which allows for a mix of pedestrian and auto-oriented uses. The northern portion of Warsaw Avenue from Enright Avenue to Woodlawn Avenue is Commercial Community - Pedestrian, which is pedestrian oriented. Except for the Oberhelman Building, the western portion of the NBD is zoned CC-A, which is an auto-oriented commercial district.

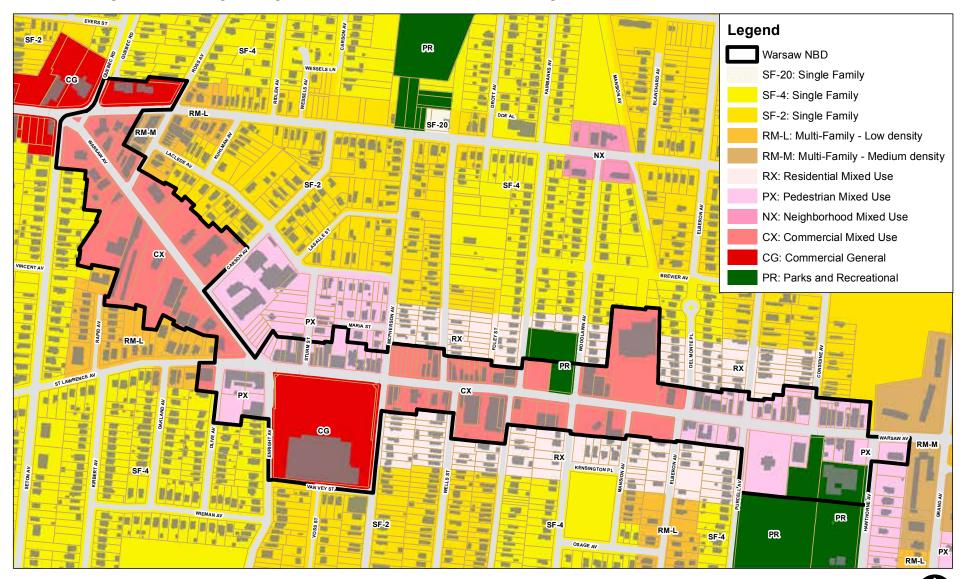


Warsaw Alive! Existing Zoning



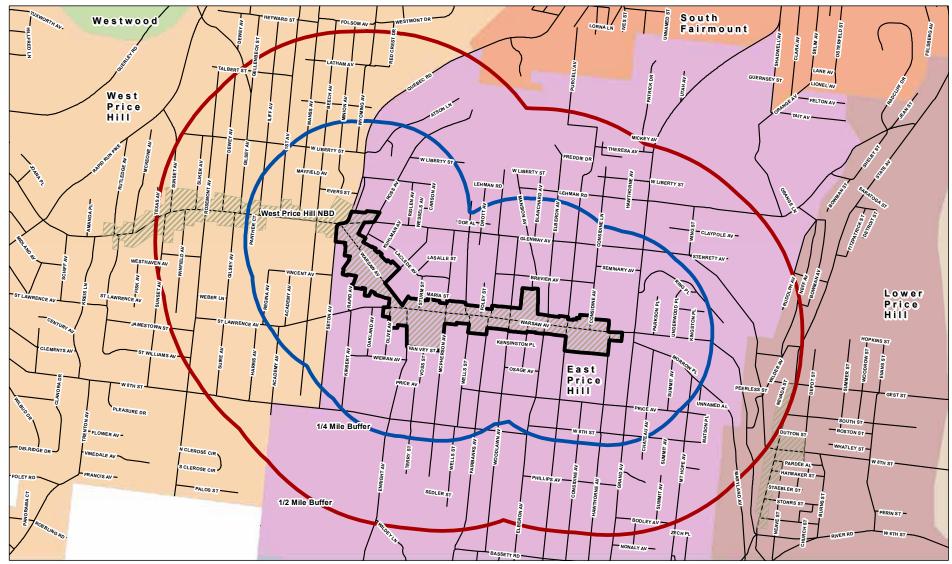
Warsaw Avenue Proposed Land Development Code (LDC) Zoning

The City of Cincinnati is currently working on updating the Zoning Code. As part of this process, City staff asked for neighborhood review of the proposed changes. EPHIA met several times to analyze the proposed LDC, and recommended that certain portions of the business district become pedestrian-oriented commercial (PX), similar to the existing CN-P zoning, along with Residential Mix (RX) zoning behind the business district to be more flexible.



Warsaw Avenue NBD

The Warsaw Avenue NBD does not just serve East Price Hill, but surrounding neighborhoods as well. 6,517 people live within 1/4 mile of the NBD, 14,542 people live within 1/2 mile of the NBD, and 34,335 people live within one mile of the NBD.



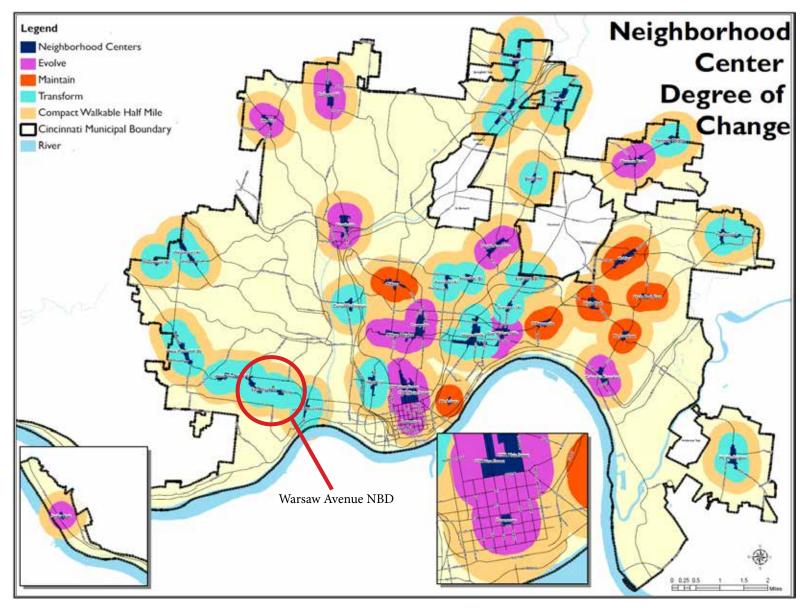
Warsaw Avenue NBD: 1/4 & 1/2 Mile Buffer





Warsaw Avenue NBD in Plan Cincinnati

Plan Cincinnati, the City's Comprehensive Plan, lists every NBD and its degree of change. The Warsaw Avenue NBD is listed as a "transform" neighborhood. The primary objective of "transform" neighborhood centers is to: "target major opportunities for large-scale changes, such as infill, redevelopment, and public improvements." Warsaw Avenue is considered a traditional neighborhood business district.



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The Process

Planning Process

This planning process started when East Price Hill leadership reached out to the Department of City Planning to build on the momentum generated by the Price Hill Plan, which was approved by Cincinnati City Council in 2015.

In 2017, City Planning staff worked with East Price Hill leadership to set up an aggressive timeline to create and begin implementation on this Action Plan.

The kick-off meeting was held on March 13, 2017. From there, a steering committee of neighborhood leaders and interested citizens met on April 25th and May 10th to plan the first community meeting, which was held on May 16th.

Working group meetings were held every other week in June and July of 2017 with a mid-point community meeting on July 31st, 2017.

From there, the working group became a steering committee and met on August 14th and September 12, 2017 processing the feedback received so far to begin finalizing the document based on the goals and strategies presented at the mid-point meeting.

The final meeting was held on October 3, 2017 to confirm the work of the Steering Committee putting the Plan together and to finalize prioritization of the Plan.

Warsaw Alive!

An action plan for the Warsaw Avenue Neighborhood Business District in East Price Hill

UPCOMING EVENTS - SAVE THE DATE

Working Group Meetings

Monday, June 12 Monday, June 26

Monday, July 10 Monday, July 24

Warsaw Alive! Community Meeting

Monday, July 31

Steering Committee Meetings

Monday, August 14 Tuesday, September 12

Final Plan Open House Tuesday, Oct 3

All meetings start at 6:00 pm at the Price Hill Recreation Center 959 Hawthorne Avenue

Thank you for your interest and participation, you are making a difference in East Price Hill!

Website: http://www.cincinnati-oh.gov/planning/planning-projects-studies/warsaw-alive
Facebook: https://facebook.com/WarsawAliveEPH

Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
Background	Vision	Discussion	Detail	Review / Approval	Implementation
Where are we now?	Where do we want to go?	What can we do to get there?	Who, what, when, how?	Reaching final consensus	Getting started on the work ahead
Activities	Activities	Activities	Activities	Activities	Activities
Initial Conversations with Neighborhood Leadership	Kick-off Meeting (March 13)	Community Meeting (May 16) Validate Vision What do we want to do, where do we want to do it?	Steering Committee Meetings (Aug – Sept) Create detailed recommendations with timelines	Final Steering Committee Review and Approval (TBD)	Start following Plan
Create the Steering Committee (ongoing)	Steering Committee Meetings (April 25 and May 10)	Working Group Meetings (June and July) – Develop themes, strategies, and maps	City Staff Drafts Plan	EPHIA Review and Approval (Oct 16)	Develop Implementation Committee
Plan the process (done)	Review refined feedback	Community Meeting (Late July)	Final Plan Open House (Early Oct)	City Department Review	Determine regular review cycle
Create Communication Systems and Methods (ongoing)	Develop Draft Vision Statement	 Are we headed in the right direction? 	Final reaction to detailed recommendations	City Planning Commission Review and Approval	
Plan Kick-off (done)	Plan Next Community Meeting	What's missing?	Prioritization	City Council Review and Approval	
January – April, 2017	March – May 2017	May – July 2017	August – October 2017	October 2017 - January 2018	January 2018 and Beyond

The Process

Reaching out to the Hispanic Community

A recurring theme heard during the planning process was that there is a large, underrepresented Hispanic and Latino population within East Price Hill, many who only speak Spanish. In order to reach out to this population, City staff reached out to Dani Issacsohn from bridgeable to help facilitate this conversation. Bridgeable is a 2017 Engage Cincy Grant Award winner. They are an organization that collects community data and feedback and alert leaders to the conversations going on in their communities, thereby enabling conversations that lead to healthier relationships, better decisions and stronger communities.

On July 20, 2017, Dani Issacsohn from bridgeable organized and facilitated a meeting where underrepresented populations met with neighborhood leaders to discuss priorities, dreams, and ideas.



The largest priorities from this conversation were safety, new stores, parks, and family-family restaurants. Some ideas on how to implement these goals were:

- Camera-equipped streetlights, particularly on Grand Ave.
- A hardware store; two participants are hoping to open one.
- · A Golden Corral.
- A soccer or general sports store.
- Rehabilitate empty storefronts and help entrepreneurs from the immigrant community start businesses.

• Remodel the small park on Warsaw Ave to fit more kids.

Attendees of this meeting were also asked about dreams for East Price Hill, including:

- A more trusting and effective system for reporting crimes.
 - A process for getting information to the undocumented community that reporting won't trigger status issues.
 - Focus on residents who do not regularly attend church.
 - Develop a network of small community groups of 5-10 people who can share information with each other.
- Greater integration through events (with food and drinks)
 - Public concerts e.g. MY Cincinnati concert
 - Amateur soccer tournaments
 - Inviting wider Cincinnati and EPH community to join Guatemalan Independence celebration in September.
 - Community Spanish-English exchanges
 - Anti-bullying and diversity education programs
- More sports opportunities for kids: new courts and fields.

Other miscellaneous ideas that came out of this meeting were to communicate in Spanish more effectively, such as the La Mega radio station and adding Spanish to flyers in Kroger, local churches, and schools.

Meeting attendees also stated their desire to expand the Block by Block program, which was started by Santa Maria Community Services. The purpose of this program is to educate new moms and to provide resources to help the mom and child succeed. Each block has a captain who deliver Change Packages to other moms. The packages contain things like children's books and information about sleep safety for infants. This program also provides social services, such as check to make sure that soon-to-be-moms are attending their regularly scheduled doctors visits and following up with their postpartum and well-child visits. The packages contain things like children's books and information about sleep safety for infants.



The Process

Kick-Off Meeting

The Action Plan kick-off meeting was held on March 13, 2017 and was facilitated by the Community Building Institute (CBI). There were three stations at this meeting.

At Station 1, attendees of this meeting were asked two questions:

What story do you want to be able to tell in 5 years, 10 years, 15 years, and 20 years? What story do you want to be able to tell today?

At Station 2, attendees were asked how we might create a business district that serves local residents while attracting visitors from outside the neighborhood, building on the success of the Incline District and the assets of the immigrant population.

At Station 3, attendees were also asked what could be accomplished within the next 6 months. Responses included:

- Clean-up: trash pickup, landscaping, litter prevention signage, environmental education in schools
- Community support: get more people involved (in plan and in cleanups, Safety CAT, etc.), education them on how to invest in community, finish the plan
- Making the pedestrian experience better: repainting crosswalks, street lighting, recycling receptacles, plant trees
- Steps that support implementation: inventory of properties that require attention now to save structure, reign in slumlords, identify funding sources to support new businesses or enhance current businesses
- Celebration: block party, public art

Summary of all comments from this meeting

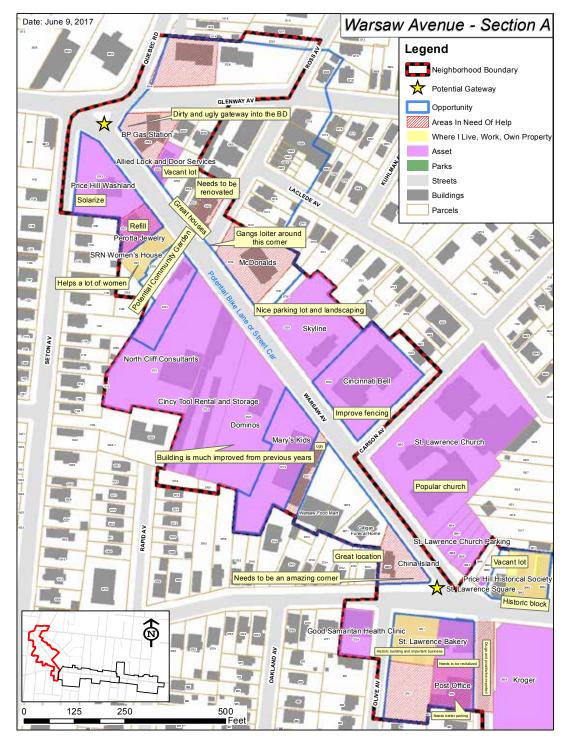
The business district should have a good mix of businesses that both responds to the diversity of local residents and their everyday needs and attracts visitors from beyond Price Hill (because the offerings are unique, balanced, and complementary). Places and events that give people a reason to come to the district and that can bring residents together were important. This could build on the assets of the immigrant community and the arts (galleries, theaters, and programming) in the district and nearby. People want to see the district more accessible by bike, by foot, and by bus. In terms of parking, more parking is needed (which might be provided by a common, central parking lot could serve multiple businesses in the district) and the out-of-car experience on the sidewalk and crossing streets needs to be improved (more safe, better lighting, cleaner, more enjoyable). The business district should build on the assets of the neighborhood (diversity, immigrants, green reputation) when rebuilding. Several comments praised diversity, being welcoming, and community identity. These are broad phrases that could be better defined moving forward.

Community Meeting

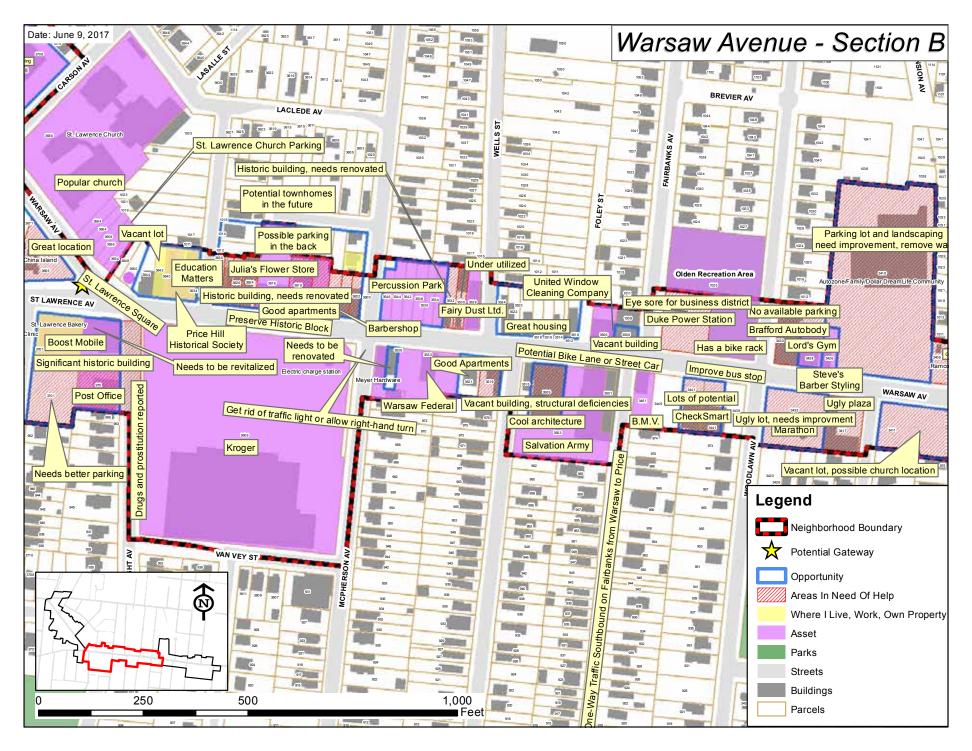
At the community meeting held on May 16th, attendees were asked to identify neighborhood assets, opportunity sites, areas that could use some help, and where they live, work, or own property. Attendees were also asked to identify gateways to the business district and write down any comments related to their ideas for opportunities, what should be a part of the gateway, etc.

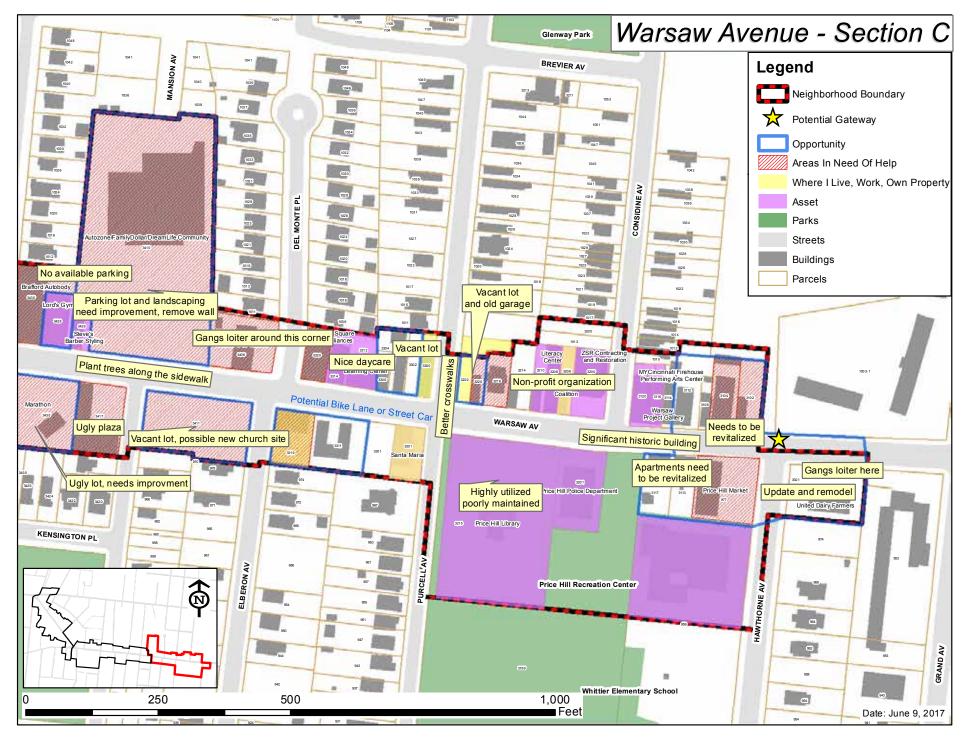
These ideas were compiled onto one map so everyone's ideas were in one place. The suggestions and comments from this map activity helped the working group and steering committee come up with themes, goals and strategies.

There were also common themes identifying key redevelopment sites that have the potential to transform the corridor should these pieces of real estate become available in the future.



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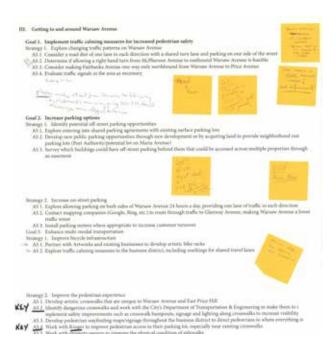
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Mid-Point Meeting

A second public meeting was held on July 31, 2017 to discuss the goals and strategies that the working group came up with to make sure nothing was missing.

Meeting attendees were also asked to dream big about what new uses or design features they would like to see the identified gateways and key redevelopment sites.

This visioning activity provided the basis for the renderings for what the gateways and key redevelopment sites could look like in the future.





Final Community Meeting

A third community meeting was held on October 3, 2017 to present a draft of the Plan based on the work of the Steering Committee.

An overview of the planning process was given to make sure things were still on the right track. Meeting attendees were given dots to place in front of each strategy to prioritize what is most important and what can be accomplished immediately. This activity, along with a survey provide the basis for implementation.

EPHIA Meeting

After the final public meeting, the Plan went to EPHIA for neighborhood approval on October 16,2017, where it was approved by a vote of 49-0.

City Planning Commission and City Council approvals

The City Planning Commission recommended approved this Plan on 2/2/2018. City Council approved this Plan on 2/22/2018.

Implementation

Implementation needs to begin immediately, especially the action items that can make positive changes that residents and business owners can begin to see right away.

The Actionable Items section of this Plan spells out what can be done immediately with the least amount of effort.

The implementation chart at the end of this document spells out what is most important and identifies partners to help achieve these goals.



An example of the dot activity at the final public meeting

The Process 25



Vision

The Warsaw Avenue Neighborhood Business District is a thriving, walkable, accessible, and modern business district that is the heart of the East Price Hill neighborhood and also serves as a regional attraction. It connects the neighborhood through a variety of community-supported businesses, arts, entertainment, attractive and accessible parking, and supporting residential uses within an architecturally unique, clean, safe, attractive, green, and well-lit environment. Warsaw Avenue is the place where our diverse community comes together to celebrate our citizens, culture, and creativity in an atmosphere that is friendly and always evolving to meet our community's needs. Our identity as a community is one that is welcoming, nurturing, hospitable, and embraces novelty, difference, and change.

Vision 27



Actionable items (What can be done immediately)

One of the overarching discussions during this planning process was to identify what items can be done immediately and what is going to take more time. Interested parties were asked to take an online survey to identify every action step as immediate, short-range (1-3 years), mid-range (3-5 years) and long-range (5+ years).

Action steps that were identified as immediate are listed below. These items can be accomplished quickly without much help from outside agencies and can help continue to drive interest and build momentum in East Price Hill and Warsaw Avenue.

Action Step	Percent marked "Immediate Action"	Theme
Coordinate with the City and adjacent business owners to ensure sufficient street trash cans that are emptied regularly	82.61	Enhance & attract businesses
Solicit input from business owners on what the identity of the corridor should be	80.95	Drawing visitors to Warsaw Avenue
Continue conversations with the Latino community as they have expressed they have been targets and victims of personal attacks in the neighborhood to understand what could be done to reduce this problem	76.19	Drawing visitors to Warsaw Avenue
Identify which businesses have not responded to a survey and renew efforts to engage them	76.19	Getting people involved & organized
Review EPHIA's work on reaching out to existing businesses for input	73.91	Enhance & attract businesses
Reinforce existing community cleanup efforts to keep the corridor clean	73.91	Enhance & attract businesses
Work with the local schools (Elder, Seton, Roberts, Oyler, Dater, and Western Hills) to obtain volunteers for events, such as cleanups, staffing events, etc.	73.68	Getting people involved & organized
Identify institutional existing businesses, such as the St. Lawrence Bakery and the Post Office and develop retention strategies	72.73	Enhance & attract businesses
Plan/program activities to curb juvenile crime and disruptions	71.43	Drawing visitors to Warsaw Avenue
Work with neighborhood assets to develop retention strategies	66.67	Drawing visitors to Warsaw Avenue
Implement a neighborhood officer program along Warsaw Avenue with officers on foot patrol/ Segways/bikes instead of vehicles	66.67	Drawing visitors to Warsaw Avenue
Expand the Price Hill Safety CAT program	66.67	Drawing visitors to Warsaw Avenue
Educate landlords and businesses of their responsibility to maintain the sidewalk in front of their building	65.22	Enhance & attract businesses
Develop a list of contacts for each business and potential business	63.16	Getting people involved & organized
Set up lines of communication with businesses to make it easy to discuss ideas/issues	61.90	Getting people involved & organized
Reach out to all businesses on the corridor and hold an initial meeting to gauge interest	61.90	Getting people involved & organized

Actionable Items 29

Engage the Price Hill Historical Society and Cincinnati Preservation Association to determine if Warsaw Avenue is eligible to become a Historic District, such as the library, former Police District 3 headquarters, etc.	60.87	Enhance & attract businesses
Work with the City's Department of Community and Economic Development on what programs/funds are available	60.87	Enhance & attract businesses
Survey the businesses and find out what their particular needs are and how those needs can be accomplished	57.40	Getting people involved & organized
Survey the buildings in the corridor to determine ownership, tax status, code violations, etc. to focus attention on buildings that need the most help	56.52	Enhance & attract businesses
Develop a visioning exercise for Warsaw Avenue to define its image	56.52	Enhance & attract businesses
Emphasize Warsaw Avenue's proximity to downtown and amazing views	56.52	Enhance & attract businesses
Obtain additional volunteers for the Citizens on Patrol Program (COPP) with a focus on East Price Hill	52.38	Drawing visitors to Warsaw Avenue
Appoint a committee or agency with a specific focus on the Warsaw Avenue business district	52.38	Getting people involved & organized
Identify dangerous crosswalks and work with the City's Department of Transportation & Engineering to make them to implement safety improvements such as crosswalk bumpouts, consistent signage and lighting along crosswalks to increase visibility	52.38	Getting to and around Warsaw Avenue
Identify large strategic properties that could potentially transform to new development in the future, such as the AutoZone Property, Oberhelman Building, etc.	52.17	Enhance & attract businesses
Reinforce community efforts and work with the City to ensure that property maintenance codes are being enforced	50.00	Enhance & attract businesses
Reach out to property owners with buildings in need of help and work with them to identify and apply for façade grants and loans	47.83	Enhance & attract businesses
Identify which community assets to focus on enhancing, such as the Price Hill Historical Society, Library, Recreation Center, etc.	47.62	Drawing visitors to Warsaw Avenue
Reach out to the Cincinnati Hispanic Chamber of Commerce to foster and grow Hispanic businesses	47.62	Enhance & attract businesses
Obtain better representation of business owners in EPHIA	47.62	Getting people involved & organized
Work with Police to enforce 25 m.p.h. speed limit	47.62	Getting to and around Warsaw Avenue
Reach out to the leaders of neighborhoods that have faced/overcome similar issues to set up a time to meet and discuss solutions	47.37	Getting people involved & organized
Determine if allowing a right hand turn from McPherson Avenue to eastbound Warsaw Avenue is feasible	45.00	Getting to and around Warsaw Avenue
Direct people thinking about opening a business to the City's Department of Community and Economic Development, who can put them in touch with already established small business incubators	43.48	Enhance & attract businesses
Reach out to seniors, young adults, African Americans and the Hispanic community and recruit businesses that cater to their needs	42.86	Enhance & attract businesses
Focus attention on maintaining unique buildings	39.13	Enhance & attract businesses

Review the existing market study within a 5 and 10 mile radius to determine what type of businesses that population would support and update it if necessary	38.10	Enhance & attract businesses
Work with the Hamilton County Land Reutilization Corporation on businesses to attract to a potential new development on Warsaw Avenue and McPherson Avenue	38.10	Enhance & attract businesses
Consider making Ross Avenue one way traffic	38.10	Getting to and around Warsaw Avenue
Work with Kroger to improve pedestrian access to their parking lot, especially near existing crosswalks	38.10	Getting to and around Warsaw Avenue
Market events towards young professionals to get them involved in the community	36.84	Getting people involved & organized
Actively recruit a sit-down restaurant	36.36	Enhance & attract businesses
Create a plan to work with private property owners near gateways to improve building and landscape appearance	33.33	Drawing visitors to Warsaw Avenue
Consider making Fairbanks Avenue one-way only northbound from Warsaw Avenue to Price Avenue	33.33	Getting to and around Warsaw Avenue
Evaluate traffic signals in the area as necessary, such as the intersection of Warsaw Avenue and Woodlawn Avenue	33.33	Getting to and around Warsaw Avenue
Explore traffic calming measures in the business district, including markings for shared travel lanes	33.33	Getting to and around Warsaw Avenue
Conduct a meeting with residents/businesses on the corridor to address their transit needs	33.33	Getting to and around Warsaw Avenue
Develop an incentive/recognition program for beautification efforts	31.82	Enhance & attract businesses
Explore allowing parking on the north side of Warsaw Avenue 24 hours a day, providing one lane of traffic in each direction with a middle turn lane	28.57	Getting to and around Warsaw Avenue

Actionable Items 31



Theme 1: Enhance & attract businesses

Warsaw Avenue needs to contain a balance of businesses that are open during the day and open at night to make the corridor alive for the entire day. In order to attract new businesses and new patrons for those businesses, commercial spaces need to be attractive and viable. Warsaw Avenue contains a solid building stock that allows for small commercial footprints with low rent. Although most buildings along Warsaw Avenue have "good bones", aesthetics play a big role in attracting and retaining businesses and their customers. One recurring theme from public meetings is that several fuel stations along Warsaw Avenue that could use some aesthetic upgrades or moved to Glenway Avenue, another parallel thoroughfare just north of Warsaw Avenue.

Low rent buildings with a close proximity to downtown can be an attractive place to start a business. The barriers to starting a business can be daunting, such as finding the perfect space, covering startup costs, and running the day-to-day operation. There are programs that exist to help entrepreneurs with these issues, but East Price Hill leaders need to identify a target audience, market the corridor to that audience and be willing to provide resources and support to get a business started. At the same time, there needs to be open communication with popular existing businesses to make sure they have everything they need in order to be successful.

Goal 1: Improve the built environment

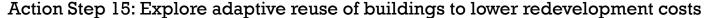
Strategy 1: Work with existing businesses and property owners to improve the existing building stock

- Action Step 1:Identify large strategic properties that could potentially transform to new development in the future, such as the AutoZone Property, Oberhelman Building, etc.
- Action Step 2:If AutoZone redevelops, find a way to relocate mosaics
- Action Step 3: Review EPHIA's work on reaching out to existing businesses for input
- Action Step 4: Survey the buildings in the corridor to determine ownership, tax status, code violations, etc. to focus attention on buildings that need the most help
- Action Step 5: Engage the Price Hill Historical Society and Cincinnati Preservation Association to determine



if Warsaw Avenue is eligible to become a Historic District, based on buildings such as the library, former Police District 3 headquarters, etc.

- Action Step 6: Create and install plaques showing the history of buildings in the business district
- Action Step 7: Reach out to property owners with buildings in need of help and work with them to identify and apply for façade grants and loans
- Action Step 8: Focus attention on maintaining unique buildings
- Action Step 9: Develop an incentive/recognition program for beautification efforts
- Action Step 10: Apply to CoSign to work on implementing new signage within the business district
- Action Step 11: Work with building owners to retrofit existing buildings to be accessible for everyone
- Action Step 12: Work with the Department of Community and Economic Development on what programs/funds are available
- Action Step 13: Develop a visioning exercise for Warsaw Avenue to define its image
- Action Step 14: Develop green infrastructure, such as green roofs, updated insulation, windows, etc.





Strategy 2: Create and maintain a clean, aesthetically pleasing streetscape along Warsaw Avenue

- Action Step 1: Coordinate with the City and adjacent business owners to ensure sufficient street trash cans that are emptied regularly
- Action Step 2: Educate landlords and businesses of their responsibility to maintain the sidewalk in front of their building
- Action Step 3: Maintain street trees and trim them in an aesthetically pleasing way and partner with the City's Urban Forestry Board to focus on trimming trees in business districts more often
- Action Step 4: Reinforce community efforts and work with the City to ensure that property maintenance codes are being enforced

- Action Step 5: Design and implement uniform streetscape improvements throughout the business district
- Action Step 6:Partner with local artists or college students to design and create art pieces that create a unique, interesting streetscape consisting of sculptures, decorative lighting, signage, etc. that is unique to East Price Hill and Warsaw Avenue
- Action Step 7: Reinforce existing community cleanup efforts to keep the corridor clean
- Action Step 8:Develop green infrastructure, such as rain gardens and swales to manage storm water where appropriate to become a green business district
- Action Step 9:Identify partners and develop a funding strategy and seek funding to implement the physical improvements and changes along Warsaw Avenue

Goal 2: Attract and retain businesses to Warsaw Avenue that cater to both residents and visitors

Strategy 1: Develop programs to make it easier to start a business

- Action Step 1:Direct people thinking about opening a business to the City's Department of Community and Economic Development, who can put them in touch with already established small business incubators
- Action Step 2: Purchase or lease a storefront to create pop-up shops for small business owners to sell their goods
- Action Step 3: Pursue the creation of a Community Entertainment District to be known as the Warsaw Avenue Entertainment District
- Action Step 4: Create a sales kit and marketing materials for the business district



Action Step 5: Emphasize Warsaw Avenue's proximity to downtown and amazing views

Action Step 6: Establish a local business incubator and marketing program with collaboration from Warsaw business owners and hire a full time staff person to oversee the program and encourage local businesses to post jobs there first

Action Step 7:Identify a small business network that includes unique businesses to cultivate

Action Step 8: Provide realty information and job opportunities in one place staffed by a neighborhood advocate, not social service agency

Action Step 9: Steer new development into strategic areas in each portion of the business district

Action Step 10: Actively recruit a sit-down restaurant

Action Step 11: Market small commercial spaces towards artists/craftsmen and independent retail outlets like vintage shops

Action Step 12: Identify institutional existing businesses, such as the St. Lawrence Bakery and the Post Office and develop retention strategies

Action Step 13: Develop and identify a place to hold a farmer's market



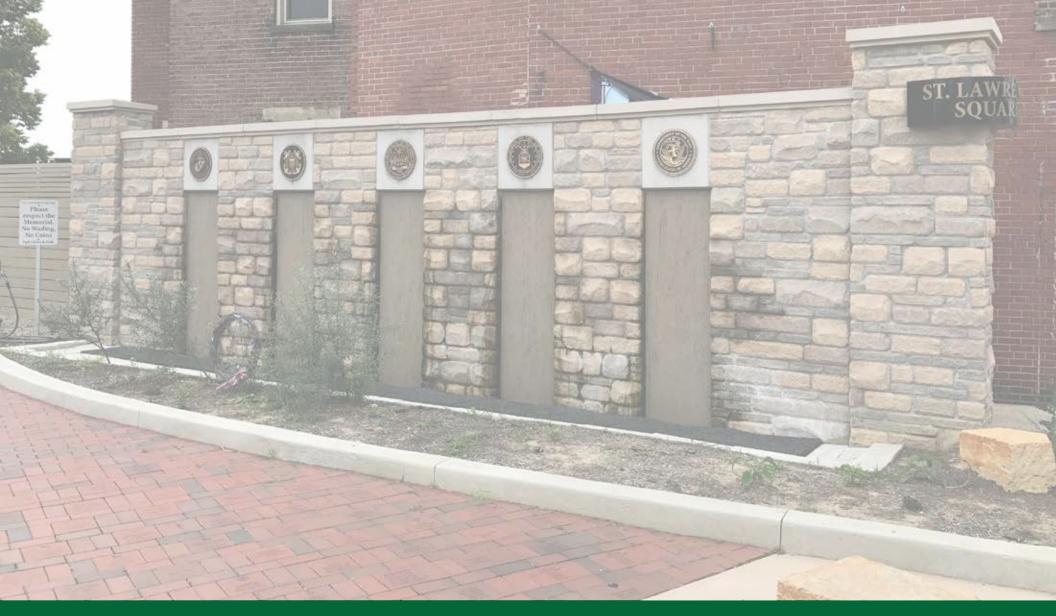
Action Step 14: Seek out businesses that don't currently serve the business district, such as an all-you-can-eat buffet, diner, ice cream shop, sandwich shop, dentist office, movie theater, book store, coffee shop, makerspace, consignment gallery, eBay store, and night life

Strategy 2: Identify, grow, and attract destination businesses to Warsaw Avenue to attract visitors from the region

- Action Step 1: Recruit an indoor soccer facility/soccer shop/soccer/sports friendly pub to the neighborhood
- Action Step 2: Review the existing market study within a 5 and 10 mile radius to determine what type of businesses that population would support and update it if necessary
- Action Step 3: Work with the Hamilton County Land
 Reutilization Corporation to attract businesses
 for a potential new development on Warsaw
 Avenue and McPherson Avenue
- Action Step 4: Partner with Landmark Productions to open a theatrical costume/clothing store to serve the west side of Cincinnati



- Action Step 5: Identify existing successful businesses around greater Cincinnati that opened in similar neighborhoods and recruit them to open a second location on Warsaw Avenue
- Action Step 6: Reach out to seniors, young adults, African Americans and the Hispanic community and recruit businesses that cater to their needs
- Action Step 7: Promote businesses that are unique to East Price Hill and provide them the resources to become a destination business
- Action Step 8: Reach out to the Cincinnati Hispanic Chamber of Commerce to foster and grow Hispanic businesses



Theme 2:

Drawing visitors to Warsaw Avenue

Warsaw Avenue attracts commuters driving through the neighborhood on a regular basis, but efforts need to be made to attract visitors to stop and explore the neighborhood. This can be achieved through signage and by creating destination businesses and events to the neighborhood to keep people coming back and bring new people with them,

Goal 1: Brand the business district

Strategy 1: Establish an identity for the business district

- Action Step 1: Solicit input from business owners on what the identity of the corridor should be
- Action Step 2: Develop marketing efforts that are consistent with this identity
- Action Step 3: Create a marketing campaign to highlight the successes and events within the business district to help remove the perception that Warsaw Avenue isn't safe

Strategy 2: Create attractive gateways into the business district

- Action Step 1:Implement uniform, professionally made signage and landscaping at every entrance to the business district
- Action Step 2:Design and install wayfinding signage to direct people to the business district
- Action Step 3: Explore building a street arch over Warsaw Avenue at the entrances of the business district
- Action Step 4: Work with ArtWorks and building owners to develop murals specific to East Price Hill, such as the Price Hill Incline
- Action Step 5: Explore the idea of adding unique sculptures that are continued throughout the business district
- Action Step 6: Create a plan to work with private property owners near gateways to improve building and landscape appearance



Goal 2: Create and grow unique events to make Warsaw Avenue a destination

Strategy 1: Capitalize on the unique architecture of the area

Action Step 1: Publish a walking tour pamphlet that is available throughout the business district

Action Step 2: Develop a self-guided audio tour through a smartphone app

Strategy 2: Create neighborhood events unique to East Price Hill

Action Step 1:Determine what type of festival is unique to East Price Hill and could draw the most visitors

Action Step 2: Partner with existing church festivals to grow unique ideas that will attract visitors

Action Step 3: Engage the Hispanic Community Festival to expand its reach

Action Step 4: Canvas local businesses and organizations for festival sponsorships

Action Step 5: Hold a monthly or quarterly "special event" involving the businesses so people could check out the businesses in an engaging and informative way

Strategy 3: Build on Price Hill Will's efforts to program events on St. Lawrence Square several days a week

Action Step 1:Hold cooking classes and outdoor dinners from local restaurants

Action Step 2: Attract diverse live music, theatrical performances, dance lessons, comedy, poetry readings, yoga, etc.

Strategy 4: Enhance/maintain existing community assets so they remain in the neighborhood

Action Step 1:Identify which community assets to focus on, such as the Price Hill Historical Society, Library, Recreation Center, etc.

Action Step 2: Implement ideas to attract a wider audience to neighborhood assets such as opening on nights and weekends or holding after hours events

Action Step 3: Work with neighborhood assets to develop retention strategies

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Goal 3: Ensure safety of all residents and visitors

Strategy 1: Work with Police District 3 to develop a strategic safety plan for Warsaw including upgraded lighting, cameras, etc.

- Action Step 1:Implement a neighborhood officer program along Warsaw Avenue with officers on foot patrol/ Segways/bikes instead of vehicles
- Action Step 2: Obtain additional volunteers for the Citizens on Patrol Program (COPP) with a focus on East Price
 Hill
- Action Step 3: Expand the Price Hill Safety CAT program
- Action Step 4: Plan/program activities to curb juvenile crime and disruptions
- Action Step 5: Continue conversations with the Latino community as they have expressed they have been targets and victims of personal attacks in the neighborhood to understand what could be done to reduce this problem





Theme 3:
Getting to and around Warsaw Avenue

Pedestrian safety and parking availability one of the biggest themes brought up during the public process. Multiple stakeholders cited the lack of available on and off-street parking for some vacancies in the western portion of the Business District. Another issue is speeding through the corridor, which decreases safety for anyone traveling along the corridor.

Goal 1: Implement traffic calming measures for increased pedestrian safety

Strategy 1: Explore changing traffic patterns on Warsaw Avenue

- Action Step 1: Work with Police to enforce 25 m.p.h. speed limit
- Action Step 2: Contact mapping companies
 (Google, Bing, etc.) to route through
 traffic to Glenway Avenue, making
 Warsaw Avenue a lower traffic street
- Action Step 3: Determine if allowing a right hand turn from McPherson Avenue to eastbound Warsaw Avenue is feasible
- Action Step 4: Consider making Fairbanks Avenue one-way only northbound from Warsaw Avenue to Price Avenue
- Action Step 5: Consider making Ross Avenue one way traffic
- Action Step 6: Evaluate traffic signals in the area as necessary, such as the intersection of Warsaw Avenue and Woodlawn Avenue



Goal 2: Increase parking options

Strategy 1: Identify potential off-street parking opportunities

- Action Step 1: Explore entering into shared parking agreements with existing surface parking lots
- Action Step 2:Develop new public parking opportunities through new development or by acquiring land to provide neighborhood run parking lots (Greater Cincinnati Redevelopment Authority/potential lot on Maria Avenue)
- Action Step 3: Survey which buildings could have off-street parking behind them that could be accessed across multiple properties through an easement

Strategy 2: Increase on-street parking

- Action Step 1: Explore allowing parking on the north side of Warsaw Avenue 24 hours a day, providing one lane of traffic in each direction with a middle turn lane
- Action Step 2:Install parking meters where appropriate to increase customer turnover

Goal 3: Enhance multi-modal transportation

Strategy 1: Improve bicycle infrastructure

- Action Step 1:Partner with Artworks and existing businesses to develop artistic bike racks
- Action Step 2: Explore traffic calming measures in the business district, including markings for shared travel lanes

Strategy 2.: Improve the pedestrian experience

Action Step 1: Explore developing artistic crosswalks that are unique to Warsaw Avenue and East Price Hill



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- Action Step 2: Identify dangerous crosswalks and work with the City's Department of Transportation & Engineering to make them to implement safety improvements such as crosswalk bump-outs, consistent signage and lighting along crosswalks to increase visibility
- Action Step 3: Develop pedestrian wayfinding maps/signage throughout the business district to direct pedestrians to where everything is
- Action Step 4: Work with Kroger to improve pedestrian access to their parking lot, especially near existing crosswalks
- Action Step 5: Work with property owners to improve the physical condition of sidewalks

Strategy 3: Partner with SORTA to ensure transit needs are adequate for the business community

- Action Step 1: Conduct a meeting with residents/businesses on the corridor to address their transit needs
- Action Step 2: Schedule a meeting with SORTA to discuss potential recommendations
- Action Step 3: Ensure that transit stops are comfortable and safe





Theme 4:
Getting people involved and organized

Without community enthusiasm and support to help implement ides and action steps, even the best laid out plans can go unfulfilled. Some immediate actions require lots of volunteers to be successful, so getting the existing business owners, property owners and residents excited about the ideas presented in the plan is paramount for successful implementation.

Goal 1: Encourage partnerships and collaboration among neighborhood leaders and business owners

Strategy 1: Renew efforts to engage business owners on Warsaw Avenue

- Action Step 1: Appoint a committee or agency with a specific focus on the Warsaw Avenue business district
- Action Step 2: Obtain better representation of business owners in EPHIA
- Action Step 3: Set up lines of communication with businesses to make it easy to discuss ideas/issues
- Action Step 4: Reach out to all businesses on the corridor and hold an initial meeting to gauge interest
- Action Step 5: Survey the businesses and find out what their particular needs are and how those needs can be accomplished
- Action Step 6: Identify which businesses have not responded to a survey and renew efforts to engage them
- Action Step 7: Develop a list of contacts for each business and potential business
- Action Step 8: Hold quarterly meetings with meetings held in a different business each time to show what each business has to offer

Goal 2: Identify underutilized neighborhood populations and get them involved in the neighborhood

Strategy 1: Get younger people involved in East Price Hill

- Action Step 1: Work with the local schools (Elder, Seton, Roberts, Oyler, Dater and Western Hills) to obtain volunteers for events, such as cleanups, staffing events, etc.
- Action Step 2: Partner students that have an interest in entrepreneurship with local businesses to learn about running a business

- Action Step 3: Create a Youth Council as a branch of EPHIA and develop incentives to keep them involved, using Avondale as an example
- Action Step 4: Market events towards young professionals to get them involved in the community

Strategy 2: Reach out seniors to assess their needs

Action Step 1:Hold a monthly or quarterly meeting with seniors to make sure their needs are being met, such as a neighborhood pharmacy or other medical services

Strategy 3: Meet with African American and Hispanic Business owners to come up with ideas for larger outreach to the neighborhood and their customers

- Action Step 1: Explore specific times to help English speakers learn about the business, for people that aren't familiar with ethnic stores
- Action Step 2: Hold a monthly or quarterly meeting with minority owned businesses to make sure their needs are being met

Goal 3: Collaborate with other neighborhoods that have faced similar issues

Strategy 1: Identify neighborhoods with similar challenges/opportunities and start discussions with those neighborhoods

- Action Step 1: Reach out to the leaders of neighborhoods that have faced/overcome similar issues to set up a time to meet and discuss solutions
- Action Step 2: Create a roundtable discussion of neighborhoods that meets quarterly, held in a different neighborhood each time
- Action Step 3:Implement strategies that come from discussions with other neighborhoods and continue collaboration

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Gateways

Gateways are the front door into a business district. They promote the branding of a business district and serve as a navigational tool to announce the arrival into a unique area of the City.

There are four gateways identified by East Price Hill residents and business owners: Warsaw Avenue and Glenway Avenue, Warsaw Avenue and Grand Avenue, Warsaw Avenue and St. Lawrence Avenue, and Warsaw Avenue and Hawthorne Avenue.

Warsaw Avenue and Glenway Avenue

This is the official entrance to East Price Hill and the Warsaw Avenue Business District from the west, but this intersection typically contains more auto-oriented uses until St. Lawrence Avenue. Suggestions for this site were to clean up the area, add better lighting, and improve the existing gateway such as adding a larger sign that can be seen from a moving vehicle. Others said this whole intersection needs to be redone.



Warsaw Avenue and Grand Avenue

At the mid-point meeting, several people felt this should be the main gateway into the Business District, but there aren't any commercial businesses along this intersection.

Suggestions for improvements were to add and maintain attractive landscaping at this intersection, adding more lighting to the intersection and building an actual bus stop at the corner (which would involve buying or leasing land from the adjoining property owner). Other suggestions included a welcome sign above the traffic lights, such as an arch over the road, and a brick or stone crosswalk.



Existing conditions at the intersection of Warsaw Avenue and Grand Avenue

Gateways 51

Warsaw Avenue and St. Lawrence Avenue

This gateway received the most ideas of how to improve it, as one commenter wrote: "This is the spot! This intersection is what people think of when you say "Warsaw Business District" It needs to say something that represents our neighborhood"

The China Island site is a tremendous opportunity to tie this intersection together with the Oberhelman Building and St. Lawrence Square. Ideas for this site was finding a way to tie it into St. Lawrence square to building a new building on the site. One idea to improve the site could follow the example of Queen City Radio in OTR, which turned a surface parking lot into a beer garden, which would help the site tie into St. Lawrence Square. China Island is a successful neighborhood business, so there would need to be a relocation plan if this redevelopment were to happen at this important gateway,

Other ideas included features to identify this area as a gateway, transportation improvements such as a roundabout (which the City's Department of Transportation & Engineering doesn't think is feasible here), and other marked improvements to make crosswalks more visible or a change in roadway materials.



A conceptual two story building on the current China Island site



A conceptual outdoor seating area in the China Island parking lot

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Warsaw Avenue and Hawthorne Avenue

This intersection is the beginning of the Warsaw Avenue Business District and contains a UDF, a strip center, and the start of existing commercial buildings that are built to the sidewalk.

As with the other identified gateways, a common theme is better lighting and landscaping. Other ideas include working with UDF to build a new store at the corner or in another location within the neighborhood and redoing the strip center on the SW side of Warsaw Avenue and Hawthorne Avenue. Currently this building fronts along Hawthorne Avenue with parking in front of the building. The parcel is square, so a new building could be built here fronting along Warsaw Avenue with a similar sized parking lot accessed from Hawthorne Avenue.

The streetscape elements from the western portion of the Business District could also be replicated on the eastern portion of the Business District.



Gateways 53



Key redevelopment sites

During early visioning activities, the Warsaw Avenue Business District was divided into three sections: the west, the east, and the middle. Of the three key redevelopment sites, two (St. Lawrence Avenue and Hawthorne Avenue) actually overlap with areas identified as gateways with some of the same recommendations. There is a large opportunity site in the middle of the Business District, which could be the site of a transformative project to benefit the Warsaw Avenue Business District and all of East Price Hill.

Warsaw Avenue and Hawthorne Avenue

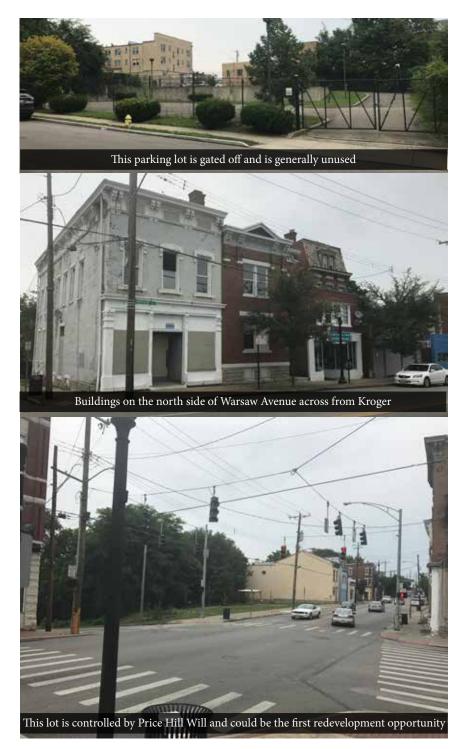
The only comments received in this area were related to adding restaurants in existing buildings and cleaning up the strip mall on the corner. These themes were echoed in the gateway discussion.

Warsaw Avenue and St. Lawrence Avenue

This particular discussion focused on the China Island Site as mentioned in the gateway portion of this Plan, but also included suggestions for parking solutions, such as the empty Post Office delivery vehicle lot or exploring shared parking options with existing parking lots than may have different hours than a restaurant or bar. Other ideas for this area were to renovate the existing buildings and update their facades.

NW Corner of Warsaw Avenue and McPherson Avenue

This corner is owned by the Hamilton County Land Reutilization Corporation on behalf of Price Hill Will. It is currently used as open space with several interactive elements to create music and a walking path. Although the demand for new development may not be there today, this site has neighborhood control and could be the first major redevelopment along this corridor since Kroger.



AutoZone/Family Dollar/Dreamlife/White Castle block

This section of Warsaw Avenue is more auto-oriented, dividing the Warsaw Avenue Business District into two smaller pedestrian friendly areas on either side. Not surprisingly, this area generated the most ideas for redevelopment potential. A recurring theme was to make this area more pedestrian friendly as well, with specific focus on the AutoZone/Family Dollar/Dreamlife site, which consists of a large building set back approximately 216 feet from Warsaw Avenue with a large parking lot in front of the building. The Ramco Gas Station next door was also identified for redevelopment, potentially as a farmer's market.

Across the street is a vacant property that contained a White Castle and its parking lot, along with several other auto-oriented businesses. Ideas for redevelopment include bringing the AutoZone/Family Dollar/Dreamlife building closer the street with parking behind or on the side, along with redevelopment of the White Castle site and potentially the area south of it, with offices and apartments.



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Design guidelines

With several key redevelopment sites and vacant lots, Warsaw Avenue has a unique ability to start fresh with new developments. However, new development should complement the existing urban form of the area to help create a safe, clean, attractive business district. The following guidelines will help to achieve this:

Location of buildings

New construction within the Warsaw Avenue Neighborhood Business District should consist of 2-4 story buildings with retail or office on the first floor with office or residential uses above them. In certain cases, large residential buildings may be appropriate. These

buildings should be built to the sidewalk to facilitate pedestrian activity with exceptions for outdoor patios and on corners to ensure adequate site distance for pedestrian and vehicular safety.

Architectural character of the buildings

Original acthitectural elements of existing buildings should be maintained. Covering the upper stories of buildings with materials other than the original facade is discouraged. New buildings should relate to the surrounding buildings as much as possible in size, scale, materials, awnings and signage.



New construction should have a similar pattern of window placement as surrounding buildings. The designs of new buildings should avoid long unrelieved expanses of wall along the street by maintaining the rhythm of windows and structural bays in the district. The preferred pattern of ground floor windows is open show windows, with inset or recessed entryways; and landscaping, lighting and other amenities equivalent to those existing in the district.

Awnings shall be designed to be harmonious with the architecture of the building that they are to be placed on. They shall relate in shape and proportion to the building's architectural elements such as window and opening shapes, facade articulation and general character of the building.

Design guidelines 59

Signage

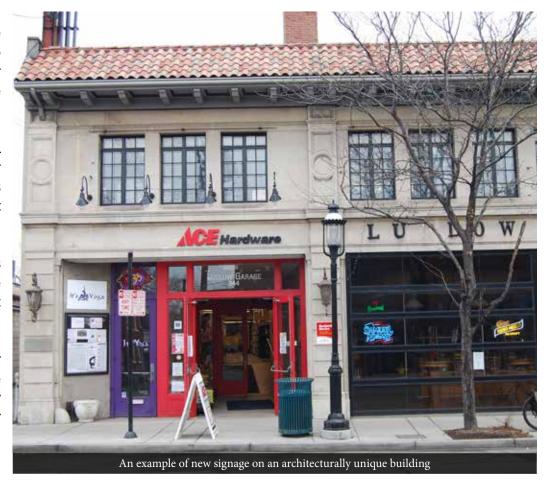
Signs should be designed to be in keeping with the character of the district. Signs should be designed to communicate with perestrians or persons in slow moving vehicles and be harmonious with the architecture of the buildings on which they are located.

All signs should be placed flat against the buildings and should be designed for good visibility without concealing any architectural features of the building. Projecting signs are encouraged, as long as they do not have more than six square feet in area per sign face.

Flashing signs should not be permitted. Roof top signs (any sign that extends above the roof line or above the window sill line of the second floor of buildings should not be permitted.

Ground signs should only be permitted for parking lots or auto-oriented businesses that have parking between the building and the street. These signs should be no taller than 16 feet in height with no more than 20 square feet per sign face.

Obsolete signs and vacant sign poles should be removed.



Pedestrian and vehicular circulations

Pedestrian and vehicular circulation should be in harmony with each other. Traffic calming measures are necessary along Warsaw Avenue to reduce conflicts between pedestrians, bicycles and vehicles. This includes more crosswalks that are well lit and visible to vehicles. Shared access from side streets should be considered for additional parking opportunities located behind existing buildings. Pedestrian circulation should be enhanced throughout the corridor to match the St. Lawrence Square/Kroger area with amenities such as brick paver sidewalks, planters and well-maintained trees, directional graphics and signage, awnings and decorative lighting.

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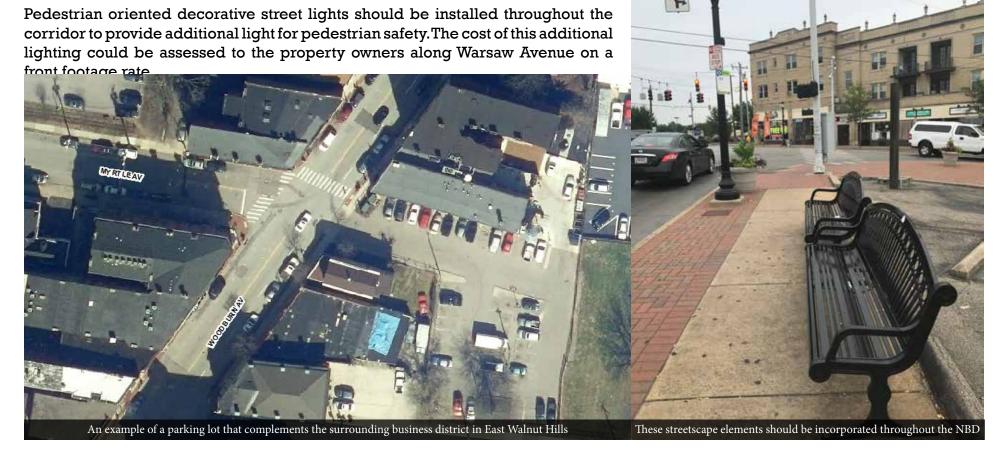
Parking

New parking spaces and access drives are designed and located in a manner consistent with the desired character and development patterns of walkable communities as outlined in Plan Cincinnati. Off-street parking should be located to the side or rear of buildings to allow for the building to be built to the public right-of-way. Efforts should be made to partner with owners of existing surface parking lots that may be underutilized to increase parking options. Parking lots should also contain bicycle parking facilities.

Open space and landscaping

Existing open space should be maintained. Trees should be planted wherever possible with connections to public or private improvements. Trees that have died or been severely damaged should be replaced. Trees should be checked on annually to ensure the trees are being maintained. Planters and seasonal flowers could also be added

to existing open spaces to bring bight colors into the corridor.



Design guidelines 61



Implementation

Implementation of this Action Plan will be monitored by the East Price Hill Improvement Association and Price Hill Will. EPHIA will create an Implementation Committee to advance recommendations in the plan and track progress of implementation. This committee should have strong representation from EPHIA, Price Hill Will, property owners, and business owners within this area. This committee should work with City departments, private investors, property owners and residents to identify and seek funding opportunities and recruit volunteers to implement the plan recommendations. Any interested person should be eligible for inclusion on the Implementation Committee

Members of the Steering Committee and interested residents/business owners filled out a survey ranking the strategies to decide which work is most important to focus energy and limited resources to implement first, followed by other items that would be amenities for the area, but can wait until resources become available. This activity was repeated at the third public meeting with a dot exercise, were residents were once again asked if the Action Plan covered everything and if anything was missing.

. Enhance and Attract B	usinesses - Please	rank the following	g strategies: 🔽		
	Highest Priority	High Priority	Medium Priority	Low Priority	Lowest Priority
Identify, grow, and attract destination businesses to Warsaw Avenue to attract visitors from the region	0	0	0	0	0
Work with existing businesses and property owners to improve the existing building stock	0	0	0	0	0
Create and maintain a clean, aesthetically pleasing streetscape along Warsaw Avenue	0	0	0	0	0
Develop programs to make it easier to start a business	0	\circ	0	0	\circ
. Drawing visitors to Wa	rsaw Avenue - Plea	ase rank the follow	ving strategles:	Low Priority	Lowest Priority
Enhance/maintain existing community assets so they remain in the neighborhood	0	0	0	0	0
Create attractive gateways into the business district	0	0	0	0	0
Capitalize on the unique architecture of the area	· ·	, 0 6.1	rioritization survey	-0	-

The Implementation Committee will strive to implement the recommendations in this plan through a collaborative effort with all interested parties and stakeholders to see that the vision for the Action Plan realized in the years to come.

The Implementation Chart on the following pages will serve as a guide to implementation efforts. The City is willing to partner with the neighborhood, but many of the goals and strategies need to be championed by the neighborhood and neighborhood stakeholders. Certain types of improvement projects require private property-owner participation. The implementation of each strategy involves securing funding, coordinating with appropriate agencies, and making sure the final product is integrated with the surrounding community.

In the survey, items labeled "Highest Priority" were given a score of 5 and "Lowest Priority" was given a score of 1. The final score was calculated by multiplying the average survey score by the number of dots placed on the strategies at the final public meeting, held on October 3, 2017.

Implementation 63

Enhai	nce and attract bu	ısines	ses											
Goal	Strategy	Survey Score	Dot Exercise Score	Final Score	Action Step	Primary Partners	Secondary Partners	Level of Difficulty	Timeline	Other Comments				
					Identify large strategic properties that could potentially transform to new development in the future, such as the AutoZone Property, Oberhelman Building, etc.	EPHIA, Price Hill Will	City DCED	Easy	Immediate					
					If AutoZone redevelops, find a way to relocate mosaics	EPHIA, Price Hill Will	ArtWorks	Medium	Medium/Long					
					Review EPHIA's work on reaching out to existing businesses for input	EPHIA, Price Hill Will		Easy	Immediate					
					Survey the buildings in the corridor to determine ownership, tax status, code violations, etc. to focus attention on buildings that need the most help	EPHIA, Price Hill Will	City B&I	Medium	Immediate					
ment					Engage the Price Hill Historical Society and Cincinnati Preservation Association to determine if Warsaw Avenue is eligible to become a Historic District, based on buildings such as the library, former Police District 3 headquarters, etc.	EPHIA, Price Hill Will, Price Hill Historical Society, Cincinnati Preservation Association	City Planning, City B & I	Medium	Immediate					
roni					Create and install plaques showing the history of buildings in the business district	EPHIA, Price Hill Will, business/property owners		Medium	Short/Medium					
built environment	Work with existing businesses and property	2.46	16 50.56		Reach out to property owners with buildings in need of help and work with them to identify and apply for façade grants and loans	EPHIA, Price Hill Will	City DCED	Medium	Immediate/Short					
the bui	owners to improve the existing building stock	3.16			Focus attention on maintaining unique buildings	EPHIA, Price Hill Will, Price Hill Historical Society, Cincinnati Preservation Association	City B & I	Hard	Immediate/Short					
ve t	Stock								Develop an incentive/recognition program for beautification efforts	EPHIA, Price Hill Will	local businesses	Medium	Short	
Improve								Apply to CoSign to work on implementing new signage within the business district	EPHIA, Price Hill Will, CoSign	local businesses	Medium	Short		
=							Work with building owners to retrofit existing buildings to be accessible for everyone	local businesses, City B & I		Hard	Medium			
											Work with the Department of Community and Economic Development on what programs/funds are available	EPHIA, Price Hill Will, City DCED		Easy
					Develop a visioning exercise for Warsaw Avenue to define its image	EPHIA, Price Hill Will, City Planning	local businesses	Medium	Immediate					
					Develop green infrastructure, such as green roofs, updated insulation, windows, etc.	EPHIA, Price Hill Will	City Office of Environment & Sustainability	Hard	Medium					
					Explore adaptive reuse of buildings to lower redevelopment costs	EPHIA, Price Hill Will, property owners	City Office of Environment & Sustainability	Medium	Short					

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Enhance and attract businesses								
Goal	Strategy	Survey Score	Dot Exercise Score	Final Score	Action Step			
					Coordinate with the City and adjacent business owners to ensure sufficient street trasscans that are emptied regularly			
					Educate landlords and businesses of their responsibility to maintain the sidewalk in front of their building			
nment			24		Maintain street trees and trim them in an aesthetically pleasing way and partner with the City's Urban Forestry Board to focus on trimming trees in business districts more often			
enviro	Create and maintain a clean, aesthetically pleasing streetscape along Warsaw Avenue	3.45			Reinforce community efforts and work with the City to ensure that property maintenance codes are being enforced			
built				82.8	Design and implement uniform streetscape improvements throughout the business district			
Improve the built environment					Partner with local artists or college students to design and create art pieces that create a unique, interesting streetscape consisting of sculptures, decorative lighting, signage etc. that is unique to East Price Hill and Warsaw Avenue			
<u>Ē</u>					Reinforce existing community cleanup efforts to keep the corridor clean			
					Develop green infrastructure, such as rain gardens and swales to manage storm water where appropriate to become a green business district			
					Identify partners and develop a funding strategy and seek funding to implement the physical improvements and changes along Warsaw Avenue			

Primary Partners	Secondary Partners	Level of Difficulty	Timeline	Other Comments
EPHIA, Price Hill Will, local businesses, City Public Services		Easy/Medium	Immediate	
EPHIA, Price Hill Will, local businesses	Cincinnati Police, City B & I	Medium	Immediate	
EPHIA, Price Hill Will, Urban Forestry Board		Medium	Immediate/Short	
EPHIA, Price Hill Will, City B & I		Medium	Immediate	
EPHIA, Price Hill Will, City DOTE	local businesses	Hard	Short	
ArtWorks, UC DAAP, local artists	EPHIA, Price Hill Will	Medium	Short/Medium	
EPHIA, Price Hill Will	Keep Cincinnati Beautiful, City Public Services	Medium	Immediate	
		Hard	Short/Medium	
		Medium/Hard	Short	

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Strategy	Survey Score	Dot Exercise Score	Final Score	Action Step	Primary Partners	Secondary Partners	Level of Difficulty	Timeline	Other Com										
				Direct people thinking about opening a business to the City's Department of Community and Economic Development, who can put them in touch with already established small business incubators	EPHIA, Price Hill Will	City Office of Environment & Sustainability	Easy	Immediate											
				Purchase or lease a storefront to create pop-up shops for small business owners to sell their goods	EPHIA, Price Hill Will	City DCED	Medium/Hard	Short											
						Pursue the creation of a Community Entertainment District to be known as the Warsaw Avenue Entertainment District	EPHIA, Price Hill Will	City DCED	Medium	Short									
				Create a sales kit and marketing materials for the business district	EPHIA, Price Hill Will	City DCED	Medium	Short											
				Emphasize Warsaw Avenue's proximity to downtown and amazing views	EPHIA, Price Hill Will		Easy	Immediate											
				Establish a local business incubator and marketing program with collaboration from Warsaw business owners and hire a full time staff person to oversee the program and encourage local businesses to post jobs there first	Price Hill Will	City DCED	Medium/Hard	Short											
	Identify a sn	Identify a small business network that includes unique businesses to cultivate	EPHIA, Price Hill Will		Medium	Short													
velop programs to make it easier to start	2.71	20	54.2	54.2	54.2	54.2	54.2	54.2	54.2	54.2	54.2	54.2	54.2	Provide realty information and job opportunities in one place staffed by a neighborhood advocate, not social service agency	EPHIA, Price Hill Will, local businesses		Medium	Short	
a business				Steer new development into strategic areas in each portion of the business district	EPHIA, Price Hill Will	Greater Cincinnati Redevelopment Authority	Medium/Hard	Short											
				Actively recruit a sit-down restaurant	EPHIA, Price Hill Will	City DCED	Medium	Short											
											Market small commercial spaces towards artists/craftsmen and independent retail outlets like vintage shops	EPHIA, Price Hill Will	City DCED	Easy/Medium	Short				
				Identify institutional existing businesses, such as the St. Lawrence Bakery and the Post Office and develop retention strategies	EPHIA, Price Hill Will	City DCED	Easy/Medium	Immediate											
				Develop and identify a place to hold a farmer's market	EPHIA, Price Hill Will		Medium/Hard	Short											
				Seek out businesses that don't currently serve the business district, such as an all-you-can-eat buffet, diner, ice cream shop, sandwich shop, dentist office, movie theater, book store, coffee shop, makerspace, consignment gallery, eBay store, and night life	EPHIA, Price Hill Will	City DCED	Medium/Hard	Short											

Warsaw Alive! 68 Implementation

Enhar	Enhance and attract businesses								
Goal	Strategy	Survey Score	Dot Exercise Score	Final Score	Action Step				
Warsaw Avenue and visitors				Review the existing market of businesses that p Work with the Hamilton C for a potential new dev Partner with Landmark Pr 16.26 Identify existing successful neighborhoods and recommendate and recommendate to the seriors of the s	Recruit an indoor soccer facility/soccer shop/soccer/sports friendly pub to the neighborhood				
Warsaw Ave and visitors					Review the existing market study within a 5 and 10 mile radius to determine what type of businesses that population would support and update it if necessary				
					Work with the Hamilton County Land Reutilization Corporation to attract businesses for a potential new development on Warsaw Avenue and McPherson Avenue				
Attract and retain businesses to that cater to both residents	Identify, grow, and attract destination businesses to Warsaw Avenue	e 2.71	6		Partner with Landmark Productions to open a theatrical costume/clothing store to serve the west side of Cincinnati				
ain bus to both	to attract visitors from the region				Identify existing successful businesses around greater Cincinnati that opened in similar neighborhoods and recruit them to open a second location on Warsaw Avenue				
ict and reta that cater t					Reach out to seniors, young adults, African Americans and the Hispanic community and recruit businesses that cater to their needs				
ract ar that					Promote businesses that are unique to East Price Hill and provide them the resources to become a destination business				
Att					Reach out to the Cincinnati Hispanic Chamber of Commerce to foster and grow Hispanic businesses				

Primary Partners	Secondary Partners	Level of Difficulty	Timeline	Other Comments
EPHIA, Price Hill Will	City DCED	Medium/Hard	Long	
EPHIA, Price Hill Will	City DCED	Easy	Immediate	
Price Hill Will	Hamilton County Land Reutilization Corp.	Easy/Medium	Short	
Landmark Productions, Price Hill Will		Medium	Short/Medium	
EPHIA, Price Hill Will	City DCED	Medium/Hard	Short	
EPHIA, Price Hill Will	Hispanic Chamber	Easy	Immediate	
EPHIA, Price Hill Will	City DCED	Medium	Short	
Hispanic Chamber, EPHIA, Price Hill Will		Medium	Immediate/Short	

Warsaw Alive! 70 Implementation 71

Draw	ing visitors to Wa	arsaw	Avenu	ıe	
Goal	Strategy	Survey Score	Dot Exercise Score	Final Score	Action Step
					Solicit input from business owners on what the identity of the corridor should be
	Establish an identity for the	2.92	9	26.28	Develop marketing efforts that are consistent with this identity
	business district	2.32		20:20	Create a marketing campaign to highlight the successes and events within the business district to help remove the perception that Warsaw Avenue isn't safe
district			9	21.78	Implement uniform, professionally made signage and landscaping at every entrance to the business district
ısiness					Design and install wayfinding signage to direct people to the business district
Brand the business district	Create attractive gateways				Explore building a street arch over Warsaw Avenue at the entrances of the business district
Branc	into the business district	2.42			Work with ArtWorks and building owners to develop murals specific to East Price Hill, such as the Price Hill Incline
					Explore the idea of adding unique sculptures that are continued throughout the business district
					Create a plan to work with private property owners near gateways to improve building and landscape appearance

Primary Partners	Secondary Partners	Level of Difficulty	Timeline	Other Comments
EPHIA, Price Hill Will, local businesses		Easy/Medium	Immediate	
EPHIA, Price Hill Will		Medium	Short	
EPHIA, Price Hill Will	local design firms	Medium/Hard	Immediate/Short	
EPHIA, Price Hill Will	City DOTE	Medium	Short	
EPHIA, Price Hill Will, City DOTE		Medium	Short	
EPHIA, Price Hill Will, City DOTE		Medium/Hard	Medium	
EPHIA, Price Hill Will, ArtWorks		Medium	Short/Medium	
EPHIA, Price Hill Will	ArtWorks, UC DAAP, local artists	Medium	Medium	
EPHIA, Price Hill Will, City B & I	property owners	Medium/Hard	Immediate/Short	

Warsaw Alive! 72 Implementation 73

ing visitors to Wa	ırsaw	Avenu	ie	
Strategy	Survey Score	Dot Exercise Score	Final Score	Action Step
Capitalize on the unique	2.76		2.76	Publish a walking tour pamphlet that is available throughout the business district
architecture of the area	2.76	1	2.76	Develop a self-guided audio tour through a smartphone app
				Determine what type of festival is unique to East Price Hill and could draw the most visitors
			32.52	Partner with existing church festivals to grow unique ideas that will attract visitors
	2.71	12		Engage the Hispanic Community Festival to expand its reach
unique to East Tree min				Canvas local businesses and organizations for festival sponsorships
				Hold a monthly or quarterly "special event " involving the businesses so people could check out the businesses in an engaging and informative way
			7.59	Hold cooking classes and outdoor dinners from local restaurants
to program events on St. Lawrence Square several days a week	2.53	3		Attract diverse live music, theatrical performances, dance lessons, comedy, poetry readings, yoga, etc.
Enhance/maintain existing			16.95	Identify which community assets to focus on, such as the Price Hill Historical Society, Library, Recreation Center, etc.
community assets so they remain in the neighborhood	3.39	5		Implement ideas to attract a wider audience to neighborhood assets such as opening on nights and weekends or holding after hours events
				Work with neighborhood assets to develop retention strategies
				Implement a neighborhood officer program along Warsaw Avenue with officers on foot patrol/Segways/bikes instead of vehicles
Work with Police District 3 to				Obtain additional volunteers for the Citizens on Patrol Program (COPP) with a focus or East Price Hill
	3.45	23	79.35	Expand the Price Hill Safety CAT program
			, 5.33	Plan/program activities to curb juvenile crime and disruptions
3, 7, 7, 7, 7, 7, 7, 7, 7, 7, 7, 7, 7, 7,				Continue conversations with the Latino community as they have expressed they have been targets and victims of personal attacks in the neighborhood to understand what could be done to reduce this problem
	Create neighborhood events unique to East Price Hill Build on Price Hill Will's efforts to program events on St. Lawrence Square several days a week Enhance/maintain existing community assets so they remain in the neighborhood Work with Police District 3 to	Create neighborhood events unique to East Price Hill Build on Price Hill Will's efforts to program events on St. Lawrence Square several days a week Enhance/maintain existing community assets so they remain in the neighborhood Work with Police District 3 to develop a strategic safety plan for Warsaw including updated 3.45	Strategy Score Survey Score Capitalize on the unique architecture of the area Create neighborhood events unique to East Price Hill Build on Price Hill Will's efforts to program events on St. Lawrence Square several days a week Enhance/maintain existing community assets so they remain in the neighborhood Work with Police District 3 to develop a strategic safety plan for Warsaw including updated 3.45 Dot Exercise Score 1 2.76 1 2.71 12	Strategy Score Score Score Score Capitalize on the unique architecture of the area Create neighborhood events unique to East Price Hill Build on Price Hill Will's efforts to program events on St. Lawrence Square several days a week Enhance/maintain existing community assets so they remain in the neighborhood Work with Police District 3 to develop a strategic safety plan for Warsaw including updated Survey Exercise Score 1 2.76 2.71 12 32.52

Primary Partners	Secondary Partners	Level of Difficulty	Timeline	Other Comments
EPHIA, Price Hill Will, Price Hill Historical Society		Medium	Short/Medium	
EPHIA, Price Hill Will, Price Hill Historical Society		Medium/Hard	Medium	
EPHIA, Price Hill Will, churches		Medium	Short	
EPHIA, Price Hill Will, churches		Medium	Short	
EPHIA, Price Hill Will, Hispanic Chamber		Medium/Hard	Short	
EPHIA, Price Hill Will, local businesses		Medium	Short	
EPHIA, Price Hill Will, local businesses		Easy/Medium	Short	
Price Hill Will, EPHIA, local restaurants		Medium	Immediate/Short	
Price Hill Will, EPHIA		Medium	Short	
EPHIA, Price Hill Will, Price Hill Historical Society	City Planning	Easy	Immediate/Short	
EPHIA, Price Hill Will		Medium/Hard	Short	
EPHIA, Price Hill Will	City DCED	Medium	Immediate	
EPHIA, Cincinnati Police	Price Hill Will	Medium	Immediate	
EPHIA, Cincinnati Police	Price Hill Will	Easy/Medium	Immediate	
EPHIA, Cincinnati Police	Price Hill Will	Easy/Medium	Immediate	
EPHIA, Cincinnati Police	Price Hill Will	Medium	Immediate	
EPHIA, Cincinnati Police, Hispanic Chamber	Price Hill Will	Medium/Hard	Immediate	

Warsaw Alive! The Implementation 74

Getting to and around Warsaw Avenue							
Goal	Strategy	Survey Score	Dot Exercise Score	Final Score	Action Step		
bo					Work with Police to enforce 25 m.p.h. speed limit		
alming eased ety				55.2	Contact mapping companies (Google, Bing, etc.) to route through traffic to Glenway Avenue, making Warsaw Avenue a lower traffic street		
affic cal or increa an safety	Explore changing traffic	2.76	20		Determine if allowing a right hand turn from McPherson Avenue to eastbound Warsaw Avenue is feasible		
Implement traffic calming measures for increased pedestrian safety	patterns on Warsaw Avenue	2.76	20		Consider making Fairbanks Avenue one-way only northbound from Warsaw Avenue to Price Avenue		
olen easi pe					Consider making Ross Avenue one way traffic		
lm m					Evaluate traffic signals in the area as necessary, such as the intersection of Warsaw Avenue and Woodlawn Avenue		
S				14.35	Explore entering into shared parking agreements with existing surface parking lots		
Increase parking options	Identify potential off-street parking opportunities	2.87	5		Develop new public parking opportunities through new development or by acquiring land to provide neighborhood run parking lots (Greater Cincinnati Redevelopment Authority/potential lot on Maria Avenue)		
e parkii					Survey which buildings could have off-street parking behind them that could be accessed across multiple properties through an easement		
Increas	Increase on-street parking	2.47	10	24.7	Explore allowing parking on the north side of Warsaw Avenue 24 hours a day, providing one lane of traffic in each direction with a middle turn lane		
					Install parking meters where appropriate to increase customer turnover		

Primary Partners	Secondary Partners	Level of Difficulty	Timeline	Other Comments
EPHIA, Price Hill Will, City DOTE		Medium	Immediate	very important
EPHIA, Price Hill Will	Google, Bing, etc.	Easy/Medium	Immediate/Short	
EPHIA, Price Hill Will, City DOTE		Medium/Hard	Short	
EPHIA, Price Hill Will, City DOTE		Medium/Hard	Short	
EPHIA, Price Hill Will, City DOTE		Medium/Hard	Short	
EPHIA, Price Hill Will, City DOTE		Easy/Medium	Immediate/Short	
EPHIA, Price Hill Will, surrounding property owners		Medium/Hard	Short	
EPHIA, Price Hill Will, surrounding property owners	Greater Cincinnati Redevel- opment Authority	Hard	Short	
EPHIA, Price Hill Will, surrounding property owners		Easy/Medium	Short	
EPHIA, Price Hill Will, City DOTE		Hard	Short	5 dots specifically for this
EPHIA, Price Hill Will, City DOTE		Medium/Hard	Short	

Warsaw Alive! 76 Implementation 77

Gettir	ng to and around	Wars	aw Av	enue	
Goal	Strategy	Survey Score	Dot Exercise Score	Final Score	Action Step
					Partner with Artworks and existing businesses to develop artistic bike racks
	Improve bicycle infrastructure	2.61	5	13.05	Explore traffic calming measures in the business district, including markings for shared travel lanes
					Explore developing artistic crosswalks that are unique to Warsaw Avenue and East Price Hill
	Improve the pedestrian experience	3.42	13	44.46	Identify dangerous crosswalks and work with the City's Department of Transportation & Engineering to make them to implement safety improvements such as crosswalk bump-outs, consistent signage and lighting along crosswalks to increase visibility
					Develop pedestrian wayfinding maps/signage throughout the business district to direct pedestrians to where everything is
					Work with Kroger to improve pedestrian access to their parking lot, especially near existing crosswalks
					Work with property owners to improve the physical condition of sidewalks
	Partner with SORTA to ensure transit needs are adequate for the business community	2.68	9	24.12	Conduct a meeting with residents/businesses on the corridor to address their transit needs
					Schedule a meeting with SORTA to discuss potential recommendations
					Ensure that transit stops are comfortable and safe

Primary Partners	Secondary Partners	Level of Difficulty	Timeline	Other Comments
EPHIA, Price Hill Will, ArtWorks, local businesses	City DOTE	Medium/Hard	Short	
EPHIA, Price Hill Will, City DOTE		Easy/Medium	Medium	
EPHIA, Price Hill Will, City DOTE	ArtWorks, local artists	Medium	Immediate/Short	
EPHIA, Price Hill Will, City DOTE		Easy/Medium	Short	
EPHIA, Price Hill Will, City DOTE, GoVibrant		Medium	Immediate/Short	
Kroger		Medium	Medium	
EPHIA, Price Hill Will, City DOTE, local property owners		Medium/Hard	Immediate	
EPHIA, Price Hill Will, SORTA	City DOTE	Easy	Short/Medium	
EPHIA, Price Hill Will, SORTA	City DOTE	Easy	Immediate/Short	
EPHIA, Price Hill Will, SORTA	City DOTE	Medium/Hard	Short	

Warsaw Alive! 78 Implementation 7

Gettir	ng people involve	ed and	l orgar	nized		
Goal	Strategy	Survey Score	Dot Exercise Score	Final Score	Action Step	
d leaders		3.24	19	61.56	Appoint a committee or agency with a specific focus on the Warsaw Avenue business district	
Encourage partnerships and collaboration among neighborhood leaders and business owners					Obtain better representation of business owners in EPHIA	
					Set up lines of communication with businesses to make it easy to discuss ideas/issues	
	Renew efforts to engage business owners on Warsaw Avenue				Reach out to all businesses on the corridor and hold an initial meeting to gauge interest	
					61.56	Survey the businesses and find out what their particular needs are and how those needs can be accomplished
						Identify which businesses have not responded to a survey and renew efforts to engage them
						Develop a list of contacts for each business and potential business
					Hold quarterly meetings with meetings held in a different business each time to show what each business has to offer	

Primary Partners	Secondary Partners	Level of Difficulty	Timeline	Other Comments
EPHIA, Price Hill Will, local businesses	City DCED	Easy	Immediate	
EPHIA, Price Hill Will, local businesses	City DCED	Easy	Immediate/Short	
EPHIA, Price Hill Will, local businesses	City DCED	Easy/Medium	Immediate	
EPHIA, Price Hill Will, local businesses	City DCED	Easy/Medium	Immediate	
EPHIA, Price Hill Will, local businesses	City DCED	Easy/Medium	Immediate	4 dots specifically for this
EPHIA, Price Hill Will, local businesses	City DCED	Easy	Immediate	
EPHIA, Price Hill Will, local businesses	City DCED	Medium	Immediate	
EPHIA, Price Hill Will, local businesses	City DCED	Medium	Short	

Warsaw Alive! 80 Implementation 81

Getting people involved and organized Survey Final Goal **Action Step** Strategy **Exercise** Score Score Score Work with the local schools (Elder, Seton, and Dater) to obtain volunteers for events, such as cleanups, staffing events, etc. Partner students that have an interest in entrepreneurship with local businesses to Get younger people involved 36.76 learn about running a business in East Price Hill Create a Youth Council as a branch of EPHIA and develop incentives to keep them involved, using Avondale as an example Market events towards young professionals to get them involved in the community Reach out seniors to assess Hold a monthly or quarterly meeting with seniors to make sure their needs are being 2.66 15.96 their needs met, such as a neighborhood pharmacy or other medical services Meet with African American Explore specific times to help English speakers learn about the business, for people and Hispanic Business that aren't familiar with ethnic stores owners to come up with 37.07 11 ideas for larger outreach to Hold a monthly or quarterly meeting with minority owned businesses to make sure the neighborhood and their their needs are being met customers Reach out to the leaders of neighborhoods that have faced/overcome similar issues to set up a time to meet and discuss solutions Identify neighborhoods with similar challenges/ Create a roundtable discussion of neighborhoods that meets quarterly, held in a opportunities and start 40.18 14 different neighborhood each time discussions with those neighborhoods Implement strategies that come from discussions with other neighborhoods and continue collaboration

Primary Partners	Secondary Partners	Level of Difficulty	Timeline	Other Comments
EPHIA, Price Hill Will, Elder, Seton, Dater Schools		Easy/Medium	Immediate	
EPHIA, Price Hill Will, Elder, Seton, Dater Schools		Medium	Short	
EPHIA, Price Hill Will, Elder, Seton, Dater Schools		Medium/Hard	Short	
EPHIA, Price Hill Will	HYPE Cincinnati	Medium	Immediate/Short	
EPHIA, Price Hill Will	local businesses	Easy/Medium	Immediate/Short	
EPHIA, Hispanic Chamber, Santa Maria	local businesses	Medium	Short	
EPHIA, Hispanic Chamber, Santa Maria	local businesses	Easy/Medium	Immediate/Short	11 dots specifically for this
EPHIA, Price Hill Will, Northside Community Council	College Hill Forum, Walnut Hills Area Council	Easy	Immediate	
EPHIA, Price Hill Will, Northside Community Council	College Hill Forum, Walnut Hills Area Council	Medium	Short	
EPHIA, Price Hill Will, Northside Community Council	College Hill Forum, Walnut Hills Area Council	Medium/Hard	Short	

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