

WESTWOOD URBAN DESIGN PLAN

NBD

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WESTWOOD NEIGHBORHOOD BUSINESS DISTRICT
URBAN DESIGN PLAN

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Prepared For The

City of Cincinnati
Department of Development
415 West Court Street
Cincinnati, Ohio 45203

and

Department of Neighborhood
Housing and Conservation
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I. INTRODUCTION

A. Purpose and Scope of Urban Design Plan

The Westwood Neighborhood Business District (NBD) Urban Design Plan is intended to serve as a conceptual guide for the overall economic and physical improvement of the Westwood Neighborhood Business District. The Urban Design Plan is the result of the continued interest of the Cincinnati Development Department in the preservation and improvement of the City's Neighborhood Business Districts; and of the interest shown, and efforts expended, by individual business people and property owners from within the Westwood Neighborhood Business District and Westwood Civic Association in the continued viability of this area as a commercial center within the greater Westwood Community.

The Urban Design Plan consists of the following parts:

- 1) Description of the Neighborhood Business District boundary;
- 2) Overview of existing physical conditions including the location of the NBD relative to the rest of the City, existing land use patterns, and existing building conditions;
- 3) Evaluation of NBD circulation patterns and safety, adequacy of parking;
- 4) Analysis of housing conditions and characteristics within and around the NBD, and consideration of the potential for development of additional housing within the NBD and immediate vicinity;

- 5) Analysis of the economic and market potential of the Neighborhood Business District;
- 6) Development of Urban Design Plan and redevelopment recommendations including the statement of goals and objectives, redevelopment policies, urban design plan recommendations, and implementation and financing strategy.

B. Community Involvement

The Westwood Neighborhood Business District Urban Design Plan has evolved gradually within the context of extensive participation on the part of residents of the Westwood Community, including especially members from within the Westwood Civic Association, Westwood Community Urban Redevelopment Corporation, and business people and property owners active within the Westwood Neighborhood Business District. The planning process utilized in the preparation of the Urban Design Plan included formal presentations to the public of the analysis that went into the preparation of the Plan and the different stages of the Plan as it was developed, meetings with representatives of City government staff including the Fire Department, Division of Traffic Engineering, Development Department and Business Services Department (Cincinnati Public Schools). In addition, the Consultant worked with individuals and small groups of people from within the Neighborhood Business District in the context of special meetings geared toward implementing some of the Plan's initial recommendations. These "special meetings"

included a presentation of conceptual facade treatments to business and property owners within the 2900 Block of Harrison Avenue, discussions with individual business owners regarding alternate sites for business expansion and/or property improvement, and Plan presentations to the Westwood Community Urban Redevelopment Corporation. In addition to special meetings and formal presentations, the Consultant conducted personal interviews with representatives of all four financial institutions located within the Neighborhood Business District (and one located in Cheviot) and eight owners of businesses located within the Neighborhood Business District. Survey questionnaires were also distributed to all businesses within the NBD and the results of the survey were incorporated into the planning analysis and Plan recommendations. Finally, throughout the course of the Plan preparation, newspaper articles appeared in the Western Hills Press and Westwood Civic Association Newsletter informing people who might not be directly involved with the Neighborhood Business District, but who might otherwise have an interest in the planning and urban design and redevelopment efforts being undertaken within the Neighborhood Business District.

We wish to acknowledge at this time the cooperation of the many business and property owners from within the Neighborhood Business District for the background information which they were able to supply during the formulative stages of the Plan. The Consultant wishes to especially acknowledge the assistance provided by the Westwood Civic Association and Westwood Community Urban Redevelopment Corporation, particularly the efforts of the Westwood Community Support Worker, Mr. Todd Taylor. We also wish to acknowledge the assistance and cooperation provided by the Cincinnati Development Department and Department of Neighborhood Housing and Conservation through the efforts of Mr. Robert Kadlec and Mr. Emerson Hoffman, and for the cooperation of the other departments and agencies of the City.

II. EXISTING CONDITIONS AND TECHNICAL ANALYSIS

A. Existing Physical Conditions

The Westwood Neighborhood Business District encompasses a 59-acre area situated in the northwest corner of the City of Cincinnati, adjacent to the Cheviot corporate line. Its commercial spine runs along Harrison Avenue for a distance of .64 miles, with 92 establishments from Kling Avenue on the southeast to the Cheviot corporate line on the northwest. The entire Westwood Neighborhood Business District is contiguous to the Cheviot Business District, with no identifiable transition, only a small entrance marker located on a pole sign is visible as one crosses the Cincinnati city line southbound. The scale of the Neighborhood Business District and commercial "flavor" is diffused throughout its length, with the exception of several nodes of commercial activity which seem to dominate. The commercial and residential structures present within the Neighborhood Business District were found in generally "Good" condition with only one "Unsound" residential structure. A more detailed discussion of existing physical conditions appears in the accompanied appendices.

B. Parking and Circulation

The parking survey conclusions can be summarized into two groups: those problems which are generally applicable throughout the business district, and those problems which are unique to individual parking lots or areas. The optimum turnover and occupancy rates for on-street parking areas are achieved where off-street spaces have been provided at the rear of buildings. The supply of additional spaces has been

conservatively estimated at 274. A more detailed discussion of parking and circulation appears in the accompanying appendices.

C. Housing Analysis

The general character of housing along Harrison Avenue, within and adjacent to the Neighborhood Business District is that of predominantly multiple-family residences. The majority of housing within and around the Neighborhood Business District is in good condition. There is a small indication of the beginnings of disinvestment or lack of investment by owners of single-family homes in the immediate vicinity of the NBD. While a few businesses have regional draw, most depend on the surrounding area for their continued existence. A more detailed discussion of Housing Analysis appears in the accompanying appendices.

D. Economic and Market Analysis

The general pattern for the Neighborhood Business District is one of eroding sales as a percent of all city-wide and regional retail sales. The typical NBD business has remained at its present location on the average of 20 years, with the majority of NBD businesses being owner occupied. A large percentage of NBD establishments indicated that they had stores or other offices in other locations. The majority of respondents indicated that they intended to remain in the present location and for some, renovations and improvements can be anticipated to occur within the next 12 months. The concept of multiple trade areas associated with the Westwood Neighborhood Business District is validated by the diversity with which respondents indicated their geographic source of business. A more detailed discussion of Economic and Market analysis appears in the accompanying appendices.

III. URBAN DESIGN PLAN AND REDEVELOPMENT RECOMMENDATIONS

A. Summary of Area Strengths and Weaknesses

The impression of the NBD most generally held by business people/professionals located within it is that "the area just doesn't seem to hang together". The Westwood Neighborhood Business District in reality lacks the retail scale and physical massing of commercial buildings which tend to give the shopper or the visitor to the NBD the feeling that one is within a "marketplace". In fact, the Westwood NBD suffers from numerous weaknesses, which are summarized below along with the many strengths that are present within the area and which can be used creatively to reinforce the image of the area as a marketplace for the Westwood Community.

Strengths

- Harrison Avenue has strong "name recognition". The section of Harrison Avenue between Kling Avenue and the corporation limit is perceived by area residents as the Neighborhood Business District. Furthermore, Harrison Avenue beyond the City corporation limit becomes the southeasterly edge of the Cheviot Business District and therefore has additional name recognition relative to its proximity to Cheviot.

- The Neighborhood Business District has strong local support based upon traditional neighborhood loyalties.

- The presence of a 4.3-acre (approximately) tract of land located adjacent to the Neighborhood Business District, in the vicinity of Hazelwood Avenue and Montana Avenue, provides an opportunity for new residential development to increase the available walk-in market for the Neighborhood Business District. Additional potential for increasing this walk-in market exists through the conversion of various single-family homes around the periphery of the Neighborhood Business District to multiple-family usage when accomplished on a selective basis.

- The several vacant and underutilized commercial buildings located within the Neighborhood Business District, coupled with the relatively lower rental costs for NBD property provide a medium for stimulating new business formation. New entrepreneurs might look to areas like Westwood to begin businesses, given the relatively low start-up costs present within the area and the presence of an existing market formed within the Westwood Community.

- The Town Hall provides a strong community focal point and open space area which, given its generally central location within the Neighborhood Business District, can be utilized as a pedestrian amenity and gathering place for

viewing displays and exhibits geared to Neighborhood Business District promotions.

- The financial institutions present within the Neighborhood Business District represent a local pool of capital to be used for the improvement and redevelopment of the Neighborhood Business District.
- The Westwood Community Urban Redevelopment Corporation has the potential to provide an organizational framework for implementing the various Urban Design Plan and Redevelopment Recommendations, and can serve as the implementing vehicle through which an association of Westwood Neighborhood Business District merchants and/or property owners could work.
- The new St. Francis-St. George Hospital facility has the potential to generate a modest demand for additional office space within the Neighborhood Business District.
- There exists on the part of many of the business and property owners within the Westwood Business District a definite commitment to improve both the appearance and the economic function of the NBD. The purchase of property in

the northwestern end of the Business District by the Meissner Insurance Company for an expanded office facility, the renovations completed within the last five years to Hall's Drug Store, and the intense interest recently shown by many of the business and property owners in the block of Harrison between Kling and Montana Avenue in street and property improvements are representative of the continuing and growing commitment to the area.

- The residential area surrounding the Westwood Neighborhood Business District has, for the most part, the appearance of a strong viable neighborhood. The views from the NBD into the residential area are pleasant and tend to more closely tie the Business District to the surrounding community.
- The proximity of the Westwood Neighborhood Business District to the apparently thriving Cheviot Business District provides an opportunity to capture additional retail trade through joint promotional and marketing activities between the Westwood merchants and Cheviot merchants.
- The high quality of public transportation within the City of Cincinnati, coupled with the higher costs of gasoline

and automobile ownership, are expected to increase the attractiveness of neighborhood shopping districts such as Westwood for certain retail shopping activities, especially for the purchase of convenience-type goods and for limited types of entertainment.

- The area contains several buildings of historic and/or architectural significance, such as the buildings located at 3222 through 3224 Harrison Avenue and the Cincinnati Bell Telephone Company building located on the north side of Harrison at Urwiler Avenue. These buildings provide interesting opportunities for adaptive reuse projects.

Weaknesses

- The Westwood Neighborhood Business District is inordinately long; and the vacant and underutilized ground floor space within it, the mixture of institutional and public space (especially along Epworth Avenue), and the mixture of very different types of commercial land uses along Harrison Avenue tend to give the Neighborhood Business District a diffuse and fragmented appearance.
- The presence of larger, fairly well-maintained residences around the periphery of the Neighborhood Business District serves in some measure as an obstacle to NBD expansion.

Furthermore, the extensive conversion of many of the older single-family homes to rental units has the potential, if not continued in the future on a more selective basis, to erode the demographic character of the area and corresponding sense of loyalty and neighborhood pride which is evident within the area.

- Off-street parking within the area is very limited with regard to: 1) the visibility of such lots from Harrison Avenue, 2) the extent to which contiguous lots are fragmented in terms of ownership and access, and 3) the location of parking lots in some areas within the Neighborhood Business District where they may not be needed to the full extent of the spaces which they contain.

- There does not exist a strong formal association of business and property owners within the Neighborhood Business District.

- The area does not function as a neighborhood business district with regard to pedestrian scale; nor does the area hold the attention of the first-time shopper/visitor.

-- The area is characterized by pockets of structural deterioration; poor transitions between commercial and surrounding residential uses, and between uses of different commercial intensities.

-- Storefront vacancies, the presence of underutilized buildings, the lack of creative window displays, and the relatively few ground floor retail operations tend to give the Neighborhood Business District an image of transiency and lack of substance.

B. Redevelopment Philosophy

The Westwood Neighborhood Business District is not unique in its decline from having once served as the center of commercial activity within the Westwood Community. Many similar NBD areas have undergone, are undergoing, and will likely continue to undergo physical and functional changes consistent with our changing perceptions of the role of neighborhoods, and with changes in shopping patterns and tastes within the national buying public. The residents of the Westwood Community have, over time, turned away from their business district and toward shopping opportunities elsewhere, such as shopping centers and malls in newer, more outlying shopping districts. The transition away from being the center of commercial activity within the Westwood Community has resulted in the gradual erosion of neighborhood-serving retail

businesses from within the area, as characterized by the presence of ground floor building fronts used for office space and storage, the presence of the automobile dealership which tends to be city-serving rather than local-serving, and the numerous service establishments scattered along the length of Harrison Avenue within the Business District.

The list of "weaknesses" indicates that there is no single problem to be addressed within the Neighborhood Business District. Accordingly, the Urban Design Plan will need to incorporate more than one redevelopment strategy, and must address: 1) the appearance of the Business District, 2) the economic and market forces evident within the Business District, and 3) the quality and condition of the physical components (such as streets, parking areas, building conditions) present within the Neighborhood Business District. Each of these three aspects must be additionally addressed within the context of the broader Westwood Community. The philosophy behind the Urban Design Plan and Redevelopment Recommendations takes into account the above referenced elements in the development of treatment strategies for the area.

The Urban Design Plan does not presume an overnight renaissance within the Neighborhood Business District, nor is it likely that the Neighborhood Business District will ever again become the predominant shopping area for persons living within the Westwood Community. Rather, the philosophy which underlines all of the recommendations which follow stresses first the solution of the most glaring

deficiencies within the Neighborhood Business District; second, the illumination and magnification of the many strengths evident within the area; and third, the minimization/control of any remaining structural weaknesses which simply cannot be addressed within the context of current urban lifestyles and shopping patterns.

The Urban Design Plan stresses the reinforcement of nodes of activity along Harrison Avenue and a strengthening of the identification of the Neighborhood Business District, both within the context of the greater Westwood Community and also for the first-time visitor to the area. The Urban Design Plan philosophy concludes that significant amounts of infilling with additional commercial space along the entire length of Harrison Avenue within the Neighborhood Business District is unrealistic. Rather, the Urban Design Plan seeks to reinforce complementary activities where clusters of retail activity presently exist, especially in the vicinity of the Town Hall site southeasterly along Harrison to Kling Avenue. This area has been considered in the development of the Urban Design Plan as the strongest area within the Neighborhood Business District and the area with the greatest likelihood of implementation over the next two to five years. Neighborhood Business District identity is viewed as the result of the selective use of color, texture and landscaping to more adequately define the boundary of the Neighborhood Business District, to provide edges within the Neighborhood Business District to help shrink its inordinate length, and to provide suitable transitions between incompatible uses and along corridors connecting activity nodes.

Two of the strongest considerations which underpin the Urban Design Plan focus upon the notion of: 1) using what already exists and improving upon this existing base; and 2) the strengthening of the walk-in market for retail and service functions within the Neighborhood Business District. In addition, the Plan seeks to promote the reuse and rehabilitation of vacant, underutilized, and/or incompatible spaces rather than focusing upon large scale new construction. The Plan rationale considers the importance of providing additional parking opportunities for area businesses through both the creation of new parking lots and the consolidation of existing parking lots.

The Plan perceives the existence of business, even though such business may not be entirely compatible with the concept of a neighborhood-serving business district, to be preferable to having a vacant lot or structure. The Plan does not, therefore, presume the immediate abandonment and/or relocation of land uses which are inconsistent with the neighborhood scale, such as the automobile dealership. The Urban Design Plan does anticipate the ultimate voluntary relocation of such establishments. Relocations will occur as business owners try to improve their economic position through expansion in more suitable locations. Finally, the Urban Design Plan philosophy recognizes that although a need exists to increase the pedestrian scale within the Neighborhood Business District, the dominance of the automobile in travel plans and shopping patterns is not likely to change drastically in the foreseeable future and automobile dependence has therefore not been overlooked.

C. Goals and Objectives

The redevelopment philosophy can be summarized by the following four goals, and related objectives regarding implementation, circulation and parking, land use and urban design, economic development, and housing.

Goals

- 1) To upgrade the physical attributes of the Westwood Neighborhood Business District so that it becomes more convenient and attractive to consumers.
- 2) To create a climate in which continuing reinvestment and improvement take place.
- 3) To promote continued retail development which provides the Neighborhood Business District with a sufficient number of stores offering consumers a variety of goods and services.
- 4) To provide a greater walk-in retail market by strengthening and selectively expanding the surrounding residential area.

Objectives

Implementation

- 1) Establish a continuing organizational framework for promoting and implementing the economic and physical revitalization of the Westwood Neighborhood Business District.

- 2) Establish a continuing framework for generating and maintaining cooperation between the businessmen of the Westwood and Cheviot Business Districts to discuss mutual problems, especially those along the border between the two commercial areas.
- 3) Establish an identity for the Westwood Neighborhood Business District within the context of the greater Westwood Community.
- 4) Initiate at an early point projects of high visibility, to demonstrate what can be done within the Neighborhood Business District and to generate further interest and support for what can be done in the area.
- 5) Reinforce the Town Hall site as the focal point of the Neighborhood Business District.

Circulation and Parking

- 1) Facilitate ease of pedestrian movements throughout the Neighborhood Business District.
- 2) Reduce the number of potential traffic "conflict points" along Harrison Avenue through the use of selective side-street closures, signage program, marking ingress-egress points from off-street parking lots, and the removal of obstructions/maintenance of adequate sight distance.
- 3) Increase the pedestrian orientation of the Westwood Neighborhood Business District by facilitating greater public transportation use.

- 4) Improve vehicular circulation around the perimeter of the Neighborhood Business District, and into and out of the various off-street parking lots.
- 5) Increase the visibility of off-street parking spaces so that passers-by who do not live in the neighborhood will know where parking is available.
- 6) Improve the supply of available off-street parking spaces so that each section of the overall Westwood Neighborhood Business District is adequately served both in terms of number and location of spaces.
- 7) Separate long-term employee parking from short-term customer parking to provide "prime" spaces for potential retail customers.
- 8) Consolidate off-street parking lot access points and internal circulation patterns into a more unified system of ingress, egress, and circulation.
- 9) Develop on-street parking restrictions which encourage frequent turnover for retail shopping trips.

Land Use and Urban Design

- 1) Eliminate visual "clutter" along Harrison Avenue; upgrade the visual environment and "streetscape" through consolidation of street furniture, business and directional signage and introduction of parking lot landscaping.

- 2) Introduce streetscape amenities that encourage pedestrian shopper activity and that make walking in the Westwood Neighborhood Business District a pleasant experience.
- 3) Upgrade the exterior appearance of building fronts, sides and backs and eliminate unsightly or nonfunctional outbuildings.
- 4) Minimize land use conflicts between the Neighborhood Business District and adjacent residential areas by structuring an effective visual/noise "buffer" between the businesses and their parking areas, and the immediately adjacent residences.
- 5) Upgrade building facades to create a unified and cohesive visual character, while providing clear identification of building uses.
- 6) Encourage rehabilitation of substandard commercial and office buildings.
- 7) Reinforce the walk-in market for NBD merchants and professionals through full utilization of vacant housing sites within walking distance of the Neighborhood Business District.
- 8) Promote the adaptive reuse of vacant and underutilized buildings within the Neighborhood Business District.
- 9) Enhance the sense of safety that the Neighborhood Business District pedestrian shopper has in Westwood.

Economic Development

- 1) Attract new neighborhood type businesses to either replace certain marginal incompatible businesses, or to complement the existing group of businesses.
- 2) Improve the effectiveness and coordination of merchandising and advertising by the Westwood Neighborhood Business District merchants.
- 3) Increase employment opportunities at Neighborhood Business District establishments for neighborhood residents.
- 4) Work to leverage the maximum number of private sector dollars for each public sector dollar invested in the Westwood Neighborhood Business District.
- 5) Encourage a reduction of the level of absentee ownership of Neighborhood Business District establishments.
- 6) Increase the profitability of doing business in the Westwood Neighborhood Business District.
- 7) Continue to develop the existing core of evening entertainment-dining oriented uses in the Neighborhood Business District, so that the area may continue to be useful and attractive in evening as well as daylight hours.
- 8) Adopt an aggressive "marketing" approach to the revitalization of the Westwood Neighborhood Business District.

- 9) Establish a local source of capital to finance business improvement and expansion.

Housing

- 1) Ensure the continued maintenance of the Westwood Community housing stock.
- 2) Promote the selective development of new conventional market rate and elderly rental housing on marginal or underutilized sites immediately around the Neighborhood Business District.
- 3) Promote the continual viability and predominance of home ownership within the Westwood Community.

D. Redevelopment Policies

The following policies are recommended to guide the implementation of the Urban Design Plan. They are intended to bind the more specific plan recommendations, as well as additional future redevelopment efforts, to the Goals and Objectives and Plan Philosophy.

Business Retention and Improvement Policies

- 1) New business establishments should be attracted to the NBD which complement the existing mix of commercial activities, which satisfy shopper's needs, and which contribute to an attractive pedestrian shopping environment. To accomplish this, a Westwood NBD Association should be developed to:

- a) work to expand the supply of off-street parking;
- b) work with property owners to maintain properties within the NBD;
- c) monitor area businesses with regard to vacancy levels and businesses planning to move or go out of business;
- d) encourage conformance with the sign and facade guidelines of the Plan;
- e) work with the Westwood Community Urban Redevelopment Corporation to acquire and improve vacant properties within the NBD, to resell or lease for activities that would complement the mix of area businesses;
- f) provide technical assistance, in cooperation with the Greater Cincinnati Chamber of Commerce and the Cincinnati Department of Development, to NBD business owners in such areas as improvements financing, building rehabilitation/remodeling, merchandising, bookkeeping, and related subjects;
- g) develop, especially with the Cheviot Business District, areawide promotional events and joint-marketing programs;
- h) actively market the Neighborhood Business District to Cincinnati area realtors, and businesses in the metropolitan area that may be contemplating expanding their operation or relocating.

- 2) New businesses should contribute to the desired mix of commercial activities; franchise type of establishments are acceptable provided that they are primarily pedestrian and not auto-oriented. Types of commercial/professional activities which should be encouraged to locate within the Neighborhood Business District include:

- medical and allied professional offices
- ice cream parlor
- florist
- specialty food
- banquet/catering facility
- interior design studio
- new and rare books
- art gallery/picture framing
- handicrafts/yard goods
- delicatessen
- budget-apparel
- paint/wallpaper/home improvement center
- unfinished furniture/furniture finishing
- photo-copy center/off-set printing
- photography studio
- bowling alley

Storefronts and Facades

- 1) Exterior building materials should be in harmony with surrounding buildings in color and texture. Projections and appurtenances should be in scale with the total composition of the building itself. Storefronts should be visually open to the street and, where practical, entrances recessed to increase the effective sidewalk space and provide sheltered pedestrian access.
- 2) The original architectural elements of a building should be retained, since they form the outline of the storefront.

- 2) The original architectural elements of a building should be retained, since they form the outline of the storefront.
- 3) Covering the upper stories of a building with materials other than the original facing should be avoided.
- 4) Individual facades of buildings should be made to relate to each other as much as possible. Such relationships shall take into account differences in height, setback material and architectural style. This could be done by the use of a common material (brick), through a shared design feature (such as the same lettering on signs), or through a shared theme - perhaps a slogan or logo.
- 5) When interior spaces of buildings are remodeled, it is recommended that preventative measures be taken to avoid blocking in windows and changing their exterior window proportions. This situation most commonly occurs when ceilings are lowered and when upper stories are converted into enclosed storage or display areas.
- 6) If interior remodeling renders an existing window useless, this opening should not be filled in with surface material or otherwise closed. Rather, it is recommended that the exterior window appearance be retained the same as other windows, even if the interior wall completely covers the opening.
- 7) When replacing window panes in existing window frames, it is recommended that the original configuration be duplicated. Avoid mixing styles within the same facade.

- 8) When exterior masonry surfaces are soiled due to weathering and pollutants, or are covered with layers of paint, it is recommended that they be cleaned as follows: washing with water, detergents, certain chemical agents, steam cleaning, or sandblasting. Sandblasting is generally considered the least advisable technique since it is a cutting method (vs. a cleaning method) which destroys the masonry glaze and allows the brick to crumble. If used, sandblasting must be done properly and followed with special silicone treatments.
- 9) Where existing brick mortar has deteriorated or fallen out, it is recommended that these joints be repainted using the correct mortar color, style and depth. Old mortar should be raked out and the joints filled with new mortar. The new mortar must be of the correct composition or it will cause damage to the old brick.
- 10) If a decision is made to paint the exterior, it is recommended that lighter colors be used which are harmonious with each other and are compatible with the colors and natural tones of other facades in the Neighborhood Business District. Strong accent colors should be used only for special effects such as in sign lettering and awnings. Ornamental trim, cornices, and window frames and surround are best highlighted using light colors such as shades of white. Building walls, downspouts, door and window frames and sign backgrounds are best highlighted using darker shades and tones

such as brown. The use of loud or bright colors on large areas of building walls (except for wall graphics) is not recommended.

- 11) The selective use of colorful wall graphics on large expanses of blank side and rear facades is recommended.
- 12) Several opportunities exist for renovating rear spaces in the Neighborhood Business District to provide access to business establishments from parking lots. In these areas, recommended improvements include landscaping parking areas, painting walls, replacing broken steps and curbs, screening unsightly mechanical equipment, and providing area lighting and sidewalks.
- 13) Special attention during renovation should be directed at corner buildings. The side facades of these buildings are equally as important as the front facades. When remodeling is contemplated, every effort should be made to apply the front facade guidelines equally to the side facades.
- 14) Utility or mechanical systems, whether on the ground, walls, or roof, should be screened or fenced to minimize their visibility.
- 15) The use of canopies and awnings is recommended. These elements can be used effectively on upper as well as lower stories. However, extreme care should be taken to coordinate the placement of awnings and canopies in relationship to

individual facade details, the sidewalk and as a unifying element of an entire block face.

- 16) The selection of canopy and awning colors requires careful coordination with other facade elements. A particular color such as white when used in a stripe format with other colors chosen by the individual shop owners can create a unifying color element throughout the Neighborhood Business District.
- 17) The occasional use of canopies, awnings and other exterior ornamentation (exclusive of existing architectural features) without any effort at overall coordination or compatibility along a block face is not recommended.

Signs

- 1) Locate signs where they respect an existing "sign line" or band as established by signs on or in front of adjacent stores and viewing distances most common in the Neighborhood Business District.
- 2) Place wall signs along the sign line(s) where they conceal the least amount of architectural detailing and are set in a uniform distance from the side property line of each shop. Placing a sign higher or lower than adjacent signs is not recommended.
- 3) Use sign sizes which fit within the dimensions of the sign band(s) and do not dominate the facade or view of the site.

- 4) It is recommended that the number of signs placed on a site be limited to the minimum necessary to adequately identify the business and/or the services offered. The use of temporary signs in overabundance of advertising can negate any improvements made to the building or site.
- 5) It is recommended that materials used for signs be compatible with the facade design and exterior materials of the buildings and sites.
- 6) When designing signs, easy access for cleaning, replacing bulbs and/or painting signs should be taken into account. When a change in business occupancy results in abandonment of a sign, it should be removed. Unpainted areas behind old business signs should be repainted, if such a sign is removed from a wall.
- 7) It is recommended that the illumination of signs and facades should not detract from window displays, the facades themselves, or the appearance of surrounding buildings and spaces. Illuminated signs which divorce themselves from the building facade rather than becoming an integrated part of the total facade are not recommended. There are various types of lighting available, including luminous tubing, luminous panel signs or individual letters, indirect floodlighting mounted on the sign and silhouette lighting (light source coming from behind). Recommended lighting choice depends on

store function and illumination type on surrounding buildings and sidewalks. The use of neon tubing and flashing and blinking lights are not recommended.

- 8) When selecting sign colors, it is recommended that they be limited in number and shade. Matte or flat backgrounds are preferable since they minimize problems of reflective glare and enhance legibility. In general, dark backgrounds with light letters are more readable than white or illuminated backgrounds with darker letters. Care should be exercised to coordinate the colors of a sign with those of the building or the site the sign serves.
- 9) The height, spacing and style of the letters should respect the facade design of the building the sign serves.
- 10) While strict limitations on lettering style are not recommended, selection should be consistent with the character of the shop, the nature of the message conveyed and with reasonable consideration for legibility. Sign graphics should reflect simplicity, neatness and minimum wording.
- 11) The amount of information displayed on a sign is an important factor in its appearance and effectiveness. In general, where sign information is concerned, "less says more". Too much information on the sign is confusing and difficult to read. When displaying information, it is recommended that words be limited to those naming the business and defining

the services offered. Brand names of goods should be avoided.

- 12) Window displays, when tastefully done and maintained, are recommended in place of covering the window area with signs and notices.

Pedestrian Circulation and Streetscape Improvement Policies

- 1) Develop pedestrian connections or links to and from off-street parking areas.
- 2) Utilize sidewalk color/texture treatment to identify pedestrian entrances to parking lots and to increase user safety by additionally defining pedestrian spaces.
- 3) Develop crosswalks to be identified with color/texture treatments to create a pedestrian orientation and attract people to activities and businesses on both sides of Harrison Avenue.
- 4) Create pedestrian focal points/service areas to:
 - encourage social interaction
 - provide places for pedestrians to rest
 - satisfy the need to disseminate community information
 - provide telephone service and/or newspaper stands
- 5) Make all intersections, crosswalks and entrances to commercial space (when possible) accessible to the handicapped.
- 6) Curb cuts for driveways should be kept to an absolute minimum.

- 7) Street trees should be planted throughout the Neighborhood Business District to provide shade, to help define the edges of the Neighborhood Business District, and to act as buffers between incompatible land uses.
- 8) Bicycle racks should be encouraged throughout the NBD where sufficient space exists without blocking sidewalks.

Vehicular Circulation and Parking Policies

- 1) Harrison Avenue should remain as the primary street serving the Westwood Neighborhood Business District.
- 2) The existing network of secondary streets and alleys should be used to accommodate traffic exiting from parking areas and direct it to Harrison Avenue.
- 3) Barriers to small existing parking lots should be removed so as to provide continuous movement and efficient utilization of already available space.
- 4) Entrances and exits to parking lots should be strongly identified with common marking techniques such as signs or logos, lighting and landscaping and other treatments.
- 5) Where practical, off-street delivery areas should be created to reduce vehicular congestion.
- 6) The circulation system should be designed to make access to the businesses along the avenue as easy as possible, and to clearly orient drivers as to how to get to and from easy, convenient parking.

- 7) In large parking areas, access lanes should be oriented to the stores in order to minimize the number of crossings by pedestrians.
- 8) Driveway entrances and exits should not be located near street intersections in order to prevent conflict with street traffic. The minimum distance between a parking entrance and intersection should be 50 feet, although greater distances are preferable.
- 9) The number of access points should be limited in order to minimize conflicts with street traffic. Except in small parking areas, usually a maximum of two access points is desirable.
- 10) In large parking lots, pedestrian walkways allowing people to move safely should be used. In small parking areas, allotting walkways between lines of parked cars is difficult to justify in light of economy and proximity to adjacent walks.
- 11) It is recommended that parking be buffered from pedestrian ways by a row of vegetation. Fences, walls and earth berms may be used as well, but should not screen the building or obstruct the drivers view of the right-of-way.
- 12) Parking areas should also be separated from conflicting uses of land, especially residential uses which lay adjacent to parking areas. Vegetation, earth berms, fences, and walls are all acceptable means of screening, provided that they

effectively and attractively camouflage the parking area and are also attractive from the opposite or residential side.

- 13) Parking areas should be paved with a durable pavement surface so as to provide a quiet and dustless parking area.
- 14) Existing parking lots should be shared and made more efficient through improved access and more efficient layout; and existing small, underutilized lots should be combined to create larger, more efficient parking areas.

E. Urban Design Plan Recommendations

Twelve redevelopment areas have been identified within the Westwood Neighborhood Business District. These redevelopment areas are intended to serve as the framework for the identification and explanation of the site specific Urban Design Plan recommendations which follow. The redevelopment area boundaries were drawn to reflect a balance between natural boundaries, and functional and aesthetic similarities among contiguous land uses. The site specific Urban Design Plan recommendations and redevelopment area boundaries are shown graphically on the Project Area map.

Area A (Montana Avenue - Harrison Avenue - Kling Avenue)

- Maintain the retail-office character of the area.
- Consolidate the parking lots located at the rear of the buildings along Harrison Avenue; provide for access to parking from Kling Avenue and Montana Avenue.
- Carry out selective rehabilitation of deteriorating commercial buildings in the block.
- Coordinate and interrelate the commercial building facades.

Area B (Hazelwood Avenue - Montana Avenue)

- Create higher density residential cluster in this area by acquiring and demolishing the residential structures located on the 4.3-acre parcel (Parcel 8) located in this block; and develop the site into 40-45 units of assisted housing for the

elderly and 30-35 units of conventional market-rate housing. Develop market-rate housing as row-house/townhouse-type units; develop elderly housing as medium-rise (4-stories) apartment complex. Additional units could be developed on the adjoining Parcel 7, should that site also become available. These actions should only be implemented if the properties become available and should include no government participation.

- Provide access to parking for new housing units from Montana Avenue.

Area C (Urwiler Avenue - Harrison Avenue - Montana Avenue)

- Establish as retail/office/higher-density residential area.
- Promote the eventual adaptive reuse of the Cincinnati Bell Telephone Company building (at such time as the building becomes available) for a dining/catering/banquet facility or for housing for the elderly.
- Relocate AMC car storage and promote eventual reuse of the parking lot next to the Cincinnati Bell Company building for public parking should this property become available.

- Allow for the conversion of the residences along LaRue Court and Ruehlman Place to higher density residential or office usage should their owners wish to undertake this action on a voluntary basis.
- Acquire and demolish four residential structures located west of LaRue Court and develop as additional off-street parking for the Bolton-Lunsford Funeral Home and businesses within the Ruehlman Building. This recommendation, as well as the last two in this section, should be implemented through voluntary actions of the private sector and should involve no governmental participation.
- Rehabilitate the Ruehlman Building and improve the rear building facade.
- Interconnect, through voluntary private action, LaRue Court with Ruehlman Place to permit access to the parking created behind the Ruehlman Building from Montana Avenue.
- Interconnect, through voluntary private action, the parking behind the Ruehlman Building with the parking provided for north of Ruehlman Place behind the Simminger Funeral Home and in conjunction with the proposed public parking on the former AMC car storage lot.

Area D (Harrison Avenue - Epworth Avenue - Hope Lane)

- Retain the predominantly institutional/public facility character of the area and reinforce the identity of the area as the public focal point within the Neighborhood Business District, especially in the immediate vicinity of the Town Hall site.
- Create additional off-street parking on the Town Hall site, west of the Town Hall and adjacent to Epworth Avenue.
- Straighten the alignment of Montana Avenue between Epworth Avenue and Harrison Avenue.
- Create a bus loading/unloading turnout on the south side of Montana Avenue, and create a formal pedestrian seating area in the vicinity of Montana Avenue and Harrison Avenue with benches, a kiosk, waste receptacles, selective plantings, paving textures, and bus shelter.
- Provide additional plant material and benches as needed in order to reinforce and maintain the park-like atmosphere on the northern-most portion of the Town Hall site.

Area E (Montana Avenue - Epworth Avenue - Junietta Avenue)

- Maintain the office/residential/retail-service atmosphere of the area.

- Provide selective landscaping of the off-street parking behind Habig's Restaurant and the Window Garden Restaurant.
- Create additional public parking on the first lot behind the fire station, provide for the free flow of vehicles between this lot and the existing parking lot located just south of Urwiler Avenue.
- Provide selective landscaping along the back of the parking area for the two restaurants to provide a buffer between the parking lot and adjacent residences.
- Terminate Garrick Court to the west of this consolidated parking area.
- Provide for selective landscaping materials between the fire station and the Window Garden Restaurant.

Area F (Harrison Avenue - Montclair Avenue - Epworth Avenue)

- Retain the retail/service/institutional character of the area.
- Remove the existing structure located at 3104 Harrison Avenue and encourage the southerly expansion of the Honda dealership into this site to provide for additional storage space for the dealership.

- Encourage the relocation of the AMC used car facility at Harrison and Montclair Avenue, and promote the reuse of the site for public off-street parking.
- Limit access to this parking area to Montclair Avenue only.
- Introduce selective landscaping along Harrison Avenue, Montclair Avenue, adjacent the converted public off-street parking area, along the back of the converted off-street parking area, and along the back of the Honda dealership.

Area G (Stathem Avenue - Harrison Avenue - Urwiler Avenue)

- Revitalize as a retail/service/office area.
- Pave the off-street parking lot just north of Urwiler Avenue and eliminate head-in parking.
- Remove the existing residential structure located between 3117 Harrison Avenue and 3111 Harrison Avenue, and create as a landscaped open space/seating area. This site could ultimately be infilled for commercial usage.
- Redevelop the underutilized and vacant units located just north of Urwiler Avenue.

- Acquire the residential structure located south of the Keidel Plumbing Supply Company and east of Stathem Avenue and develop off-street parking for adjacent wholesale/retail/professional service usage.

Area H (Harrison Avenue - Montclair Avenue - Verdin Avenue)

- Maintain mixed use (office/financial/institutional/high density residential/retail) character of the area.
- Develop off-street parking for the Masonic Lodge just to the north of the Lodge building. Permit access to the parking from Harrison Avenue.
- Introduce planting materials and paving textures at the intersection of Temple Avenue and Harrison Avenue in the vicinity of the King-Kwik mini-market.
- Improve the entrance signage to the parking lot serving King-Kwik and Hader Hardware. Limit access to the lot from Harrison Avenue by Hader Hardware, and Temple Avenue by the King-Kwik.

- Introduce low plantings on the traffic island at the intersection of Boudinot and Harrison Avenues, and selectively throughout the intersection, in order to soften the harsh edges represented by the bank building and apartment building and to further buffer the pedestrian areas from vehicular traffic on Harrison and Boudinot Avenues.

- A low, simple sign should be placed on the traffic island to introduce the Westwood NBD.

- Introduce street tree plantings along Harrison Avenue to soften the building facade appearance of Hader Hardware and King-Kwik and extend the plantings along Temple Avenue and at the back of the parking area serving Hader Hardware and King-Kwik.

Area I (Harrison Avenue - Boudinot Avenue - Stathem Avenue)

- Reinforce the office/financial character of the area.

- Consolidate parking lots in the area to provide continuous access from Stathem Avenue to Boudinot.

- Introduce selective tree plantings along Harrison Avenue.

Area J (Boudinot Avenue - Mozart Avenue)

- Maintain medium-density residential character of the area.
- Prevent commercial establishments from encroaching within this area through the judicious application of existing zoning provisions.

Area K (Mozart Avenue - Harrison Avenue - Higbee Avenue)

- Reinforce the character of the area as a mixed-use area with predominantly retail-office uses located along Harrison Avenue; and medium-density residential/institutional uses along Higbee and Mozart Avenues.
- Provide selective landscaping along Harrison Avenue in the vicinity of the off-street parking lot which presently has direct access from Harrison Avenue.
- Selectively landscape the White Castle parking area.

Area L (Boudinot and the Cheviot Corporation Limit)

- Reinforce higher-density residential/office character of the area.
- Rehabilitate historic commercial structures located at 3222 Harrison Avenue and 3224 Harrison Avenue.

- The two residential structures located on the west side of Boudinot at its intersection with Feltz Avenue should be converted to either multi-family residential or office uses.
- Rehabilitate and convert the residential structure just south of Feltz Avenue (west side of Boudinot) and convert to office use.
- Rehabilitate and/or redevelop the rest of area for office and higher density residential usage.

F. Implementation and Next Steps

Any successes that are to be had in the revitalization of the Westwood Neighborhood Business District will be dependent upon the timeliness and effectiveness with which the Plan recommendations are implemented. Implementation is the essential ingredient in any program to improve the economic and physical climate of the NBD. The crux of the implementation strategy is to first identify the steps which need to be taken to begin the redevelopment process and from which future redevelopment activities can be generated. This approach recognizes the importance of undertaking high visibility, readily achievable program objectives and generating successes early on before more complicated, longer term types of improvement strategies are undertaken.

A set of implementing "next steps" are recommended to be undertaken within the Neighborhood Business District on an immediate (i.e.: over

the next six to twelve months) priority basis. Following the listing of the implementation next steps is a schedule of longer term implementing strategies. The Implementation Schedule provides a detailed list of the Plan recommendations along with associated costs, sources of financing, and implementation priorities covering the periods 1980 through 1982, 1982 through 1985, and 1985 and beyond.

Immediate Priority Implementation Strategies

- 1) A Westwood Neighborhood Business District Association (WNBDA) should be established under the aegis of the Westwood Community Urban Redevelopment Corporation (WCURC). There should be formed within the WNBDA three task forces, focusing upon the areas of: 1) promotions and marketing, 2) technical assistance, and 3) parking and public improvements. The WNBDA is proposed to be the communications and administrative catalyst from which the implementation of the Urban Design Plan should develop. The Westwood Community Urban Redevelopment Corporation, by virtue of its implementing powers pursuant to State law, is proposed to assist the WNBDA in such matters as property acquisition, financing, and lobbying on behalf of the NBD for city capital improvements within the area.
- 2) The Westwood Neighborhood Business District should be designated as a Community Reinvestment Area pursuant to Chapter 3735 of the Ohio Revised Code. The advantages to be gained from such designation are in the form of tax abatements for extensive rehabilitation which are permitted under the terms of

Chapter 3735. The tax abatement provisions would grant tax forgiveness on the increased value of property stemming from rehabilitation with the abatement provisions being in effect for a maximum of ten (10) years, at which time the property would begin to pay property taxes on the full value of the land and improvements thereto. The tax abatement provisions are suggested as an additional stimulus to generating capital investment within the Neighborhood Business District.

- 3) The WNBDA and WCURC should work closely with the Westwood Civic Association to ensure that the proposed alignment improvement for Montana Avenue is included in the list of community projects submitted to the City for Fiscal Year 1982. The community projects list, relative to the Montana Avenue alignment project, should be submitted to the Division of Traffic Engineering for review no later than the end of January of 1981.
- 4) The WNBDA should immediately begin to work with area realtors to market vacant and underutilized properties within the Neighborhood Business District.
- 5) The Westwood Community Urban Redevelopment Corporation should work on behalf of the property owners in the 2900-block of Harrison Avenue in their effort to apply for rehabilitation and parking consolidation funds from the City's Commercial/Industrial Revolving Loan Fund. The Revolving Loan Fund provides capital to qualifying business and property owners at a

rate below market interest rate. The funds may be used for acquisition and/or rehabilitation. The Westwood Community Urban Redevelopment Corporation could assist in coordinating the application process and serve as liaison between business and property owners and the Cincinnati Department of Neighborhood Housing and Conservation. The WCURC could also apply directly for funds for parking consolidation and parking improvements, thereby generating operating revenues for subsequent improvement projects by borrowing from the Commercial/Industrial Loan Fund at below market interest rates and reloaning the money at a slightly higher rate to the business and property owners.

- 6) The WNBDA should work together with the WCURC and the Westwood Civic Association to develop General Fund and/or Community Development Block Grant requests for public improvements within the NBD for Fiscal Year 1982 (at present it appears that the NBD would not qualify for Community Development Block Grant eligibility). Based upon recent improvement requests filed by other NBD's within the City of Cincinnati, the Westwood NBD might reasonably expect anywhere from \$150,000 to \$200,000 per year from the City's General Fund to be used for improvements within the NBD. The projects which should receive the most immediate attention should include the provision of the bus loading and unloading turnout along

Montana Avenue and related pedestrian improvements and bus shelter in the vicinity of Montana and Harrison Avenues, streetscape improvements along the north side of Harrison Avenue between Kling and Montana Avenue, and expansion of existing parking and provision of pedestrian amenities at the Town Hall site. In addition, the expansion of parking on the north side of Harrison between Montana Avenue and Ruhlman Place should also be undertaken as well as connecting LaRue Court with Ruhlman Place.

- 7) The Westwood Community Urban Redevelopment Corporation should negotiate with the existing property owners for the acquisition of the approximate 4.3-acre estate located in the vicinity of Hazelwood and Montana Avenues. This property should be developed into 40-45 units of moderate-rise elderly assisted housing units and 30-35 units of cluster/townhouse-type conventional rental units. Once agreement has been reached with the owner regarding the terms of acquisition the WCURC should advertise for a developer for the project and should also begin investigating with the Department of Neighborhood Housing and Conservation for the possibility of using Commercial/Industrial Revolving Loan Funds for property acquisition costs.
- 8) The longer term implementation schedule appears in the Urban Design Plan Implementation Schedule.

G. DESCRIPTION OF WESTWOOD NEIGHBORHOOD BUSINESS DISTRICT BOUNDARY

Beginning at a point, said point being the intersection of the centerlines of Boudinot Avenue and Feltz Avenue, thence southwardly along the centerline of Boudinot Avenue to a point of intersection with the westwardly extension of the north parcel line of Parcel 90 as recorded in the Hamilton County Auditor's Book 210, Page 77;

thence eastwardly along said extension to the northeast corner of said Parcel 90;

thence southwardly along the west parcel line of Parcel 175 as recorded in the Hamilton County Auditor's Book 210, Page 77, to the point of intersection with the centerline of Verdin Avenue;

thence eastwardly along the centerline of Verdin Avenue to a point of intersection with the northwardly extension of the east parcel line of Parcel 152 as recorded in the Hamilton County Auditor's Book 210, Page 77;

thence southwardly along said extension to the southeast corner of said Parcel 152;

thence eastwardly along the rear parcel lines of the parcels that face on the south side of Verdin Avenue to the northeast corner of Parcel 128 as recorded in the Hamilton County Auditor's Book 210, Page 77;

thence southwardly along the east parcel line of Parcels 128 and 297 as recorded in the Hamilton County Auditor's Book 210, Page 77, to a point of intersection with the centerline of Temple Avenue;

thence westwardly along the centerline of Temple Avenue to a point of intersection with the northwardly extension of the east parcel line of Parcel 84 as recorded in the Hamilton County Auditor's Book 210, Page 77;

thence southwardly along said extension to the southeast corner of said Parcel 84;

thence eastwardly along the rear parcel line of Parcel 112 as recorded in the Hamilton County Auditor's Book 210, Page 77, to the southeast corner of said Parcel 112;

thence southwardly along the east parcel line of Parcel 8 as recorded in the Hamilton County Auditor's Book 210, Page 74, to a point of intersection with the centerline of Montclair Avenue;

thence eastwardly along the centerline of Montclair Avenue past the intersection of the centerline of Epworth Avenue to a point of intersection with the northwardly extension of the east parcel line of Parcel 19 as recorded in the Hamilton County Auditor's Book 210, Page 75;

thence southwardly along said extension to the southeast corner of said Parcel 19;

thence eastwardly along the rear parcel line of Parcel 20 as recorded in the Hamilton County Auditor's Book 210, Page 75, to a point of intersection with the east parcel line of Parcel 33 as recorded in the Hamilton County Auditor's Book 210, Page 75;

Description of
Westwood Neighborhood
Business District Boundary

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thence southwardly along said east parcel line to the southeast corner of said Parcel 33;

thence southwardly along the west parcel line of Parcel 40 as recorded in Hamilton County Auditor's Book 210, Page 75, extended straight to a point of intersection with the centerline of Urwiler Avenue;

thence westwardly along centerline of Urwiler Avenue to a point of intersection with a northwardly extension of the east parcel line of Parcel 67 as recorded in the Hamilton County Auditor's Book 210, Page 75;

thence southwardly along said extension to the southeast property corner of said Parcel 67;

thence eastwardly along the rear parcel line of parcels facing on south side of Urwiler Avenue to a point of intersection with the west right-of-way line of Hazelwood Avenue;

thence eastwardly along a westwardly extension of the rear parcel line of parcels facing on south side of Urwiler Avenue and east of Hazelwood Avenue to the southwest corner of Parcel 26 as recorded in the Hamilton County Auditor's Book 210, Page 76;

thence southwardly along the west parcel line of Parcel 48 as recorded in the Hamilton County Auditor's Book 210, Page 76, to the southwest corner of said Parcel 48;

thence eastwardly along the south parcel line of said Parcel 48 and Parcel 49, as recorded in the Hamilton County Auditor's Book 210, Page 76, to the northwest corner of Parcel 46 as recorded in the Hamilton County Auditor's Book 210, Page 76;

thence southwardly along the rear parcel line of the parcels facing on the west side of McFarlan Road to the southwest corner of Parcel 10 as recorded in the Hamilton County Auditor's Book 210, Page 76;

thence eastwardly along the south parcel line of said Parcel 10 to the northwest corner of Parcel 53 as recorded in the Hamilton County Auditor's Book 210, Page 76;

thence southwardly along the rear parcel line of the parcels facing on the west side of McFarlan Road to the southwest corner of Parcel 54 as recorded in Hamilton County Auditor's Book 210, Page 76;

thence eastwardly along the south parcel line of said Parcel 54 to the northwest corner of Parcel 55 as recorded in the Hamilton County Auditor's Book 210, Page 76;

thence southwardly along the rear parcel line of the lots facing on the west side of McFarlan Road extending straight to a point of intersection with the centerline of Montana Avenue;

thence westwardly along the centerline of Montana Avenue to a point of intersection with the northwardly extension of the west parcel line of Parcel 93 as recorded in the Hamilton County Auditor's Book 208, Page 56;

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Westwood Neighborhood
Business District Boundary

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thence southwardly along the said extension line to the southwest corner of said Parcel 93;

thence eastwardly along the rear parcel line of said Parcel 93 to the northeast corner of Parcel 94 as recorded in the Hamilton County Auditor's Book 208, Page 56;

thence southwardly along the east parcel line of said Parcel 94 to the point of intersection with the centerline of said Kling Avenue;

thence southwardly along a northwardly extension of the rear parcel line of the parcel facing on the north side of Harrison Avenue to the point of intersection of the southeast parcel line of Parcel 112 as recorded in Hamilton County Auditor's Book 208, Page 56;

thence southwestwardly along said southeast parcel line of said Parcel 112 to the point of intersection with the centerline of Harrison Avenue;

thence northwestwardly along centerline of Harrison Avenue to the point of intersection with the northeastwardly extended southeast parcel line of Parcel 135 as recorded in the Hamilton County Auditor's Book 208, Page 56;

thence southwestwardly along said extension line of said Parcel 135 to the point of intersection with rear parcel line of the parcels facing on the east side of Koenig Avenue;

thence northwardly along the said rear parcel line to the point of intersection with the north line of Section Eight;

thence westwardly along the said section line to the point of intersection with the centerline of Epworth Avenue;

thence northwardly with the centerline of Epworth Avenue to the point of intersection with the centerline of Montana Avenue;

thence westwardly along the centerline of Montana Avenue to the point of intersection with southwardly extended east parcel line of Parcel 21 as recorded in the Hamilton County Auditor's Book 210, Page 73;

thence northwardly along said extension line to the point of intersection with the centerline of Jennifer Court;

thence eastwardly with centerline of Jennifer Court to the point of intersection with the southwardly extended west parcel line of Parcel 3 as recorded in the Hamilton County Auditor's Book 210, Page 73;

thence northwardly along said extension line to the point of intersection with the centerline of Junietta Avenue;

thence eastwardly with the centerline of Junietta Avenue to the point of intersection of the southwardly extended west parcel line of Parcel 48 as recorded in the Hamilton County Auditor's Book 210, Page 74;

thence northwardly along said extension line to the point of intersection with centerline of Garrick Court;

Description of
Westwood Neighborhood
Business District Boundary

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thence westwardly along the centerline of Garrick Court to the point of intersection with the southwardly extended west parcel line of Parcel 42 as recorded in the Hamilton County Auditor's Book 210, Page 74;

thence northwardly along said extension line to the point of intersection of the centerline of Urwiler Avenue;

thence westwardly along the centerline of Urwiler Avenue to the point of intersection with the southwardly extended east parcel line of Parcel 98 as recorded in the Hamilton County Auditor's Book 210, Page 74;

thence northwardly along the said extension line to the northeast corner of said Parcel 98;

thence westwardly along the south parcel line Parcel 27 as recorded in the Hamilton County Auditor's Book 210, Page 74 to the southwest corner of said Parcel 27;

thence northwardly along the west parcel line of said Parcel 27 to the point of intersection of the centerline of an alley;

thence westwardly along centerline of said alley to the point of intersection of the centerline of Stathem Avenue;

thence northwardly along the centerline of Stathem Avenue to the point of intersection of the eastwardly extended north parcel line of Parcel 74 as recorded in Hamilton County Auditor's Book 210, Page 74;

thence westwardly along said extension line to the northwest corner of said Parcel 74;

thence westwardly along the north parcel line of Parcel 107 as recorded in the Hamilton County Auditor's Book 210, Page 74 to the northwest corner of said parcel;

thence southwardly along the east parcel line of Parcel 94 as recorded in the Hamilton County Auditor's Book to the southeast corner of said parcel;

thence westwardly along the north parcel line of Parcel 109 as recorded in the Hamilton County Auditor's Book 210, Page 74 to the point of intersection with the centerline of Boudinot Avenue;

thence northwardly along the centerline of Boudinot Avenue to the point of intersection with the eastwardly extended south parcel line of Parcel 76 as recorded in the Hamilton County Auditor's Book 211, Page 72;

thence westwardly along said extension line to the southwest corner of said Parcel 76;

thence westwardly with the south parcel line of Parcel 109 as recorded in the Hamilton County Auditor's Book 211, Page 72 to the southwest corner of said parcel;

thence northwardly with the west parcel line of said Parcel 109 to its northwest corner;

thence northwardly along west parcel line of Parcel 91 as recorded in the Hamilton County Auditor's Book 211, Page 72 to its northwest corner;

Description of
Westwood Neighborhood
Business District Boundary

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thence northwardly along west parcel line of Parcel 62 as recorded in the Hamilton County Auditor's Book 211, Page 72 to its northwest corner;

thence northwardly along the east parcel line of Parcel 101 as recorded in the Hamilton County Auditor's Book 211, Page 72 to its northeast corner;

thence westwardly along the rear parcel line of the lots facing on the south side of Mozart Street to the point of intersection with the east parcel line of Parcel 69 as recorded in the Hamilton County Auditor's Book 211, Page 72;

thence northwardly along the east parcel line of said Parcel 69 to its northeastern corner;

thence westwardly along the north parcel line of said Parcel 69 to the point of intersection with the centerline of Cheviot Avenue;

thence northwardly along the centerline of Cheviot Avenue to the point of intersection with the centerline of Mozart Avenue;

thence eastwardly along the centerline of Mozart Avenue to the point of intersection with the centerline of Higbee Avenue;

thence northwardly along the centerline of Higbee Avenue to the point of intersection with the centerline of Harrison Avenue;

thence eastwardly along the centerline of Harrison Avenue to the point of intersection with the west corporation line of the City of Cincinnati;

thence northwardly along the west corporation line of the City of Cincinnati to the point of intersection with the south parcel line of Parcel 300 as recorded in the Hamilton County Auditor's Book 551, Page 5;

thence eastwardly along the south parcel line of said Parcel 300 to the southeast corner of said parcel;

thence eastwardly along the south parcel line of Parcel 169 as recorded in the Hamilton County Auditor's Book 210, Page 77; to the point of intersection with the centerline of Boudinot Avenue, said point of intersection being the point of beginning.

Westwood Neighborhood Business District
URBAN DESIGN PLAN IMPLEMENTATION SCHEDULE

PROPOSED IMPROVEMENTS/ LOCATION	ESTIMATED COST	SOURCE ² / OF FINANCING	IMPLEMENTATION PERIOD		
			1980-82	1983-85	BEYOND 1985
<u>1. PARKING IMPROVEMENTS/</u>					
<u>Redevelopment Area A</u>					
a) Consolidation of existing lots and circulation improvements between Kling and Montana Avenues	\$ 24,800	Private, RLF	X		
<u>Redevelopment Area B</u>					
a) New lot for proposed multi-family development	\$ 15,600	Private		X	X
<u>Redevelopment Area C</u>					
a) Improvements and expansion of parking behind Ruehlman Building	\$ 272,600	SA, Private	X	X	
b) Parking lot consolidation, circulation improvements in vicinity of AMC Dealership	\$ 24,700	Private, RLF		X	X
<u>Redevelopment Area D</u>					
a) New lot along Epworth Avenue	\$ 120,000	GF		X	
<u>Redevelopment Area E</u>					
No parking improvements recommended					
<u>Redevelopment Area F</u>					
a) Conversion to public parking south of Montclair Avenue	\$ 205,000	GF, SA			X

PROPOSED IMPROVEMENT/LOCATION	ESTIMATED COST	SOURCE2/ OF FINANCING	IMPLEMENTATION PERIOD		
			1980-82	1983-85	BEYOND 1985
<u>Redevelopment Area G</u>					
a) Expansion of existing lot in vicinity of plumbing supply establishment	\$ 144,900	GF, SA			X
b) Paving of lot north of Urwiler Avenue	\$ 3,300	GF		X	
<u>Redevelopment Area H</u>					
a) New parking for Lodge	\$ 3,900	Private, RLF		X	
b) Parking lot circulation improvements in vicinity of hardware store	\$ 4,700	Private, RLF			X
c) Parking lot improvements/expansion in vicinity of bank	\$ 7,400	Private, RLF		X	X
<u>Redevelopment Area I</u>					
a) Consolidation of existing lots	\$ 10,800	Private, RLF			X
<u>Redevelopment Area K</u>					
a) New lot off of Higbee Avenue	\$ 4,800	RLF, Private			X
b) New lot off of Harrison Avenue	\$ 4,800	RLF, Private			X
<u>Redevelopment Area L</u>					
No parking improvements recommended					
Parking Improvements Subtotal	\$ 847,300				

PROPOSED IMPROVEMENT/LOCATION	ESTIMATED COST	SOURCE ² / OF FINANCING	IMPLEMENTATION PERIOD		
			1980-82	1983-85	BEYOND 1985
2. STREETSCAPE/LANDSCAPE IMPROVEMENTS					
a. Montana Realignment	\$ 48,000	GF, CDBG		X	
b. Bus Turnout (construction only, pedestrian amenities included below)	\$ 55,700	GF, CDBG, UMTA		X	
c. Pedestrian Areas					
i) Bus turnout area	\$ 27,900	UMTA, GF		X	
ii) North end of Town Hall block	\$ 3,600	GF		X	
d. Crosswalks and curb cuts					
i) Harrison/Montana	\$ 13,400	CDBG, GF		X	
ii) Harrison/Epworth	\$ 11,500	CDBG, GF		X	
iii) Harrison/Boudinot	\$ 15,800	CDBG, GF		X	X
e. Sidewalk Treatment					
i) Harrison/Montana	\$ 13,200	GF, SA		X	
ii) Harrison/Epworth	\$ 17,300	GF, SA		X	
iii) Harrison/between Epworth and Montclair	\$ 1,800	GF, SA		X	
iv) Harrison/Montclair	\$ 12,100	GF, SA		X	X
v) Harrison/Temple	\$ 5,400	GF, SA		X	X
vi) Harrison/Boudinot	\$ 35,100	GF, SA		X	X

PROPOSED IMPROVEMENT/LOCATION	ESTIMATED COST	SOURCE ² / OF FINANCING	IMPLEMENTATION PERIOD		
			1980-82	1983-85	BEYOND 1985
f. Landscaping					
Redevelopment Area A	\$ 5,300	GF, Private, STA	X		
Redevelopment Area B	\$ 14,800	GF, Private, STA			X
Redevelopment Area C	\$ 7,500	GF, Private, STA	X		
Redevelopment Area D	\$ 6,000	GF, Private, STA	X		
Redevelopment Area E	\$ 7,800	GF, Private, STA		X	X
Redevelopment Area F	\$ 7,200	GF, Private, STA		X	X
Redevelopment Area G	\$ 6,900	GF, Private, STA		X	X
Redevelopment Area H	\$ 11,100	GF, Private, STA		X	X
Redevelopment Area I	\$ 3,300	GF, Private, STA		X	X
Redevelopment Area K	\$ 7,600	GF, Private, STA		X	X
Redevelopment Area L	\$ 3,800	GF, Private, STA		X	X
g. NBD Entry Signs	\$ 1,500	GF	X		
h. Connect Ruehlman Place and LaRue Court	\$ 14,600	GF			
Streetscape/Landscape Improvements Subtotal	\$ 358,200				
3. VOLUNTARY FACADE AND SIGNAGE IMPROVEMENTS					
a. 1 story building - \$2400 + \$7.64/sq. ft. of facade	NA	Private, RLF, SBA	X		X
b. 2 story building - \$3750 + \$11.46/sq. ft. of facade	NA	Private, RLF, SBA	X		X

PROPOSED IMPROVEMENT/LOCATION	ESTIMATED COST	SOURCE ² / OF FINANCING	IMPLEMENTATION PERIOD		
			1980-82	1983-85	BEYOND 1985
4. ADAPTIVE COMMERCIAL REUSE/REMODELING					
a. Conversion of a single-family residence to commercial retail or office space - \$17,000 + \$19/sq. ft. of converted floor space	NA	Private, RLF, SBA	X	X	X
b. Rehabilitation of commercial structures					
i) 1 story structure - \$14,000 + \$16/sq. ft. of rehabilitated floor area	NA	Private, RLF, SBA	X	X	X
ii) 2 story structure - \$21,500 + \$21/sq. ft. of rehabilitated floor area	NA	Private, RLF, SBA	X	X	X
5. RESIDENTIAL DEVELOPMENT					
a. Elderly/Conventional Development 75 total units (new construction)	\$3,720,000	UDAG, CDBG, Private, Section 8, Section 202	X	X	X

PROPOSED IMPROVEMENT/LOCATION	ESTIMATED COST	SOURCE ² / OF FINANCING	IMPLEMENTATION PERIOD		
			1980-82	1983-85	BEYOND 1985
b. Conversion of single-family to multi-family					
i) 1 unit to 2 units - \$13,000 + \$18/sq. ft. of living area created	NA	Private, Section 8	X	X	X
ii) 3 or more units - \$13,000 + \$3,500/unit	NA	Private, Section 8	X	X	X
Residential Development Subtotal	\$3,720,000				
TOTAL, ALL IMPROVEMENTS	\$4,925,500				

NA - Not Applicable

FOOTNOTES:

¹/parking costs include acquisition of residential and commercial properties, demolition of all structures, demolition of the existing surface (where needed), grading and site preparation, construction of new surfaces, and landscaping. Acquisition of miscellaneous partial lots is not included.

FOOTNOTES (Continued)

2/Potential Sources of Financing:

CDBG	-	Community Development Block Grant*
GF	-	General Fund
SA	-	Special Assessment
UDAG	-	Urban Development Action Grant
Private	-	Improvement to be undertaken by private individuals and/or businesses
HPG	-	Historic Preservation Grant
SBA	-	Small Business Administration Section 502 Loans
RLF	-	Commercial/Industrial Revolving Loan Fund
UMTA	-	Urban Mass Transportation Administration (Section 5 Funding Programs)
Section 8	-	U.S. Department of Housing and Urban Development Housing Assistance Payments Program
Section 202	-	U.S. Department of Housing and Urban Development Direct Loans for Construction/Rehabilitation of Housing for the Elderly/Handicapped
STA	-	Forrestry Program/Street Tree Assessment

*It presently appears that the NBD will not be able to receive CDBG funds from the City, in which case other funding sources (most likely the General Fund) will need to be found. The NBD should still request CDBG monies in the absence of a definite ruling by the City that the NBD is ineligible for such funds.

APPENDIX A

WESTWOOD NEIGHBORHOOD BUSINESS DISTRICT
SURVEY QUESTIONNAIRE

The City of Cincinnati, the Westwood Civic Association, and the Westwood Community Urban Redevelopment Corporation are studying ways to make the Westwood Neighborhood Business District a better place in which to shop and conduct business. The answers to this questionnaire will be of great value in this effort, and we thank you for your assistance. All replies will be kept completely confidential.

For purposes of this survey, the Westwood Neighborhood Business District (NBD) is defined as the area generally located along Harrison Avenue from Kling Avenue westwardly to the Cheviot Corporation Line.

Please mark any questions which do not apply to your particular business or office N.A. -- (NOT APPLICABLE).

A. BACKGROUND INFORMATION

1. Name of Business or Office _____
Address _____ Phone _____
2. Name of person completing questionnaire: _____
Home address of person completing this form: _____
3. How long at present business or office location: _____
4. Previous business or office location, if any: _____
- 5a. What is your interest in the business or office:
_____ Owner or Partner _____ Manager or Supervisor
- 5b. Name and address of business or office owner if he/she is person other than yourself:
Name: _____
Address: _____
- 6a. Type of occupancy: _____ Own _____ Rent _____ Long-Term Lease
- 6b. If you rent or have a long-term lease, what is your monthly or yearly rent?
\$ _____ Month or \$ _____ Year
- 6c. Name and address of property owner if he/she is person other than business owner:
Name: _____
Address: _____
7. Number of employees: _____ Full-Time _____ Part-Time _____ Seasonal
8. Type of goods/services offered: _____

B. PHYSICAL FACTORS

1. Do you have other offices or stores? _____ Yes _____ No
If yes, where are they located? _____

B. PHYSICAL FACTORS (Continued)

2. How large is your present office or store? _____ Sq. Ft.
 No. of Stories? _____

	<u>Ground Floor</u>	<u>Upper Stories (if applicable)</u>
Selling-Display/Customer Service Area	_____ Sq. Ft.	_____ Sq. Ft./Story
Storage Area or Private Office (present location)	_____ Sq. Ft.	_____ Sq. Ft./Story
Other Uses (please specify) _____	_____ Sq. Ft.	_____ Sq. Ft./Story

3. If you could lease, purchase, or build more space for your office or business, approximately how much would you need?
 _____ Sq. Ft. Sell-Display/Customer Service Area
 _____ Sq. Ft. Storage Area

4. Please explain any improvements that have been made to your office or business within the last two to three years such as interior or exterior expansion or remodeling, acquisition of off-street parking, and the like:

5. What are your office or business plans for the future?

	<u>over next 12 months</u>	<u>over next 2-4 years</u>	<u>5 years and beyond</u>
Remain in present location	_____	_____	_____
Expand in present location	_____	_____	_____
Relocate elsewhere in the Westwood NBD	_____	_____	_____
Other (please explain)	_____	_____	_____

6. Do you know of any Municipal Building or Zoning Regulations that prevent you from expanding in your present location? (Please specify) ___ No ___ Yes _____

7. Within the last 24 months, have you applied for a loan from a financial institution to undertake improvements? ___ Yes ___ No
 If yes, to what extent did the terms of the financing affect your ability to make improvements?

8. Specifically, what types of office/business or property improvements would you be willing to spend additional funds for within the next 12 months?

C. PARKING AND LOADING/UNLOADING

1a. Do you have off-street parking available for your clients or customers?

_____ No _____ Yes If yes, how many spaces? _____

1b. Where are they located? _____

2a. Do you have off-street parking available for your employees?

_____ No _____ Yes If yes, how many spaces? _____

2b. Where are they located? _____

3. Is this off-street parking shared with other offices or businesses?

_____ Yes _____ No If yes, which one(s)? _____

4. If you do not have adequate off-street parking spaces, what are your needs?

_____ Customer/Client _____ Employee
(No. of spaces) (No. of spaces)

5. Would you like to see more and improved parking facilities in the Westwood Business District? _____ Yes _____ No

6. Would you be willing to pay part of the cost for additional parking? _____ Yes _____ No

7. What kind of loading/unloading facility do you have?

_____ Loading Dock _____ On-street loading area
_____ Off-street loading area _____ Through front door

Do you consider your present loading facility adequate?

_____ Yes _____ No If not, please explain _____

8. How many deliveries do you receive for restocking inventory or for courier service?

Number _____ Per _____ day, or
_____ week, or
_____ month

9. Number and type of vehicles making deliveries (semi, truck, van, car, etc.).

Number _____ Vehicle type _____

D. ECONOMIC CHARACTERISTICS

1. Please estimate what percentage of your business comes from:

- The surrounding neighborhood (within 2 to 3 blocks of the Neighborhood Business District) _____ %
- Remainder of Westwood Neighborhood _____ %
- Remainder of Cincinnati _____ %
- City of Cheviot _____ %
- Remainder of Hamilton County _____ %
- Outside Hamilton County _____ %

2. Approximately what proportion of your business consists of repeat business?

- Over 75% _____ 25-50% _____
- 50-75% _____ Less than 25% _____

3a. What is your approximate annual sales volume or gross receipts range?

(This answer will be kept confidential) \$ _____ - \$ _____/Year

3b. Overall, has your total volume of business transactions (sales, clients or patients seen, accounts opened, etc.) been better or worse in the last 18 months? _____ % Increase _____ % Decrease

3c. What reasons do you feel are responsible for this change in total volume?

4. Please list below what you believe are your principal competitors?

<u>Name of Competing Business District or Shopping Center</u>	<u>Location</u>
_____	_____
_____	_____
_____	_____

5. What percentage of your clients or customers:

- Walk to your business/office _____ %
- Drive to your business/office _____ %

6a. Do you think different types of stores and/or offices are needed in the Neighborhood Business District? Yes _____ No _____

6b. If yes, please list what kinds of stores and/or services:

E. MERCHANDISING METHODS

1. Do you accept credit cards? _____ Yes _____ No

2. Do you accept personal checks? _____ Yes _____ No

3. Do you offer your own charge accounts? _____ Yes _____ No

4. What is the dollar amount of your average sales transaction?

- Less than \$5 _____ \$10-25 _____
- \$5-10 _____ Over \$25 _____

E. MERCHANDISING METHODS (Continued)

5. Do you deliver? Yes No How (on demand, by schedule, from this location, delivery area)? _____
6. How often do you advertise? Daily Semi-Weekly
 Weekly Monthly Yearly None
7. If you advertise, please check the following types of advertising that you use in your business:
 Newspaper Mail Hand delivered circulars Radio
8. Approximately what proportion of your total business expenses is devoted to advertising? _____%
9. What are your office or business hours?
 (Please circle any day which you are closed)
- | | | | |
|-----------|------------|----|------------|
| Monday | _____ A.M. | to | _____ P.M. |
| Tuesday | _____ A.M. | to | _____ P.M. |
| Wednesday | _____ A.M. | to | _____ P.M. |
| Thursday | _____ A.M. | to | _____ P.M. |
| Friday | _____ A.M. | to | _____ P.M. |
| Saturday | _____ A.M. | to | _____ P.M. |
| Sunday | _____ A.M. | to | _____ P.M. |

F. ATTITUDES AND PERCEPTIONS

1. Please mark your response to each of the following statements by circling the number which most nearly describes your feelings.
- (1) Strongly agree (2) Agree (3) No opinion
 (4) Disagree (5) Strongly disagree
- (a) To what extent should improvements in the following areas be emphasized in the planning program for the Westwood NBD:
- | | | | | | |
|--|---|---|---|---|---|
| 1. Upgrade physical appearance of storefronts | 1 | 2 | 3 | 4 | 5 |
| 2. Preserve historic character of Neighborhood Business District structures | 1 | 2 | 3 | 4 | 5 |
| 3. Provide additional off-street parking spaces | 1 | 2 | 3 | 4 | 5 |
| 4. Provide better landscaping and street lighting | 1 | 2 | 3 | 4 | 5 |
| 5. Improve and provide more housing in the business district | 1 | 2 | 3 | 4 | 5 |
| 6. Improve and provide more housing in the neighborhoods adjacent to the business district | 1 | 2 | 3 | 4 | 5 |
| 7. Improve street pavement, curb and gutter, and sidewalks | 1 | 2 | 3 | 4 | 5 |
| 8. Improve storm sewers/drainage | 1 | 2 | 3 | 4 | 5 |
| 9. Provide more office development and medical services | 1 | 2 | 3 | 4 | 5 |
| 10. Improve ingress and egress to off-street parking areas | 1 | 2 | 3 | 4 | 5 |
| 11. Encourage more commercial development | 1 | 2 | 3 | 4 | 5 |
| 12. Provide public rest spaces for shoppers | 1 | 2 | 3 | 4 | 5 |
| 13. Improve water and sanitary sewer service | 1 | 2 | 3 | 4 | 5 |

F. ATTITUDES AND PERCEPTIONS (Continued)

- | | | | | | |
|---|---|---|---|---|---|
| 14. Provide more pedestrian amenities such as benches, lighting, and bus shelters | 1 | 2 | 3 | 4 | 5 |
| 15. Provide better police protection | 1 | 2 | 3 | 4 | 5 |
| 16. Provide more fire protection | 1 | 2 | 3 | 4 | 5 |
| 17. Improve automobile and pedestrian circulation | 1 | 2 | 3 | 4 | 5 |
| 18. Provide better enforcement of city building and health codes | 1 | 2 | 3 | 4 | 5 |
| 19. Other (please specify) | | | | | |
| | 1 | 2 | 3 | 4 | 5 |

2. If you agreed to any of the statements previously listed, do you know of any specific locations in the Business District where you would like to see an improvement made?

<u>Improvement</u>	<u>Location</u>
_____	_____
_____	_____
_____	_____

3a. Has your business been the victim of any crime within the last year, such as shoplifting, breaking and entering, or robbery?

_____ No _____ Yes If yes, please explain: _____

3b. Did crime occur on premises or elsewhere? _____

4a. Do you favor the idea of creating a separate Westwood Businessmen's Association? _____ Yes _____ No

4b. Would you be willing to be active in such a neighborhood business association should one be formed? _____ Yes _____ No

5. Would you be willing to:

- Contribute to a Neighborhood Business District-wide advertising and promotional events program? Yes () No ()

- Contribute to an overall special assessment program to pay for improvements? Yes () No ()

- Undertake owner improvements or leasehold improvements? Yes () No ()

Comments: _____

6. Overall, is there anything you particularly like or dislike about the Westwood Neighborhood Business District? _____

7. What role do you think the City of Cincinnati should play in improving the Westwood Neighborhood Business District? _____

8. What role do you think that Westwood merchants should play in improving the Neighborhood Business District? _____

9. What other comments would you like to pass along? _____

Thank you very much for participating in the survey.

APPENDIX B

EXISTING PHYSICAL CONDITIONS

EXISTING PHYSICAL CONDITIONS

A. General Character and Accessibility of the Neighborhood Business District

The Westwood Neighborhood Business District encompasses a 59-acre area situated in the northwest corner of the City of Cincinnati, adjacent to the Cheviot corporation line. The NBD has historically served as the principal local retail and service center of the Westwood Community. The greater Westwood Community encompasses an area of approximately 3,770 acres, and contains a projected 1980 population of 41,054 persons.^{1/} The Neighborhood Business District centers around a "scissors-shaped" intersection of two major arterial avenues: Harrison and Boudinot. Boudinot Avenue runs north and south near the westerly edge of the Neighborhood Business District, and Harrison Avenue runs southeast and northwest. A third major street, Montana Avenue, intersects both Harrison and Boudinot at points just south of the intersection of the two above-referenced avenues. Harrison Avenue is a major traffic artery to and from the Cincinnati Central Business District and the industrial Mill Creek Valley, both important employment bases and daytime population centers. Boudinot Avenue runs nearly tangent to the Cincinnati corporation limit. Montana Avenue is a major traffic artery leading to the I-74 ramp located two miles east of the Neighborhood Business District. Harrison Avenue provides access from the Business District directly to I-75, which is located approximately 6 miles east of the Neighborhood Business District.

^{1/}Issues, Policies, and Recommendations: A Plan for Westwood.
Cincinnati City Planning Commission and Westwood Community Study
Committee (1973).

The commercial spine of the Westwood Neighborhood Business District runs along Harrison Avenue for a distance of .64 miles, from Kling Avenue on the southeast to the Cheviot corporate line on the northwest. The boundary of the Neighborhood Business District is shown on the Urban Design Plan Map. The Westwood Neighborhood Business District boundary includes residential uses adjacent to the commercial spine because of the degree to which these adjacent residential areas are either currently affected by the conditions within the commercial core which they surround, and because of the extent to which they will be incorporated into some of the Urban Design Plan recommendations for the Neighborhood Business District.

B. Existing Land Use

The entire Westwood Neighborhood Business District is contiguous to the Cheviot Business District. There is no identifiable transition between the Westwood and adjacent Cheviot Business District; only a small entrance marker located on a pole sign is visible as one crosses the Cincinnati city line southbound. There is no entrance marker visible as one approaches the Neighborhood Business District from the southeast, either. To the visitor approaching from the southeast along Harrison Avenue, the Neighborhood Business District appears as a clustering of commercial buildings immediately as one crosses Kling Avenue. Although this is in fact the southerly geographic limit of the Business District, the presence of the Town Hall site and the visual dominance

of the brick commercial structures present in this vicinity gives one the impression of being in the center of the Neighborhood Business District.

The scale of the Neighborhood Business District and commercial "flavor" is diffuse throughout its length, with the exception of several nodes of commercial activity which seem to dominate. These nodes appear along Harrison Avenue in the vicinity of Kling and Montana Avenues, and at the intersection of Harrison with Urwiler, and again at Boudinot. The presence of many institutional land uses (including the Town Hall, several churches, and the Westwood Elementary School) along Epworth Avenue and Harrison Avenue tends to fragment the perceived commercial scale of the Business District. This band of institutional uses, coupled with the intrusion of occasional residential structures and smaller frame commercial structures throughout the length of the Neighborhood Business District tend to add to the scattered character of the commercial area.

The type and number of commercial establishments within the Neighborhood Business District is shown in Table 1. Of the ninety-two commercial establishments existing in the Westwood Neighborhood Business District in 1979, the categories of beauty shops and barber shops, and medical offices, accounted for the greatest number of establishments (eleven business establishments, each). The next greatest number of establishments were those related to eating and drinking places, with seven of these uses identified within the Neighborhood Business District. Retail activities accounted for only 14 of the 92 establishments identified.

Table 1
 Westwood Neighborhood Business District
 TYPE AND NUMBER OF COMMERCIAL ESTABLISHMENTS

TYPE OF ESTABLISHMENT	NUMBER OF ESTABLISHMENTS
Arts and Crafts Studios	1
Attorneys	2
Auto Parts	2
Banks, Savings and Loans	4
Beauty Shops/Barber Shops	11
Building Materials or Hardware	4
Building Contractors	1
Business Services	1
Car/Automotive Dealers	2
Card and Sign Company	2
Catering	1
Cleaners	3
Convenience Stores	1
Drugstores	2
Eating and Drinking Places	7
Funeral Homes	3
Grocery Stores/Bakeries	3
Insurance/Other Financial Services	4
Medical Offices	11
Movie Theaters	1
Public or Quasi-Public Institutions	1
Public Utilities Buildings	1
Realtors	4
Repair Shops	3
Sales Agents	2
Service Stations	4
Miscellaneous	5
Vacant	6
TOTAL BUSINESS ESTABLISHMENTS	92

Source: 1979 Field Survey by Westwood Civic Association and Woolpert Consultants. Tabulation is limited to only those activities with street frontage along Harrison Avenue.

Although the commercial establishments within the Neighborhood Business District appear to be fairly generally scattered along the length of Harrison Avenue, certain clusters of activities suggest the presence of differentiated activity nodes. The personal and business service, and convenience goods establishments located between Kling and Montana Avenues suggest a retail and service node serving a fairly localized clientele. Contrasted with this node is the area on the north side of Harrison Avenue west of Ruehlman Place which is the site of an AMC automobile dealership. The intensity of this use suggests a more general shoppers-good type of node with a substantially greater trade area. This image is in part continued west of Urwiler by the presence of the Western Hills Honda dealership on the north side of Harrison, and is again apparent on the south side of Harrison at Stathem Avenue with the presence of the Keidel Plumbing Supply Company. Interspersed within these areas, however, are several locally-oriented financial institutions, as well as a movie theater which generally serves the Westwood Community, and a neighborhood hardware store. Finally, a more transient type of convenience goods/personal services node is suggested in the clustering of businesses located on the south side of Harrison at Verdin Avenue.

The sense of activity and ambience of a "marketplace", which one would normally associate within a neighborhood business district, is lacking within the Westwood Neighborhood Business District because of the intrusion of non-commercial uses along Harrison Avenue, the presence of vacant and underutilized storefronts, and the absence of significant clustering of similar types of retail activities.

Single-family and some two-family and multi-family residential uses surround the core of the Neighborhood Business District. In many instances the generally strong residential character of this surrounding area is threatened by the juxtaposition, without adequate screening or buffering, of the commercial uses located along Harrison Avenue. The lack of proper transition between the commercial and residential uses, the absence of suitable entry signage identifying the Neighborhood Business District, and the variation in structural types and activities along the Neighborhood Business District core collectively result in a business district that tends to bleed into itself as well as into the area surrounding it.

C. Existing Building Conditions

A survey of exterior building conditions was conducted in 1979. The results of the survey of exterior structural conditions are summarized in Table 2. All 150 structures within the Neighborhood Business District were rated on a 4-point scale consisting of:

- 1) Good Structure. A structure was rated "Good" if it contained either no deficiencies or only slight defects normally corrected by regular maintenance.
- 2) Minor Deficiencies. Structures judged to have "Minor" Deficiencies were those which had pronounced and easily discernible examples of problems such as: damaged porches or loading docks, slight damage to steps or stairs, wearing away of mortar between bricks and masonry, loose shingles or

Table 2
 Westwood Neighborhood Business District
 SUMMARY OF EXTERIOR BUILDING CONDITIONS

	COMMERCIAL		RESIDENTIAL		PUBLIC/ INSTITUTIONAL		MIXED USE		TOTAL	
	NUMBER	%1/ NUMBER	NUMBER	%2/ NUMBER	NUMBER	%	NUMBER	%3/ NUMBER	NUMBER	%4/ NUMBER
Good	27	62.8	70	82.4	10	100.0	2	8.3	110	73.3
Minor Deficiencies	12	27.9	12	14.1	-	-	7	58.3	31	20.7
Major Deficiencies	3	7.0	2	2.3	-	-	3	16.7	8	5.3
Unsound	1	2.3	1	1.2	-	-	-	-	1	0.7
TOTAL	43	28.7	85	56.7	10	6.7	12	8.0	150	100.0

1/Percent of all commercial structures

2/Percent of all residential structures

3/Percent of all mixed-use structures

4/Percent of all structures

Source: Woolpert Consultants Field Survey, 1979.

building trim, wear on dorsals and frames, and broken gutters or downspouts, missing or deteriorated foundation materials, rotted or deteriorated wood trim or siding.

- 3) Major Deficiencies. Structures rated as having "Major" Deficiencies would be those in which defects were present to the extent that major repair and/or replacement of major portions would be necessary if the structure were to continue to adequately serve the use for which it was intended. Examples of problems which indicate a structure with major deficiencies include: holes, sagging, bowing, open cracks, loose or missing materials in foundations and/or bearing walls or roofs; sagging or otherwise unsafe loading docks or porches; loose or missing bricks or visible cracks in chimneys which are possibly serious enough to be a fire hazard.
- 4) Unsound. A rating of "Unsound" was reserved for those structures which no longer can be safely used as intended without extensive major repairs and rehabilitation.

Both the commercial structures and the residential structures present within the Neighborhood Business District were found generally to be in "Good" condition. Only one commercial structure was found to be in an "Unsound" condition, that structure being 3245 Harrison and vacant at the time of the survey. The six commercial structures found to contain "Major" Deficiencies were split relative to their location

within the Neighborhood Business District, with three of the structures being scattered throughout the Business District west of the Town Hall site, and the remaining three being clustered in the block face on the north side of Harrison between Kling Avenue and Montana Avenue. The remaining commercial structures were generally found to be in good condition with some structures containing "Minor" Deficiencies scattered throughout; with two exceptions: a concentration of five structures in the vicinity of the north side of Harrison at Montana Avenue, and a second concentration of commercial structures with "Minor" Deficiencies located on both the north and south sides of Harrison Avenue between Boudinot and the Cheviot corporation line.

Only one "Unsound" structure was found to exist among the residential structures located within the Westwood Neighborhood Business District. This structure was located in the vicinity of Higbee and Gamble Avenue. Within this same vicinity were found three of the five residential structures which exhibited "Major" Deficiencies. The residential structures with "Minor" Deficiencies are generally scattered throughout the Neighborhood Business District with a noticeable concentration present in the area west of Boudinot Avenue.

APPENDIX C

PARKING AND CIRCULATION

CIRCULATION AND PARKING

A. Circulation Patterns and Street Conditions

There is no peripheral vehicular circulation running parallel to Harrison Avenue within the NBD, because of the diagonal orientation of Harrison Avenue relative to the gridiron street pattern in the Westwood Community. Many of the sidestreets intersect Harrison Avenue at awkward angles, making turning movements difficult and hazardous. The major intersection in the center of the Business District is actually a confusing three-way intersection (Harrison Avenue, Urwiler Avenue, and Epworth Avenue).

Traffic volumes are heaviest within the NBD in the morning and evening due to the large amount of traffic heading into the Central Business District in the morning, and returning in the afternoon. For this reason, most of the on-street parking spaces on the north side of Harrison prohibit parking between the hours of 4:00 and 6:00 P.M. on weekdays. Likewise, most of the on-street parking spaces along the south side of Harrison Avenue prohibit parking between 7:00 and 9:00 A.M. on weekdays. Table 3 shows the average annual daily traffic flows within the Neighborhood Business District.

Pedestrian traffic is generally light throughout the Neighborhood Business District, with the exception of pedestrian traffic during school hours. In the morning and afternoon, numerous school children may be observed crossing the three major Harrison Avenue intersections: Montana Avenue, Boudinot Avenue, and Epworth Avenue. One segment of Montana Avenue contains an awkward "dogleg", which is situated directly

Table 3
 Westwood Neighborhood Business District
 AVERAGE DAILY TRAFFIC VOLUMES BY STREET,
 DIRECTION, AND YEAR
 1974-1979

<u>HARRISON AVENUE</u>		<u>BOUDINOT AVENUE</u>	
<u>Northbound</u>		<u>Northbound</u>	
1975	7,015	1974	5,763
1979	7,266	1979	4,946
% Change + 3.4%		% Change - 16.5%	
<u>Southbound</u>		<u>Southbound</u>	
1975	6,508	1974	4,740
1979	6,920	1979	4,637
% Change + 5.9%		% Change - 2.2%	
<u>MONTANA AVENUE</u>		<u>EPWORTH AVENUE</u>	
<u>Westbound</u>		<u>Northbound</u>	
1974	6,720	1974	879
1979	6,796	1979	1,188
% Change + 1.1%		% Change + 26%	
<u>Eastbound</u>		<u>Southbound</u>	
1974	4,732	1974	959
1979	5,972	1979	1,051
% Change + 20.7%		% Change + 8.7%	

Data Source: City of Cincinnati, Division of Traffic Engineering

in front of the Westwood Elementary School. Aside from school children, pedestrian traffic is generally attributable to shoppers, and people boarding Queen City Metro buses. The Westwood Neighborhood Business District serves as a terminus for two major bus routes. Pedestrian movement across streets is also common in front of the theater at showtime, and around the White Castle at Harrison Avenue and Boudinot Avenue.

Street conditions (including pavement, curb-gutter, and sidewalk) are generally good along Harrison Avenue, Boudinot Avenue, Montana Avenue, and along the sidestreets as well. Curbs do not, however, have ramps to facilitate wheelchair movement. Street lighting appears to be adequate along the major streets, and dim on the residential sidestreets. Street lights are of a modern, conventional type except for a few fixtures in front of the First National Bank, where 1930's period lighting fixtures remain.

Table 4 depicts the type and location of various accidents over the past five years. From the data presented in this table, several "conflict points" emerge. The major "conflict points" include the intersections of Harrison-Boudinot, and Harrison-Montana. Secondary "conflict points" include all of the angle intersections along Harrison. Other "conflict points" include the drives leading into the parking areas between Montana Avenue and Kling Avenue, the alley leading to the White Castle lot where it intersects Harrison Avenue, and the First National Bank driveway.

Table 4
Westwood Neighborhood Business District
INTERSECTION ACCIDENTS
1974-1978

INTERSECTION AND TYPE OF ACCIDENT	YEAR AND NUMBER OF ACCIDENTS				
	1974	1975	1976	1977	1978
HARRISON AND BOUDINOT					
Vehicle-Pedestrian	0	0	0	0	0
Two Vehicle	17	12	9	20	11
Single Vehicle	0	0	0	0	0
BOUDINOT AND MOZART					
Vehicle-Pedestrian	0	0	0	0	0
Two Vehicle	3	8	4	4	3
Single Vehicle	0	0	0	0	0
HARRISON AND TEMPLE					
Vehicle-Pedestrian	0	0	0	0	0
Two Vehicle	5	4	1	1	0
Single Vehicle	0	0	0	0	0
HARRISON AND MONTCLAIR					
Vehicle-Pedestrian	0	0	0	0	0
Two Vehicle	3	0	1	0	0
Single Vehicle	0	0	0	0	0
HARRISON AND STRATHEN					
Vehicle-Pedestrian	0	0	0	0	0
Two Vehicle	2	0	0	0	1
Single Vehicle	0	0	0	0	0
HARRISON AND URWILER					
Vehicle-Pedestrian	0	0	0	0	0
Two Vehicle	2	2	2	2	0
Single Vehicle	0	0	0	0	0
HARRISON AND EPWORTH					
Vehicle-Pedestrian	0	0	0	0	0
Two Vehicle	1	3	1	4	5
Single Vehicle	0	0	0	0	0
EPWORTH AND URWILER					
Vehicle-Pedestrian	0	0	0	0	0
Two Vehicle	0	0	1	0	1
Single Vehicle	0	0	0	1	0

Table 4 (Continued)

INTERSECTION AND TYPE OF ACCIDENT	YEAR AND NUMBER OF ACCIDENTS				
	1974	1975	1976	1977	1978
HARRISON AND MONTANA					
Vehicle-Pedestrian	0	0	1	0	0
Two Vehicle	14	16	7	22	15
Single Vehicle	0	0	2	0	0
HARRISON AND KLING					
Vehicle-Pedestrian	0	0	1	0	0
Two Vehicle	5	3	1	1	4
Single Vehicle	0	0	0	0	0

Data Source: City of Cincinnati, Division of Traffic Engineering

Table 4 (Continued)
 BLOCK FACE ACCIDENTS ALONG HARRISON AVENUE

BLOCK AND TYPE OF ACCIDENT	YEAR AND NUMBER OF ACCIDENTS				
	1974	1975	1976	1977	1978
2800-2899					
Vehicle-Pedestrian	0	0	1	0	0
Two Vehicle	13	6	3	8	10
Single Vehicle	0	1	3	0	0
2900-2999					
Vehicle-Pedestrian	0	1	0	1	0
Two Vehicle	6	3	6	4	6
Single Vehicle	0	0	1	0	1
3000-3099					
Vehicle-Pedestrian	0	0	0	0	0
Two Vehicle	7	4	5	1	11
Single Vehicle	0	1	1	1	0
3100-3199					
Vehicle-Pedestrian	0	0	0	0	1
Two Vehicle	9	5	15	7	8
Single Vehicle	0	0	0	1	0
3200-3299					
Vehicle-Pedestrian	0	0	0	0	0
Two Vehicle	5	8	6	6	5
Single Vehicle	2	0	1	1	1

Data Source: City of Cincinnati, Division of Traffic Engineering

B. Parking Supply and Demand: Summary Inventory and Evaluation

The Westwood Business District contains both on- and off-street parking spaces; with the on-street parking spaces being public and the off-street spaces being exclusively private. Off-street parking is generally found on lots throughout the Neighborhood Business District, in most cases beside or to the rear of the businesses which they serve. A few businesses, notably in the small shopping center west of Boudinot Avenue on the south side of Harrison Avenue, provide parking in the front, although this is the exception rather than the rule. Off-street parking is generally limited with regard to the number of spaces available and is often times not located where it is needed the most. Signage of off-street parking lots is generally poor, to the extent that passers-by who do not live in the neighborhood may not know where parking is available. Signage of on-street parking generally functions to prohibit parking in the morning on the inbound lane, and in the evening on the outbound lane, due to the heavy traffic flow to and from downtown during peak hours.

Space organization and layout of parking lots ranges from fair to poor, depending upon the level of investment which the individual business owners have made in their respective parking areas. Off-street parking areas frequently have their entrance/ exit points opening directly onto the major arterial streets such as Harrison Avenue or Boudinot Avenue, and in some cases these access points occur through blind alleys or driveways.

On-street parking is permitted along most of the Harrison Avenue block faces. Such parking is permitted along most residential side-streets as well, including Kling Avenue , Montana Avenue , Urwiler Avenue , Montclair Avenue, Strathem Avenue, Temple Avenue, Verdin Avenue, Higbee Avenue , Mozart Avenue, and Epworth Avenue. Sidestreet parking is generally used by neighborhood residents rather than business customers. Business or other intensive-use parking "spill-over" is most notable around the Town Hall in the evenings, and around the theatre. On occasion, Habig's or Window Garden Restaurant customers, Western Hills Honda customers (Monday, Wednesday, and Friday evenings), and evening visitors of the funeral homes must park on residential sidestreets. Otherwise, business parking is generally limited to the business district, and residential parking is generally limited to the sidestreets.

C. Parking Occupancy Characteristics and Analysis of Parking Area Use

For the purpose of analyzing parking habits and patterns, a parking occupancy/turnover survey was undertaken in November, 1979. "Occupancy" refers to the number of vehicles in a parking area in relation to its legal or intended capacity. "Turnover" measures duration of stay on a car-by-car basis. From these two measures of use, inferences can be made to provide answers to two questions: Who is using the spaces, and for what reason? The turnover/occupancy survey was conducted on two days: Saturday, November 24th, which was the first Saturday following Thanksgiving. The weather was partly cloudy

and mild. In all probability, this should be one of the merchants' busiest days of the year. The survey was repeated on Friday, November 30th. The weather was partly cloudy, cold, and windy. Although it was physically impossible to include every parking space in or near the business district in the survey, all of the important and/or potential problem areas were included. The results of the turnover/occupancy survey are shown in Table 5, accompanied by Figure 1 which shows the areas surveyed (Figure 1 is keyed to Table 5).

The survey methodology was as follows: the license plate numbers of each car in a survey-lot were recorded on an hourly basis for an entire day. A car parked in a single space for six or more consecutive hours was considered to be parked for a "day". For three, four, or five consecutive hours, the car was considered as parked for one-half day. A space which was rarely used, or which held a different car at hourly or two-hour intervals, was considered to have been a space "Available for Frequent Turnover". Such spaces are considered good potential customer parking spots. High turnover rates, therefore, are considered "good" as they indicate that employees or upper-story residents are not pre-empting customer parking.

Occupancy refers to the number of cars in the lot at any time in relation to the capacity. If a parking area is overcrowded, the occupancy rate will register over 100%. This problem is most severe in on-street areas where cars often park illegally, double-park, or park in exclusive loading zones. Middle-to high-range (50-85%) maximum occupancy rates are considered desirable for off-street parking as they

Table 5
Westwood Neighborhood Business District
PARKING TURNOVER AND OCCUPANCY RATES
November, 1979

PARKING AREA	NO. OF LEGAL SPACES	OBSERVED OCCUPANCY RATES		TYPICAL MID-DAY RANGES % SPACES FILLED(a)	SPACE UTILIZATION (TYPICAL DAYS)				% SPACES AVAILABLE FOR FREQUENT TURNOVER	
		HIGHEST % OF SPACES FILLED			% SPACES OCCUPIED ALL DAY BY SAME VEHICLE		% SPACES OCCUPIED 1/2-DAY BY SAME VEHICLE		FRI. SAT.	
		Fri.	Sat.		Fri.	Sat.	Fri.	Sat.	Fri.	Sat.
A	4	-	100%	25%-50%	-	0	-	50%	-	50%
B	15	67%	73%	40%-70%	13%	20%	13%	27%	74%	53%
C	9	-	22%	22%	-	22%	-	0	-	78%
D	8	-	63%	25%-65%	-	0	-	13%	-	87%
E	10	-	60%	40%-60%	-	40%	-	0	-	60%
F	14	71%	64%	40%-70%	14%	21%	29%	36%	57%	43%
G	4	75%	100%	25%-75%	25%	0	0	0	75%	100%
H	11	-	73%	35%-55%	-	27%	-	18%	-	55%
I	3	16%	167%(g)	30%-170%	33%	33%	0	0	67%	67%
J	10	-	10%	(b) (See Notes)	-	0	-	0	-	100%
K	11	73%	73%	35%-75%	-	0	-	0	-	73%
L	87	49%	59%	30-50% Fri; 40-60% Sat.	7%	9%	8%	27%	100%	80%
M	13	85%	46%	50-85% Fri. (c)	0	0	8%	11%	85%	80%
N	9	56%	11%	30-60% Fri. (c)	0	0	0	0	92%	100%
O	20	80%	85%	30-80% Fri; 50-80% Sat.	33%	0	11%	0	56%	100%
P	9	33%	56%	22% Fri; 44-56% Sat.	10%	5%	15%	15%	75%	80%
Q	10	70%	50%	50-60% Fri; 10-30% Sat.	0	0	11%	0	89%	67%
R	14	79%	86%	50-70% Fri; 30-65% Sat.	0	0	30%	20%	70%	80%
S	16	69%	63%	30-70% day (d)	7%	14%	28%	7%	65%	79%
T	9	78%	89%	22-33% Fri; 44-56% Sat.	31%	25%	19%	12%	50%	63%
U	11	82%	82%	70-80% Fri; 36-65% Sat.	0	22%	22%	22%	78%	56%
V	50	78%	82%	(e)	27%	27%	55%	18%	18%	55%
W	30	-	-	(f)	8%	-	6%	-	86%	-
X	24	83%	38%	50-75% Fri; 25-38% Sat.	0	-	20%	-	80%	-
Y	11	36%	45%	9%-45%	0	9%	42%	8%	45%	75%
										100%
										91%

Footnotes: Refer to following page.

Table 5 (Continued)

FOOTNOTES:

- (a) Typical mid-day occupancy ranges, unless otherwise noted.
- (b) Theater parking - normally vacant during daylight hours but filled to 90% of capacity Friday evening.
- (c) Bank closed Saturday.
- (d) Theater lot crowded to 130% of capacity Friday night.
- (e) Habig's lot Friday: 78% occupied at lunch time; 74% occupied at dinner.
- (f) Window Garden lot Friday: 107% occupied at lunch time; 120% at dinner.
- (g) Overcrowded
- No data collected on the particular day.

Source: Woolpert Consultants Field Survey, November 1979.

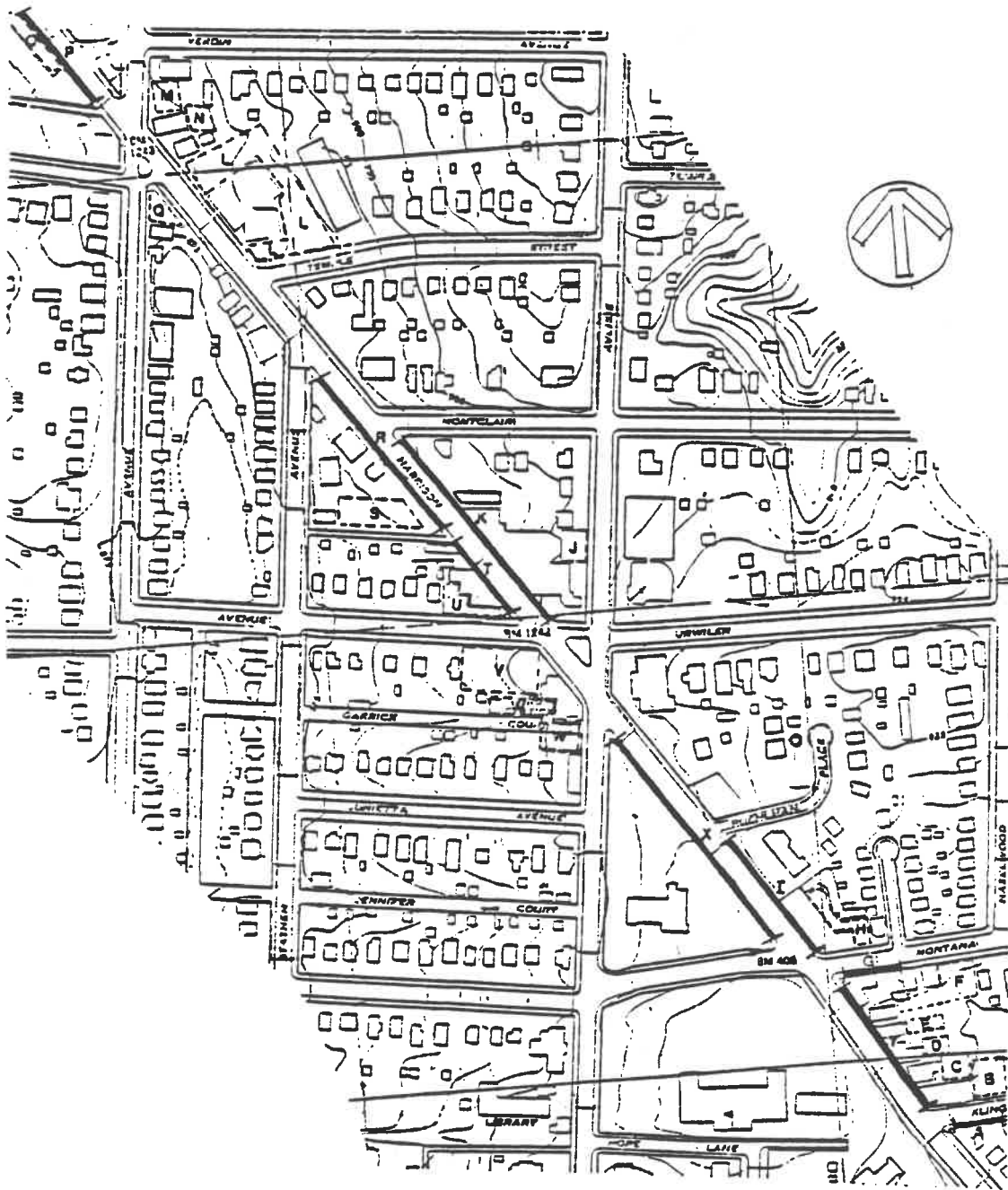


FIGURE 1
 WESTWOOD NEIGHBORHOOD BUSINESS DISTRICT
 PARKING SURVEY LOCATIONS (Table 5)

provide for ample parking, yet do not indicate wasted land through parking over-supply. For on-street parking areas, the lowest occupancy rates are the most desirable.

In the analysis section which follows, the available parking spaces were compared to the standards required by the Cincinnati Zoning Ordinance to determine where shortages exist. Also, available spaces were compared to acceptable planning criteria, defined in two sources: The American Planning Association guidebook entitled "An Approach to Determining Parking Demand", and the "Desirable Standard" outlined in "Issues Policies and Recommendations: A Plan for Westwood" by the Cincinnati Planning Commission. Shortages established by means of one criteria or another will be noted where they occur in the upcoming analysis.

Area-by-Area Analysis:

Area A

This parking area is located along the south frontage of Kling Street adjacent to the Tressler Comet Service Station and the neighboring Savings & Loan Building. The area has about four spaces along the business frontage, and is therefore directly applicable to business use. The parking area is generally used by Tressler Comet personnel or savings and loan employees and/or customers. The area is without restrictional signage.

Area B

Area B consists of the fifteen spaces behind the Kemper Pharmacy. The lot is restricted to Kemper customers, employees,

and/or delivery vehicles. The lot does not appear to suffer from overcrowding, or lack of spaces for potential customers. Entrance and exit points are on Kling, with access directly onto Harrison prohibited.

Area C

Area C consists of about nine spaces behind the building which houses Pasquale's Pizza and Meissner Insurance. The lot is restricted to customers only, it appears poorly maintained, and access is directly onto Harrison through a blind alley. The lot usually has sufficient space for both customers and employees except during late evening hours on extremely busy nights, when some overcrowding does start to occur. After the drug store closes at 9:00 P.M., the drug store lot can take up some of the overflow from Pasquale's.

Area D

Area D consists of the parking lot behind the Hofbrau Bar. Access is by means of a blind alley onto Harrison and the lot generally has sufficient spaces for customers and employees. Overcrowding does not start to occur until the very late evening hours on Friday and Saturday, when other lots are available in the vicinity to handle the overflow. Use of the Hofbrau lot is restricted to customers and employees.

Area E

Area E consists of approximately ten spaces behind the Westwood Homestead Savings and Loan Building. Entrance and exit points are by means of a blind alley leading directly onto Harrison. Other than this, no significant problems are evident.

Area F

Area F consists of fourteen spaces behind the corner grouping of buildings at Montana and Harrison. The business establishments include Sontag Cleaners, Rist Food Mart, the Montana Bakery, an appliance service establishment, a plastics company, a dance studio, and a few upper story apartments. Entrance and exit points are onto Montana, and the lot capacity appears sufficient to meet the needs of the corner buildings. There is no clearly evident problem with overcrowding or low turnover rates.

Area G

Area G consists of four metered spaces along the south frontage of Montana Avenue just east of the Harrison intersection. Sign and meter restrictions limit parking to a two-hour stay. The area is used mostly by customers of the businesses fronting on Montana, although on one of the survey dates, there was a space occupied the entire day by someone paying the meter every two hours.

Summary Statement: Parking Areas A through G. This grouping of parking spaces, described above, serves the block of businesses from Kling to Montana on the east frontage of Harrison. The block, taken as a unit, appears to have adequate capacity as defined by the terms of the Cincinnati Zoning Ordinance and current planning standards, and this is borne out by the occupancy/turnover figures. The only major problem with the parking areas behind this block face of buildings is the fact that rear parking areas are poorly marked, and many of them have entrance/exit directly onto Harrison through a blind alley, creating hazards to both vehicles and pedestrians. Also, additional "pooling" of spaces would result in a greater number of spaces due to more efficient layout.

The lots in Areas B-F generally function independently of each other, partially because of grade changes present. The lots are not screened from adjacent residences.

Area H

Area H consists of eleven spaces behind the building which houses Hall's Drug Store, the Browse About Shop, the Yankee Clipper Barber Shop and the Main Beauty Shop. The building is located on the northeast corner of Montana and Harrison. The spaces are used primarily by customers, employees and residents of the upper story apartments. Entrance/exits are directly onto Montana, the spaces are difficult to get in and out of, and the parking area generally does not function well.

Area I

Area I consists of the three on-street meters along the frontage of the above building, and the adjacent funeral home. The meters are limited to two-hour parking. The area also consists of a loading zone, where parking is prohibited. Because of the poor space layout behind the building, and because the metered spaces are directly in front of certain businesses, customer and employees frequently use these on-street spaces. The parking often "spills over" into the loading zone, which creates an overcrowding of the facility, as indicated in Table 5.

Summary Statement: Parking Areas H and I: Areas H and I primarily serve the commercial-residential building on the northeast corner of the Montana/Harrison intersection. The available parking spaces are not adequate in terms of the zoning ordinance, or current parking demand standards.

Area J

Area J consists of ten spaces behind the Westwood Cinema. Parking in the evening is limited to theatre patrons, and ingress/egress is onto Epworth. This lot is almost never used, except in the evenings for theatre patrons, at which time it is generally filled to near capacity.

Area K

Area K consists of eleven on-street spaces in front of the motorcycle dealership, the Western Hills Cinema, Westercamp

Flooring, the Colonial Beauty Shop, and Harry's Barber Shop. The area is limited to two-hour parking, with parking between 4:00 and 6:00 P.M. on weekdays prohibited because of the large northbound traffic volume during the evening rush hour. Area K generally has high turnover rates with ample parking available, except in the evenings during theatre showtime hours.

Area L

Area L consists of eighty-seven spaces beside and in the rear of the King Kwik-Hader Hardware building. The lot also serves the neighboring office building. The ingress/egress points, and the interior parking spaces, are well defined and function efficiently. The building provides more than enough spaces for customers and employees, both in terms of the Cincinnati Zoning Ordinance and current planning standards. The area has very high turnover rates, with the hardware store employees parking at the farthest possible point within the lot from the store's main entrance. The hardware store also provides one loading space at the rear of the building. The parking area is insufficiently screened from adjacent residential uses and from Harrison Avenue and Temple Street.

Area M

Area M consists of thirteen spaces between the bank and the neighboring apartment building. Parking in the area is restricted to bank customers, and the parking area has high turnover rates.

Ingress/ egress is onto Boudinot Avenue and is easily visible. Traffic problems occur on Boudinot when cars have to wait to enter the bank parking lot, which occurs when cars in the entrance driveway stop to drop off or pick up bank patrons.

Area N

Parking Area N consists of those off-street spaces directly behind the bank building. The spaces are for bank customers, and employees of the upper story offices. The lot is rarely filled to capacity, and about 60% of the spaces "turnover" on an hour-by-hour basis. Ingress and egress for parking Area N is through parking Area M, which has a curb cut on Boudinot Avenue.

Summary Statement: Parking Areas M and N: Areas M and N have generally high turnover, and are crowded, though not overcrowded, on weekdays. The areas have enough parking to meet the terms of the Cincinnati Zoning Ordinance, and the needs of the businesses which they serve.

Area O

Area O consists of twenty spaces for the shopping center businesses on the south frontage of Harrison Avenue east of Boudinot Avenue. The lot is usually crowded, and turnover rates are high. Ingress-egress is by means of two points along Harrison Avenue. The area has enough spaces to meet the terms of the Cincinnati Zoning Ordinance, as well as the needs of the businesses. The shopping center lot also has adequate parking in terms of current parking standards for retail food outlets.

Area P

Area P consists of nine on-street metered spaces along the north frontage of Harrison Avenue. Parking is limited to two hours, and no parking is permitted between 7:00 and 9:00 A.M. because of the heavy traffic flow southbound on Harrison Avenue into the central city. Area P serves both employee and customer parking for those businesses which front on the southside of Harrison Avenue and are not included within the small shopping center. Both turnover and occupancy rates are generally good.

"White Castle" Area

White Castle parking did not appear to present a problem, and therefore was not included in the occupancy/turnover study. White Castle has forty-five parking spaces, which is sufficient to meet the terms of the Zoning Ordinance, White Castle's own needs and contemporary planning standards. Although the area was not included in the survey, some observations were made. There were no observed instances of people parking elsewhere and then patronizing the White Castle. The number of persons in the White Castle establishment was usually commensurate with the number of automobiles in their lot. There were times when there appeared to be a few more automobiles in the White Castle lot than there were persons inside the establishment, which may be explained on the basis of a few people parking in the White Castle lot and then entering other business establishments. Access to the White Castle parking lot is by means of an alley which intersects

Harrison Avenue at an awkward angle, which makes turning movements difficult onto Harrison. Back entrances to the White Castle lots are available on Mozart Avenue, which is a residential street. In summary, the problems of the White Castle lot are ingress-egress, and signage, rather than number of spaces, occupancy, and turnover.

Area Q

Parking Area Q is the corner lot on the southeast corner of the Harrison-Boudinot intersection. The lot has ten spaces, reserved for customers and employees of the Oakmont Savings and Loan Company and the Thieman Realty. The lot is well marked, ingress-egress is well defined, and the lot has sufficient spaces to meet the terms of the Cincinnati Zoning Ordinance as well as the establishments' own needs. The lot is characterized by high turnover rates.

Medical and Apartment Building Parking on Boudinot Avenue South of Harrison Avenue

Parking for the apartment and office buildings immediately south of the Harrison-Boudinot intersection, on Boudinot Avenue, is behind the buildings. These areas were not included in the survey because turnover and occupancy did not appear to be problems. However, the spaces are not well marked, and the ingress-egress into the apartment building lot is by means of a driveway which has an abrupt grade at the curb cut point onto Boudinot Avenue. This could make visibility difficult.

Area R

Parking Area R consists of fourteen on-street spaces along the south frontage of Harrison Avenue. The spaces are not metered, and are not subject to time restrictions, although parking is prohibited between 6:00 and 9:00 A.M. due to the heavy flow of traffic into the central city during those hours. The spaces generally serve the plumbing supply company, and offices along the south frontage of Harrison.

Area S

Parking Area S is on the south side of Harrison directly across from the Westwood Cinema. During the evening, parking is limited to theatre patrons only. Area S contains sixteen spaces. The rear theatre parking area, already mentioned, contains ten spaces, for a total of twenty-six theatre parking spaces. This is not enough parking to meet the terms of the Zoning Ordinance, which requires eighty-eight spaces. Parking Area S is generally crowded in the evenings during showtime, but is under-utilized during the day. Entrance into the parking lot is from Harrison, and exit out of the lot is on Stathem. The area is not well marked, and could use additional landscaping, including buffering from residential areas.

Area T

Area T consists of nine spaces along the south frontage of Harrison Avenue at the block face of the building which includes

the Westwood Grill and the Van Shop. Parking is limited to one hour. Four of the nine spaces are metered. Parking is prohibited between the hours of 6:00 and 9:00 A.M. due to the inbound traffic. Both occupancy and turnover rates are high.

Area U

Parking Area U represents the informal (unpaved, not landscaped) parking area beside the Westwood Grill. Although the turnover rate on Friday was the poorest of all the surveyed areas, the number of spaces is sufficient to meet the terms of the Cincinnati Zoning Ordinance as well as the needs of the businesses. Ingress and egress is from Urwiler Avenue. The major problem of this lot is lack of landscaping and poor entrance into the lot. There are also on-lot grade changes which make it difficult to maneuver cars.

Summary Statement: Parking Areas R through U. The triangular block containing Parking Areas R, S, T, and U represents a problem in that this block is located in the very core of the business district, yet many businesses lack sufficient parking both in terms of the Cincinnati Zoning Ordinance and other desirable planning standards. These businesses include the Plumbing Supply, the Chiropractor, and the Westwood Cinemas. Inadequate ingress-egress, and lack of landscaping also present problems.

Areas V and W (described jointly)

Area V is the Habig's Restaurant parking lot which contains fifty parking spaces, limited to Habig's customers only.

Area W is customer parking for the Window Garden Restaurant, which is adjacent to Habig's. Area W contains thirty spaces.

Both restaurants have more than enough spaces to meet the terms of the Cincinnati Zoning Ordinance. They also have enough parking in terms of contemporary planning standards based on current parking standards for sit-down eating and drinking places. Despite this fact, on one of the survey dates, the Window Garden lot was noted to be overcrowded, with some customer parking "spill over" occurring on the residential sidestreets. A problem also arises when theatre patrons attempt to park in the Habig's or Window Garden lots. Turnover rates for both lots were excellent.

Area X

Area X consists of twenty-four on-street spaces, eight of which are metered, along the south frontage of Harrison Avenue adjacent the Town Hall. The metered spaces are restricted to two hours. Along part of this area, parking is not permitted between the hours of 6:00 and 9:00 A.M. The area has poor turnover rates, with a large number of spaces being occupied all day due to the fact that the AMC dealership appears to use the unmetered portion of this parking area for storage of its new cars.

Area Y

Area Y consists of eleven on-street spaces on the north frontage of Harrison Avenue between Montana Avenue and Kling Avenue. Of the eleven spaces, five are metered. The metered

spaces are limited to two hours. No parking is permitted in the entire area between the hours of 7:00 and 9:00 in the morning and 4:00 to 6:00 in the afternoon. The area is characterized by very low occupancy rates and high turnover rates as a result of the alternative parking areas provided behind the businesses along this block face.

D. Parking Survey Conclusions

The parking survey conclusions can be summarized into two groups: those problems which are generally applicable throughout the business district, and those problems which are unique to individual parking lots or areas. Among the parking problems generally noted throughout the business district are the following: lack of signage to lead passers-by into the off-street lots, and poor access to major streets due to blind alleys, awkward, angular intersections, or abrupt grade changes at access points; lack of suitable buffers between parking areas and adjacent residential areas, lack of landscaping within parking areas, and little coordination of traffic patterns between contiguous parking areas under separate ownership. Problems which are unique to individual parking locations include: inefficient layout (between Kling Avenue and Montana Avenue), and inadequate parking around the following areas: the theatre area and the extreme north-western tip of the business district along the Cheviot line.

It should also be noted that the optimum turnover and occupancy rates for on-street parking areas are achieved where off-street spaces

have been provided at the rear of buildings. As a case in point, on-street Area I has poor occupancy/turnover rates because Area H, its off-street complement, is inadequate in terms of size and layout. On-street Area Y has nearly ideal occupancy/turnover rates because the buildings along Harrison Avenue between Montana Avenue and Kling Avenue have both parking and delivery access in the rear. This underscores the importance of the concept of peripheral circulation around the business district.

A summary of existing parking lot locations and spaces, and proposed new or improved parking lot locations and spaces, is provided in Figure 1. The need for an additional 274 parking spaces is suggested in part by the parking survey results, and by subsequent interviews conducted with NBD business owners/professionals.

The supply of additional spaces has been conservatively estimated for the following reasons. First, additional parking can, for the most part, only be provided at the expense of acquiring and demolishing residences adjacent to the NBD. Such action can only serve to diminish the available walk-in market for the NBD and further, extensive property acquisition, if undertaken by the City, can take up to three years per parcel in order to settle any challenges which might be filed by dissatisfied property owners. Delays of such lengths in plan implementation severely weaken the effectiveness of the Plan. Second, it has been assumed that the consolidation of contiguous parking lots under separate ownership, and the creation of common circulation within such consolidated lots, will also increase the number of available

parking spaces within the NBD, although the exact number of additional spaces cannot be predicted at this time.

APPENDIX D

HOUSING ANALYSIS

HOUSING ANALYSIS

A. Overview of Population and Housing Characteristics

The vitality of the Westwood Neighborhood Business District is in large measure dependent upon the strength of the immediately surrounding residential area as well as of the greater Westwood Community. The demographic changes that have occurred over the last decade within the Westwood Community, and resultant changes in the quality and mix of structural types within that Community's housing stock, will have definite consequences in terms of the real and perceived economic well being of the Neighborhood Business District.

Insight into the changing residential and demographic character of the area around the Neighborhood Business District can be gained by reviewing changes in population and housing statistics for the Westwood Community relative to the rest of the City of Cincinnati. Most of the comparisons and statistical considerations which follow have been summarized in Table 6: Selected Characteristics of Population and Housing, 1972 and 1978.

Whereas the City of Cincinnati lost population over the period 1972-1978, the population within Westwood increased by 3.1% over the same period. The present (1980, U.S. Census) population within Westwood is 33,580 persons, and has been projected by the Department of Neighborhood Housing and Conservation to reach 36,000 people by the year 2000. In contrast to the overall decline of the City's population base, the Westwood Community appears to be growing, although the growth

Table 6
 Westwood Neighborhood Business District
 SELECTED CHARACTERISTICS OF POPULATION AND HOUSING
 1972 and 1978

CHARACTERISTIC	WESTWOOD COMMUNITY			CITY OF CINCINNATI		
	1972	1978	Percent Change	1972	1978	Percent Change
Total Population	29,797	30,710	3.1%	441,546	414,686	-6.1%
Population Under 18 Years-of-Age	24.66	22.73	-7.8%	32.70	28.39	-13.2%
Total Number of Households	12,274	13,232	7.8%	161,900	161,584	-.2%
Average Persons/Household	2.53	2.28	-9.9%	2.77	2.45	-11.6%
Average Income Index (Head of Household) (Base Year 1973)	105	98	-6.7%	97	95	-2.1%
Total Number of Housing Units	12,809	13,841	8.1%	175,959	175,960	0.0%
Total Number of Single-Family Units	4,782	4,867	1.8%	54,642	53,900	-1.4%
Total Number of Two-Family Units	1,033	1,086	5.1%	28,907	27,572	-4.6%
Total Number of Multi-Family Units	6,989	7,898	13.0%	92,410	94,488	2.2%
% Standard Housing Units	89.92	-	-	80.9	-	-
% Owner-Occupied Units	49.14	42.20	-14.1%	45.21	42.02	-7.1%

Source: City of Cincinnati, unpublished (1979)
 PAMM's Data File

appears to be changing traditional demographic patterns within the Community. The Westwood Community has traditionally been inhabited by persons of German/Dutch descent who have formed a middle/upper-middle class. More recently, new household formations within the Westwood Community have been the result of younger couples moving into the area. In fact, over the period 1972 to 1978 the total number of households has increased by 7.8%, while there has also occurred a decline in the average number of persons per household from 2.53 to 2.28. Although, according to City of Cincinnati data, the average income levels within the Westwood Community were higher than that for the City of Cincinnati as a whole, the incomes within the Community have declined over the period 1972 to 1978 by approximately 6.7%, having fallen from an average income index of 105 to 98.

Housing characteristics within the Westwood Community have been changing in response to the observed changes in socio-economic conditions within the Westwood Community. Whereas the total number of housing units has increased by 1,032 units over the period 1972 to 1978, the greatest increase in units has come not so much from the addition of single-family homes to the housing stock, but rather from the accelerated construction of two-family and multi-family units within the Community. The continued addition of the multiple-family units to the Community's housing stock will have the likely effect of attracting a younger, more transient family to the area and over the long term, may have an weakening effect on the existing strong loyalty ties to the neighborhood. Comparative data for the period 1972 to 1978 regarding

the condition of units within the Westwood Community is unavailable, however, it may be observed from Table 6 that the Westwood Community experienced a higher percentage of standard housing units in 1974 than was experienced within the City of Cincinnati as a whole. In summary, the housing within the greater Westwood Community is changing with an observed tendency away from owner occupancy to renter occupancy; however, the quality of the housing stock within the Westwood Community appears to be superior to conditions found within the City of Cincinnati as a whole.

Housing conditions within the NBD represent a microcosm of conditions within the broader context of the Westwood Community, but with a tendency to reflect the more negative aspects. As indicated in Chapter II, the majority (82.4%) of the residential structures within the NBD are in "Good" condition. Deteriorating structures, (i.e., those which exhibit either major deficiencies or minor deficiencies) comprise 16.4% of the NBD housing stock, with only one unsound unit present. Whereas 31.9% of the housing stock within the NBD is two-family or multiple-family, these two categories represent less than one-half of a percent of all deteriorated and dilapidated structures within the NBD (Table 7). Structural deterioration within the NBD is geographically limited, being worst in the northern portion of the NBD on the south side of Harrison Avenue. Table 7 summarizes exterior residential building conditions within the Neighborhood Business District.

Table 7
 Westwood Neighborhood Business District
 SUMMARY OF EXTERIOR RESIDENTIAL BUILDING CONDITIONS

	GOOD		MINOR DEFICIENCY		MAJOR DEFICIENCY		UNSOUND		TOTAL
	NUMBER	%	NUMBER	%	NUMBER	%	NUMBER	%	
Single-Family	45	77.6	10	17.2	2	3.4	1	1.7	58
Two-Family	7	77.8	2	22.2	-	-	-	-	9
Multi-Family	18	100.0	-	-	-	-	-	-	18
TOTAL	70	82.4	12	14.1	2	2.3	1	1.2	85

Source: 1979 Field Survey, Woolpert Consultants.

The zoning pattern within the Neighborhood Business District, relative to residential development, is varied and includes a single-family low-density R-1 and R-2 Districts in the vicinity of Montclair Avenue to the City corporation limit on the north side of Harrison Avenue, a two-family medium-density R-3 District located along Urwiler Avenue on the north side of Harrison, a multi-family high-density R-4 and R-5 District on the north side of Harrison Avenue from approximately Ruehlman Place to Kling Avenue and on the south side of Harrison along Montana Avenue. On the south side of Harrison Avenue, most of the residentially developed properties within and adjacent to the Neighborhood Business District fall within the R-3 District with the exception of an area in the vicinity of Higbee and Mozart Avenues which falls within the multiple-family high-density R-4 and R-5 category. The overall character of zoning around the Neighborhood Business District is of the two-family and multi-family residential type. The zoning districts within and adjacent to the Neighborhood Business District are essentially consistent with existing land use and with the general character of the Neighborhood Business District. Overall, permitted density levels for the various zoning categories range from a low of approximately four units per acre in the R-1 District to a high value of approximately twenty-nine dwelling units per acre for the R-5 District.

B. Housing Development Potential

A total of 381 developable acres of land were available for residential development within the Westwood Community in 1973.^{2/} Of this total developable acreage, 217 acres were zoned in the R-4 and R-5 categories, 85 acres were zoned in the R-3 category and 79 acres were zoned in the R-1 and R-2 categories. The vast majority of the land zoned for multiple-family development was located in the northeastern portion of the Community above Bracken Road in the vicinity of Bracken Woods Park, and also in the southeastern portion of the Community below Queen City Avenue and Sunset Avenue. The majority of the available developable land within the R-1, R-2, and R-3 zoning districts exists in the eastern and central portion of the Community generally in the vicinity of Fleetwood Avenue and Queen City Avenue. Some scattered amounts of land zoned for single-family and two-family development exists north of the Neighborhood Business District, along the south side of Westwood Northern Boulevard. The relatively large amount of remaining developable land zoned for multiple-family housing has the potential for accelerating the transition from the predominantly single-family character of the Westwood Community to one that is more heavily influenced by a younger, less affluent, more transient population base.

In addition to the potential for continued development of apartment units to house younger families moving into the Westwood

^{2/}Issues, Policies, and Recommendations: A Plan for Westwood. City of Cincinnati Planning Commission and Westwood Community Study Committee (1973)

Community, there exists a strong demand for additional housing units to serve the remaining elderly population who no longer wish to maintain a large single-family home, who prefer an apartment as an alternative to their existing residence, and who are unable (due to fixed incomes), to secure conventional rental housing. The 1979 Community Development Block Grant Application Housing Assistance Plan for the City of Cincinnati identifies a total elderly assisted-housing need of 16,882 households. The three-year Housing Assistance Plan goal for the elderly taken from the 1979 Cincinnati Housing Assistance Plan includes the provision of 1500 new rental units for the elderly and 1757 existing units to receive Section 8 housing assistance subsidies for elderly occupants. The Housing Assistance Plan revealed, based upon a March of 1978 telephone survey of elderly housing needs within the City, that the anticipated construction of new elderly apartment units is less than one-quarter of the specific demand expressed by the elderly who were interviewed. The Housing Assistance Plan identifies the Westwood Community as having the highest priority for new construction of assisted elderly housing units. The high priority attached to the Westwood Community is based upon City-compiled indicators pointing out a high need for housing within a given area, and the potential for leveraging additional private investment in conjunction with provision of assisted housing and/or the establishment of related community development improvement priorities.

Little available vacant land exists within or adjacent to the Neighborhood Business District for additional residential development.

There exists structures in the vicinity of Boudinot and Mozart Avenues, and along LaRue Court and Ruehlman Place which could ultimately be converted to higher-density residential usage, however, no vacant land exists in sufficient amounts for new residential development.

The Cincinnati Bell, Inc. building located at Harrison and Montana Avenues, was considered for reuse in anticipation of the telephone company's planned move out of that facility sometime in the near future. This property could be adaptively reused for offices and/or for housing for the elderly.

The third area which received consideration as a potential site for additional multiple-family housing development consists of an estate of approximately 4.3 acres located on the northern side of Montana Avenue approximately 200 feet east of Hazelwood Avenue. This site presently contains a residential structure and represents the largest single relatively underdeveloped land holding within the Community that is within walking distance of the Neighborhood Business District. The site's proximity to the Neighborhood Business District, including the drug stores located within the vicinity of Harrison Avenue and Montana Avenue, and its proximity to the Town Hall, in addition to the accessibility of the site relative to the rest of the City by virtue of the availability of bus service to and from the area, all enhance the desirability of the site for development as assisted housing for the elderly. The same attributes additionally make the site attractive for the development of conventional housing too, therefore, we believe the most likely area for the development of substantial additional amounts of housing in the vicinity of the Neighborhood

Business District is represented by this particular site. Presently this site is zoned for multi-family high-density residential development and would permit development of approximately 75 units.

C. Summary and Conclusions

The general character of housing along Harrison Avenue, within and adjacent to the Neighborhood Business District, is that of predominantly multiple-family residences, with scattered single-family and duplex units. Most of the multiple-family housing in the area is in the nature of four-plexes which have been built within the last ten to fifteen years. The majority of housing within and around the Neighborhood Business District is in good condition. Residential properties within and adjacent to the Neighborhood Business District are generally well maintained, although there are signs of minimal deterioration taking place especially in the vicinity of the northern end of the Neighborhood Business District. There is a small indication of the beginnings of disinvestment or lack of investment by owners of single-family homes in the immediate vicinity of the NBD.

The continued viability of the surrounding residential area is essential to the long-term survival of the Neighborhood Business District. While some of the major business entities located along the Harrison Avenue commercial strip have a more regional draw, many of the businesses absolutely depend on the surrounding area for their continued existence. Examples of these would include the dry cleaners, drug stores, movie theater, restaurants, financial institutions, food

stores, and to a lesser extent, bars/lounges and funeral parlors. If the surrounding residential area is permitted to deteriorate, there is little doubt that these businesses will cease to exist as they are right now. It would seem, therefore, that a prudent policy to be followed in the area should include the following:

1. The intrusion of additional rental housing into the area should be minimized, and be allowed in the future to occur on a much more selective basis. This is not to say that no additional rental housing should be permitted in the area, but it should be carefully balanced with the owner-occupied housing in the surrounding neighborhood. Tenants generally have fewer ties to a neighborhood area than do owner-occupants.
2. Related to the issue of balancing additional rental housing against homeownership within the Westwood Community is the question of zoning, not only immediately within the Westwood Neighborhood Business District, but outside of the Neighborhood Business District as well; especially between the southern edge of the Neighborhood Business District and the more recently constructed shopping area located at Harrison Avenue and McHenry Avenue. Development along Harrison Avenue between the Neighborhood Business District and the newer commercial area is dominated by rental housing, especially four-plex units. It is conceivable that a serious amount of economic pressure could be generated over the long term to

convert some of the structures along Harrison Avenue to various types of commercial uses such as beauty parlors, insurance agencies, medical offices, and similar types of uses. This type of pressure should be strongly resisted because it will ultimately lead to the destruction of the Neighborhood Business District as well as to the development of this length of Harrison Avenue as a "commercial strip". The conversion of rental units to commercial types of uses is already occurring in the vicinity of the residential area that fronts along Boudinot and Mozart Avenues. Again, this type of unplanned reuse and uncontrolled reuse should be discouraged.

3. There should be a concerted effort undertaken within the Westwood Civic Association and in coordination with the City of Cincinnati to maintain the viability of the housing surrounding the Neighborhood Business District. Such efforts could include and should include the aggressive enforcement of housing codes by the City within the area, thus preventing both rental and owner occupied structures from being allowed to deteriorate. Additionally, the Westwood Community Urban Redevelopment Corporation, Westwood Civic Association, and Cincinnati Development Department should strive to involve neighborhood financial institutions in making rehabilitation monies available, particularly with regard to provisions under the Community Reinvestment Act. Given the rather sound

nature of existing housing in the area, it is unlikely that subsidized rehabilitation monies would be made available, but it is essential that the area be able to obtain rehabilitation funds at least at prevailing market rates. Additionally, there exist various federal programs that could be used to at least provide mortgage insurance for housing rehabilitation. Examples of such programs include the Federal Housing Administration Title I, 203b, and 223k programs which are normally used for new construction but which can additionally be used for rehabilitation. Finally, the Westwood Community could consider being designated as a Neighborhood Housing Services area which would essentially provide for the creation of a pool of rehabilitation capital through the cooperation of neighborhood lending institutions to be used in conjunction with a program of concentrated rehabilitation. The Neighborhood Housing Services Program is geared to stabilizing strong neighborhoods which are beginning to exhibit some evidence of deterioration and decline.

4. The existing walk-in market for the Neighborhood Business District should be expanded by the development of assisted housing for the elderly and conventional market housing in the vicinity of Hazelwood and Montana Avenues, as was previously suggested. This particular site is close to existing convenience facilities including drug stores and dry cleaners and food stores, as well as being close to churches, and the

Town Hall. The elderly assisted housing component could be undertaken using either the HUD Section 8 New Construction or the Section 202 Low-Interest Loan for Elderly and/or Handicapped Housing Program.

APPENDIX E

ECONOMIC AND MARKET ANALYSIS

ECONOMIC AND MARKET ANALYSIS

A. Changing Importance of Neighborhood Business Districts Within the City

Neighborhood Business Districts have traditionally flourished in response to population clusters locating along major transportation routes projecting out from the central city. The strength of the Neighborhood Business District was to be found in the convenience which it provided the residents who inhabited the surrounding community. The Neighborhood Business Districts' convenience was to be found in its proximity to a supporting population and in the range of day-to-day shopping and service needs which neighborhood residents could find within. Despite a decline in the extent to which neighborhood residents rely on Neighborhood Business Districts to satisfy a majority of their shopping needs, the Neighborhood Business District still represents an important share of the overall commercial and service market within present day urban life. The importance of the Neighborhood Business District in the City of Cincinnati's overall economy is best represented by the following statistics compiled in 1970:^{1/}

1. Neighborhood Business Districts employed nearly 40,000 people and represented an assessed valuation of nearly \$100,000,000.
2. Sixty percent of all of the City of Cincinnati's retail establishments, 46% of selected service establishments, 60%

^{1/}Analysis of the Changing Nature of Retailing. Real Estate Research Corporation. 1975.

of financial establishments, 20% of real estate/insurance establishments, and 25% of all professional service establishments were located in Neighborhood Business Districts.

3. 88.8% of 1,430 Cincinnati residents interviewed in 1971 indicated that at least some of their shopping was conducted within the City's Neighborhood Business Districts, mostly for convenience goods types of merchandise; and of 1,609 NBD businessmen interviewed during the same survey, 71.9% indicated that they had occupied their locations for at least ten years and further that nearly the same proportion had no inclination to relocate in the future.

Neighborhood Business Districts, despite their importance within the overall economic structure within the City of Cincinnati, have nonetheless entered into a period of decline. The extent of this decline becomes evident through observation of research findings compiled during a study of Neighborhood Business Districts within the City of Cincinnati conducted in 1976 which points out that:^{1/}

- 1) NBD retail store sales fell from \$707,000,000 in 1963 to \$638,000,000 in 1972, representing a loss of 9.7%. Retail store sales for the rest of the City during the same period grew from \$340,000,000 to \$367,000,000 showing a gain of 8.1%.

^{1/}Cincinnati Neighborhood Business District Study, Real Estate Research Corporation, July 1976.

- 2) Convenience goods stores which traditionally have served as the foundation of the Neighborhood Business District retail function showed a decline in store sales from \$282,000,000 in 1963 to \$254,000,000 in 1972, indicating a drop of 9.9%. This decline compares with a 32.1% rise in convenience goods store sales over the same period in the rest of the City, from \$67,000,000 to \$88,000,000.
- 3) Sales of Neighborhood Business District shoppers goods in other stores (excluding convenience goods stores) fell from \$425,000,000 in 1963 to \$384,000,000 in 1972, a loss of 9.6%. Sales of comparable stores in the rest of the City increased from \$273,000,000 in 1963 to \$279,000,000 in 1972, a gain of 2.2%.

The general pattern for the Neighborhood Business District is one of eroding sales as a percent of all citywide and regional retail sales. Perhaps the greatest single reasons for the decline of the Neighborhood Business District has been the tendency for additional population growth within the metropolitan area to occur within outlying suburban locations with the resultant development of new types of commercial clusters, as well as additional strip development, in response to the population growth in more "outlying" locations. In fact, no fewer than 58 shopping centers now serve the greater Cincinnati metropolitan area; in direct competition with the City's Neighborhood Business Districts.^{1/} These new shopping centers range in scale from

^{1/}Greater Cincinnati Shopping Centers, published by the Cincinnati Post, 1979.

an 8-unit plaza containing 114,000 square feet to a 130-unit shopping mall representing over 1,000,000 square feet of commercial floor space. These shopping centers do not include the additional 53 major discount department stores within the City which contain a sufficient range of goods to compete with neighborhood business district retail activity.

With regard to the Westwood Neighborhood Business District, there exists within a 2-1/2 mile radius of the NBD no fewer than three shopping centers and six major department stores or discount stores. The shopping centers in competition with the Westwood Neighborhood Business District represent 78 separate retail and service establishments and contain a total store space of 791,771 square feet. In light of such intense retail competition posed by shopping centers and plazas, neighborhood business districts in general, and the Westwood Neighborhood Business District in particular, cannot hope to maintain traditional retailing emphases if they are to survive in the future as local-serving commercial centers.

B. Economic and Market Characteristics of the Westwood Neighborhood Business District

The trade area served by the Westwood Neighborhood Business District generally includes all of Census Tracts 100, 101, 102.01, 102.02, 109, and portions of Census Tracts 208.02, 210.01, and 201.03. The latter five Census Tracts designations extend beyond the City of Cincinnati and corresponding Westwood Community and include all of the City of Cheviot, as well a portion of Hamilton County bounded approximately by Race Road on the west, Boomer Road along the north, and

Northbend Road along the east. The 1976 population represented by this area has been estimated to be 54,040 people, representing a total personal income (in 1975 constant dollars) of \$252,190,000.^{1/}

In fact, the Westwood Neighborhood Business District trade area cannot entirely be described as a single entity; the presence of a wide variety of different commercial activities within the NBD require consideration of multiple-service areas. Such commercial activities as the AMC dealership and Honda dealership draw from the metropolitan area in terms of clientele, whereas the mini-market and grocery, the drug stores, and to a certain extent the financial institutions, represent a more localized clientele. Additionally, the concept of trade area for the Westwood Neighborhood Business District must be tempered by the presence of the Cheviot Business District and which contains a much wider range of retail and service functions and generates a much greater level of commercial activity, and the limited shopping area at Harrison and McHenry Avenues, consisting of a Kroger's Supermarket and Super X Drug Store. The presence of the Westwood Neighborhood Business District between these two shopping areas results in a give and take relationship between all three with the potential for the Kroger's Supermarket shopping area to be perceived of as an extension of the Westwood NBD (i.e., providing an additional range of goods not found exactly within the NBD) while at the same time competing with similar

^{1/}Cincinnati Neighborhood Business District Study, Real Estate Research Corporation, July 1976.

retail activities within the NBD. Likewise, the Cheviot Business District provides both an opportunity for the Westwood NBD to capture some of the shopping dollars attracted to the Cheviot District, while at the same time placing the NBD in the position of giving up some of its potential sales to Cheviot.

Trade area and retail activity characteristics of the Westwood Neighborhood Business District are summarized in Table 8. As can be observed in the Table, retail store sales, both in current dollars and in 1975 constant dollars, are expected to increase over the period 1980 to 1985 as projected by the Real Estate Research Corporation. This increase in store sales can be attributed to both the increase in population projected for the trade area and resultant increase in personal income. Occupied retail store space, which was estimated at 100,795 square feet in 1976, is expected to reach a warranted level based upon sustaining sales volumes per square foot of 102,821 square feet by 1985.^{1/}

Additional insight into the changing nature of the Westwood Neighborhood Business District can be gleaned from Table 9 which presents a comparison of the number, type, and occupancy of commercial establishments within the NBD between 1973 and 1979. As the Table shows, gross floor space for all commercial establishments within the NBD increased overall by 820 square feet. Over the period 1973 to 1979, vacancies

^{1/}Cincinnati Neighborhood Business District Study, Real Estate Research Corporation, July 1976.

Table 8
Westwood Neighborhood Business District
ECONOMIC PROFILE

	ESTIMATED		PROJECTED	
	1976	1980	1985	
<u>Trade Area Characteristics</u>				
Population	54,040	56,595	57,787	
Total personal income (in thousands of 1975 price constant dollars)	252,190	282,377	314,768	
Total retail store sales produced (in thousands of 1975 price constant dollars)	119,762	134,097	149,479	
in thousands of current dollars	125,750	154,775	200,024	
<u>Retail Activity Characteristics</u>				
Retail store sales (in thousands of 1975 price constant dollars)	8,930	9,698	10,407	
(in thousands of current dollars)	9,377	11,194	13,927	
Occupied retail store space (gross sq. ft.)	100,795	--	--	
Warranted retail store space (gross sq. ft.)	89,254	96,434	102,821	

Source: Cincinnati Neighborhood Business District Study, Real Estate Research Corporation. July 1976.

Table 9
 Westwood Neighborhood Business District
 NUMBER, TYPE, AND OCCUPANCY OF COMMERCIAL ESTABLISHMENTS
 1973 and 1979

	NUMBER OF ESTABLISHMENTS				AREA (IN SQUARE FEET)			
	ABSOLUTE NUMBER		PERCENTAGE DISTRIBUTION		ABSOLUTE NUMBER		PERCENTAGE DISTRIBUTION	
	1973	1979	1973	1979	1973	1979	1973	1979
Retail Commercial	36	33	40.0	35.9	82,610	75,375	44.6	40.5
Professional Offices	12	14	13.3	15.2	15,800	18,200	8.5	9.8
Selected Services	27	27	30.0	29.3	60,235	60,235	32.5	32.4
Finance/Insurance/Real Estate	11	12	12.2	13.0	17,500	24,015	9.4	12.9
Subtotal, Occupied Units	86	86	95.5	93.4	176,145	177,825	95.0	95.5
Vacant Units	4	6	4.5	6.5	9,155	8,295	5.0	4.5
Total Commercial Units	90	92	100.0	100.0	185,300	186,126	100.0	100.0

Sources: Issues, Policies and Recommendations: A Plan for Westwood, Cincinnati City Planning Commission and Westwood Community Study Committee (1973)
 Woolpert Consultants, 1979 Field Survey.

increased by 2 units while the NBD experienced a corresponding increase of 2 additional commercial establishments. It must be pointed out at this juncture that the level of retail space in both 1973 and 1979 appear as being significantly lower than the figure which appears in Table 9. No apparent reason exists for this discrepancy, which will therefore be assumed to be attributed primarily to differences in recording square foot space measurements. Overall, retail commercial space declined between 1973 to 1979 with regard to both the number of establishments and the actual square footage of retail space. The decline in retail establishments was offset by an increase in the number of establishments devoted to finance, insurance, and real estate; and professional offices. Despite the decline in the number and square footage of retail establishments over the period 1973 to 1979, retail activity is still the predominant commercial use within the NBD, with regard to both number and square footage. Vacant space within the NBD presently constitutes only 4.5% of all commercial space. According to the 1973 Plan for Westwood, a total of 303 persons were employed within the NBD. No comparable reliable statistic is available for 1979. The information contained in Table 9 shows a pattern consistent with Citywide and national trends regarding NBD activity; that is, the decline in retail activity and corresponding increase in office and service-related activities. The decline in retail activity within the NBD over the period 1973 to 1979 notwithstanding, an increase of 27,446 square feet of additional floor space over that which is presently

available has been projected through 1985 by the Real Estate Research Corporation (Table 8).

In order to gain a better understanding of the economic and marketing aspects of the Neighborhood Business District, a survey questionnaire was distributed to all NBD professionals/business owners/property owners over the course of January and February of 1980. The response rate to the questionnaire was 34.9% for a total return of 30 questionnaires out of 86 distributed. The response rate is higher than the 25%-30% which we normally expect. The questionnaire was structured to reflect general characteristics of NBD establishments, parking and loading availability needs, economic and marketing characteristics, and attitudes and perceptions about the Neighborhood Business District.

General Characteristics

The typical NBD business has remained at its present location on the average of 20 years.

The majority of NBD businesses are owner-occupied (52%), with 37% renting and 11% indicating that they were under a long-term lease. The average monthly rent within the NBD is \$291.00.

The \$291.00 average monthly rent represents an average rent per square foot of about \$7.60. This derived average cost per square foot for space within the NBD is somewhat higher than the \$5.00 to \$7.00 per square foot range estimated for the NBD on the basis of interviews with area realtors, and bank and financial institution representatives.

The typical NBD business has seven full-time employees and five part-time employees.

Physical Factors

A surprising percentage (31%) of NBD establishments indicated that they had stores or offices in other locations. For the most part, however, the establishments indicating locations outside of the NBD tended to be professional office establishments and establishments related to finance/insurance and/or real estate.

The average size for an NBD establishment is approximately 2,200 square feet of ground floor space. On the average, respondents indicated a need for approximately 1,500 square feet of additional customer service area/selling/display space per establishment.

The majority of respondents indicated that they intended to remain in their present location at least over the next four-year period. Fifteen percent of the respondents indicated that they were fairly certain of remaining in the NBD for the next twelve months, 48% indicated that they intended to remain over the next two to four years, and 37% indicated that they intended to remain for the next five years and beyond. Sixty percent of the respondents indicating that they would like to relocate, indicated a preference for relocating within the NBD.

None of the establishments queried regarding availability of loans for undertaking financial improvements indicated any kind of

problem in obtaining loan approval for such improvements. Recent NBD expansions/improvements include: the acquisition of property in the northern portion of the NBD by the Meissner Insurance Company with the expectation of undertaking into rehabilitation of the newly acquired building subsequent to relocation of that business, the addition of a new facade and interior remodeling to property located at 3128 Harrison Avenue, a 1,000 foot expansion and addition of five extra parking spaces undertaken by the Window Garden Restaurant, the interior remodeling of Westercamp Flooring, expansion and remodeling undertaken by Thieman Realty Company, renovation (within last ten years) of Kemper Pharmacy, remodeling of office space at Sontag Cleaners, remodeling and addition of new awning at Western Hills Honda, remodeling undertaken by Neidhard-Minges Funeral Home (within last 16 years), and remodeling of the Van Man.

Renovations and improvements which can be anticipated to occur within the next 12 months include major modernization effort to be undertaken by the Window Garden Restaurant, creation of additional parking for Hall's Drug Store, storefront renovations for Sontag Cleaners and Kemper Pharmacy, facade work at Western Hills Honda, and the desire to provide additional parking on the part of Neidhard-Minges Funeral Home and Simminger Funeral Home.

Parking and Loading/Unloading

Seventy percent of the respondents to the questionnaire indicated that they provided off-street parking for their clients or

customers, with the average establishment having 20 spaces available for off-street parking. Additionally, sixty-one percent indicated that they also provided off-street parking for employees. Sixty-five percent of the respondents indicated that they shared their off-street parking with other offices or business. Respondents indicated the need for an additional 165 parking spaces for customer/clients and employees. Even though not all respondents indicated a specific need for additional parking, 96% indicated that they felt additional and improved off-street parking facilities were needed in the NBD. The respondents were evenly split between those who were willing to pay for part of the cost for additional parking and those who did not want to pay for additional parking.

The majority (56%) of respondents indicated that loading and unloading for their establishment was handled on-street. Compared with this is the fact that 87% felt that their present loading and unloading procedure was adequate. Most of the deliveries within the NBD are accomplished by van or similar vehicle, with an average of eight deliveries per establishment per week.

Economic and Merchandising Characteristics

The concept of multiple trade areas associated with the Westwood Neighborhood Business District is validated by the diversity with which survey respondents indicated their geographic source of business. On the average, 59% of the business transacted within

the NBD is attributable to a Westwood Neighborhood clientele. The remaining clientele were distributed between the rest of the City of Cincinnati, the City of Cheviot, the remainder of Hamilton County and beyond Hamilton County.

Sixty-nine percent of the respondents indicated that over 75% of their business was repeat business, with only 9% of the respondents indicating the repeat business consisted of less than 25% of their total volume. Twenty percent of the respondents felt that business has been better over the last eighteen months, 10% felt that they had experienced a slight decrease, and the rest of the respondents felt that business had been fairly stable over the eighteen-month period.

The importance of the automobile in the accessibility of the NBD is borne out by the fact respondents indicated on the average, 87% of their clients drove to their business or office.

With respect to the adequacy of the mix of stores and offices within the NBD respondents were split evenly between those who felt that additional establishments were needed in the NBD versus those who felt that there was an adequate range of establishments already. The types of stores and offices indicated by the respondents who wished to see a more diverse mix of establishments include: specialty shops, clothing stores, food stores, ice cream parlors, delicatessen, and children's apparel.

The majority of respondents (94%) indicated that they accept personal checks as payment for goods and services, however, only

41% indicated that they accepted credit cards. Overall, 57% of the respondents indicated that their average sales transaction was over \$25.00, 12% indicated that the average transaction was between \$10.00 and \$25.00, 21% indicated sales transactions in the range of \$5.00 to \$10.00, and 10% indicated that the average transaction was under \$5.00.

Respondents indicated that on the average, 14% of their total business expense is devoted to advertising, with 55% of the respondents advertising on a weekly, semi-weekly, or daily basis. Seventy-six percent of the establishments and offices advertising do so by newspaper; the remainder utilize direct mailings, hand delivered circulars, and radio or other means.

Hours within the Neighborhood Business District tend to be typical of neighborhood business districts generally, with most businesses opening at 8:00 A.M. and closing at 6:00 P.M., Monday through Saturday. The majority of the NBD businesses and offices were closed on Sundays.

Attitudes and Perceptions

Respondents were generally in agreement that there was a need to improve the overall physical character of the NBD, by undertaking such activities as:

- 1) Upgrading physical appearance of storefronts
- 2) Preserving the historic character of the Neighborhood Business District structures.

- 3) Providing off-street parking
- 4) Providing better landscaping and street lighting
- 5) Improving and providing more housing in the neighborhoods adjacent to the NBD
- 6) Providing for development of additional office space
- 7) Improving access to and from off-street parking areas
- 8) Providing public rest spaces for shoppers in the NBD
- 9) Providing additional pedestrian amenities such as benches and bus shelters

The question of providing for rest areas for shoppers is usually a sensitive area because of security considerations and maintenance of such areas. The Westwood NBD is indeed fortunate to have located within it the Town Hall, which can serve as a focal point and comfort area for shoppers and other visitors to the NBD. With regard to providing additional office space within the Neighborhood Business District, at present realtors and financial institution representatives interviewed indicate that there is approximately a 10% vacancy for office space within the Neighborhood Business District, which is also typical of the rest of the City. The potential exists within the NBD for some additional medical-related office space development in response to the construction of the new consolidated St. Francis-St. George Hospital. It is not likely, however, that significant amounts of office space would be required as the new hospital facility will represent a net reduction of hospital beds over what presently

exists in the two separate facilities. Based upon 1978-79 rental information, office space within the NBD would need to be within the range of \$4.00 to \$7.50 per square foot in order to be competitive with downtown office locations, and within the range of \$6.50 to \$9.00 to be competitive with suburban office space.

The responses to the survey questionnaire pertaining to participating within a Business District Association showed strong support for such an organization. Sixty-four percent of the respondents indicated they favored the idea of creating a separate Westwood Business Association, with the same number indicating that they would be willing to be active within such an organization if one was formed. Fifty percent indicated they would be willing to contribute to NBD-wide advertising and promotional events program, 47% indicated a willingness to contribute to a special assessment program for improvements within the NBD, and 80% indicated they would be willing to undertake owner or leasehold improvements to their properties.

The major complaints of NBD merchants/professionals/property owners responding to the questionnaire include:

- 1) a lack of parking within the area,
- 2) a need for greater cooperative efforts among establishments within the NBD,
- 3) need to undertake renovations to individual properties within the NBD,

- 4) the need for the City to better maintain public spaces within the Neighborhood Business District through maintenance and cleaning efforts.

C. Redevelopment Implications

Several conclusions can be drawn from the data presented thus far:

- 1) It appears that although no one within the NBD is not making it, no one is getting rich either.
- 2) The property owners, merchants, and professionals within the NBD are not well organized; any strategy for which a consensus exists for improving the NBD can only succeed if there exists a strong local organization to implement such strategy.
- 3) The NBD is much too diffuse and fragmented throughout, and needs to undergo consolidation along its length to create activity clusters and to also serve as the catalyst for expanding housing opportunities adjacent to it to provide an additional walk-in market.
- 4) The NBD has no apparent strategy regarding its place under the sun. The NBD will continue to flounder until a consensus over such a strategy can be agreed to and implemented.

The NBD also has some positive aspects which cannot be overlooked in developing an overall redevelopment strategy. The positive economic

aspects include savings in energy costs, time and transportation costs, by virtue of the proximity of the NBD to its surrounding neighborhood market; the lower rentals that generally exist within the NBD relative to outlying shopping areas; its competitive ties to the Cheviot NBD and the Kroger's shopping center provide an opportunity to capture some of the retail dollars coming into the area from outside of the immediate NBD vicinity and for that matter, even beyond the Westwood Community.

There are some opportunities which exist that need to be taken advantage of through greater cooperation of NBD establishments, these opportunities being in the form of common advertising and marketing approaches, joint promotional ventures between the NBD and Cheviot Business District, and the potential for forming a strong and aggressive Neighborhood Business District Association.

Perhaps the single greatest strength of the Neighborhood Business District is to be found in the fact that a substantial number of establishments already there intend to stay, have made a commitment to the NBD, and are willing to invest within the NBD provided that they can see a pervasive common positive approach to the future of the Neighborhood Business District.

WESTWOOD NBD URBAN DESIGN PLAN

CREDITS: This plan was prepared for:
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and
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Final Plan, May 1982



I. INTRODUCTION

A. Purpose and Scope of Urban Design Plan
The Westwood Neighborhood Business District (NBD) Urban Design Plan is intended to serve as a conceptual guide for the overall economic and physical improvement of the Westwood Neighborhood Business District. The Urban Design Plan is the result of the continued interest of the Cincinnati Development Department in the preservation and improvement of the City's Neighborhood Business Districts; and of the interest shown, and efforts expended, by individual business people and property owners from within the Westwood Neighborhood Business District and Westwood Civic Association in the continued viability of this area as a commercial center within the greater Westwood Community. The Urban Design Plan consists of the following parts:

1. Description of the Neighborhood Business District boundary.
2. Overview of existing physical conditions including the location of the NBD relative to the rest of the City, existing land use patterns, and existing building conditions.
3. Evaluation of NBD circulation patterns and safety, adequacy of parking.
4. Analysis of housing conditions and characteristics within and around the NBD, and consideration of the potential for development of additional housing within the NBD and immediate vicinity.
5. Analysis of the economic and market potential of the Neighborhood Business District.
6. Development of Urban Design Plan and redevelopment recommendations including the statement of goals and objectives, redevelopment policies, urban design plan recommendations, and implementation and financing strategy.

We wish to acknowledge at this time the cooperation of the many business and property owners from within the Neighborhood Business District for the background information which they were able to supply during the various stages of the Plan. The Consultant wishes to especially acknowledge the assistance provided by the Westwood Civic Association and Westwood Community Urban Redevelopment Corporation, particularly the efforts of the Westwood Community Support Worker, Mr. Todd Taylor. We also wish to acknowledge the assistance and cooperation provided by the Cincinnati Development Department and Department of Neighborhood Planning and Conservation through the efforts of Mr. Robert Kadlec and Mr. Emerson Hoffman, and for the cooperation of the other departments and agencies of the City.

B. Community Involvement
The Westwood Neighborhood Business District Urban Design Plan has evolved gradually within the context of extensive participation on the part of residents of the Westwood Community, including especially members from within the Westwood Civic Association, Westwood Community Urban Redevelopment Corporation, and business people and property owners active within the Westwood Neighborhood Business District. The planning process utilized in the preparation of the Urban Design Plan included formal presentations to the public of the analysis that went into the preparation of the Plan and the different stages of the Plan as it was developed, meetings with representatives of City government staff including the Fire Department, Division of Traffic Engineering, Development Department and Business Services Department (Cincinnati Public Schools). In addition, the Consultant worked with individuals and small groups of people from within the Neighborhood Business District in the context of special meetings geared toward implementing some of the Plan's initial recommendations. These "special meetings" included a presentation of conceptual facade treatments to business and property owners within the 2900 Block of Harrison Avenue; discussions with individual business owners regarding alternate sites for business expansion and/or property improvement; and Plan presentations to the Westwood Community Urban Redevelopment Corporation. In addition to special meetings and formal presentations, the Consultant conducted personal interviews with representatives of all four financial institutions located within the Neighborhood Business District (and one located in Cheviot) and eight owners of businesses located within the Neighborhood Business District. Survey questionnaires were also distributed to all businesses within the NBD and the results of the survey were incorporated into the planning analysis and Plan recommendations. Finally, throughout the course of the Plan preparation, newspaper articles appeared in the Western Hills Press and Westwood Civic Association Newsletter informing people who might not be directly involved with the Neighborhood Business District, but who might otherwise have an interest in the planning and urban design and redevelopment efforts being undertaken within the Neighborhood Business District.

II. EXISTING CONDITIONS AND TECHNICAL ANALYSIS

A. Existing Physical Conditions
The Westwood Neighborhood Business District encompasses a 59-acre area situated in the north-west corner of the City of Cincinnati, adjacent to the Cheviot corporate line. Its commercial spine runs along Harrison Avenue for a distance of 64 miles, with 92 establishments from Kling Avenue on the southeast to the Cheviot corporate line on the northwest. The entire Westwood Neighborhood Business District is contiguous to the Cheviot Business District with no identifiable transition, only a small entrance marker located on a pole sign is visible as one crosses the Cincinnati city line southbound. The scale of the Neighborhood Business District and commercial "flavor" is diffused throughout its length, with the exception of several nodes of commercial activity which seem to predominate. The commercial and residential structures present within the Neighborhood Business District were found in generally "Good" condition with only one "Unsound" residential structure. A more detailed discussion of existing physical conditions appears in the accompanying appendices.

III. URBAN DESIGN PLAN AND REDEVELOPMENT RECOMMENDATIONS

A. Summary of Area Strengths and Weaknesses
The impression of the NBD most generally held by business people/professionals located within it is that "the area just doesn't seem to hang together." The Westwood Neighborhood Business District in reality lacks the retail scale and physical massing of commercial buildings which tend to give the shopper or the visitor to the NBD the feeling that one is within a "marketplace." In fact, the Westwood NBD suffers from numerous weaknesses, which are summarized below along with the many strengths that are present within the area and which can be used creatively to reinforce the image of the area as a marketplace for the Westwood Community.

III. URBAN DESIGN PLAN AND REDEVELOPMENT RECOMMENDATIONS (Continued)

- Strengths**
- Harrison Avenue has strong "name recognition." The section of Harrison Avenue between Kling Avenue and the corporation limit is perceived by area residents as the Neighborhood Business District. Furthermore, Harrison Avenue beyond the City corporation limit becomes the southeastern edge of the Cheviot Business District and therefore has additional name recognition relative to its proximity to Cheviot.
 - The Neighborhood Business District has strong local support based upon traditional neighborhood loyalties.
 - The presence of a 4.3-acre (approximately) tract of land located adjacent to the Neighborhood Business District, in the vicinity of Hazelwood Avenue and Montana Avenue, provides an opportunity for new residential development to increase the available walk-in market for the Neighborhood Business District. Additional potential for increasing this walk-in market exists through the conversion of various single-family homes around the periphery of the Neighborhood Business District to multiple-family use when accomplished on a selective basis.
 - The several vacant and underutilized commercial buildings located within the Neighborhood Business District, coupled with the relatively lower rental costs for NBD property, provide a medium for stimulating new business formation. New entrepreneurs might look to areas like Westwood to begin businesses, given the relatively low start-up costs present within the area and the presence of an existing market formed within the Westwood Community.
 - The Town Hall provides a strong community focal point and open space area which, given its generally central location within the Neighborhood Business District, can be utilized as a pedestrian amenity and gathering place for viewing displays and exhibits geared to Neighborhood Business District promotions.
 - The financial institutions present within the Neighborhood Business District represent a local pool of capital to be used for the improvement and redevelopment of the Neighborhood Business District.
 - The Westwood Community Urban Redevelopment Corporation has the potential to provide an organizational framework for implementing the various Urban Design Plan and Redevelopment Recommendations, and can serve as the implementing vehicle through which an association of Westwood Neighborhood Business District merchants and/or property owners could work.
 - The new St. Francis-St. George Hospital facility has the potential to generate a modest demand for additional office space within the Neighborhood Business District.
 - There exists on the part of many of the business and property owners within the Westwood Business District a definite commitment to improve both the appearance and the economic function of the NBD. The purchase of property in the northwestern end of the Business District by the Messner Insurance Company for an expanded office facility, the renovations completed within the last five years to Hall's Drug Store, and the intense interest recently shown by many of the business and property owners in the block of Harrison between Kling and Montana Avenue in street and property improvements are representative of the continuing and growing commitment to the area.
 - The residential area surrounding the Westwood Neighborhood Business District, for the most part, the appearance of a strong viable neighborhood. The views from the NBD into the residential area are pleasant and tend to more closely tie the Business District to the surrounding community.
 - The proximity of the Westwood Neighborhood Business District to the apparently thriving Cheviot Business District provides an opportunity to capture additional retail trade through joint promotional and marketing activities between the Westwood merchants and Cheviot merchants.
 - The high quality of public transportation within the City of Cincinnati, coupled with the higher costs of gasoline and automobile ownership, are expected to increase the attractiveness of neighborhood shopping districts such as Westwood for certain retail shopping activities, especially for the purchase of convenience-type goods and for limited types of entertainment.
 - The area contains several buildings of historic and/or architectural significance, such as the buildings located at 3222 through 3224 Harrison Avenue and the Cincinnati Bell Telephone Company building located on the north side of Harrison at Urwiler Avenue. These buildings provide interesting opportunities for adaptive reuse projects.
- Weaknesses**
- The Westwood Neighborhood Business District is inordinately long; and the vacant and underutilized ground floor space within it, the mixture of institutional and public space (especially along Epworth Avenue), and the mixture of very different types of commercial land uses along Harrison Avenue tend to give the Neighborhood Business District a diffuse and fragmented appearance.
 - The presence of larger, fairly well-maintained residences around the periphery of the Neighborhood Business District serves in some measure as an obstacle to NBD expansion.
 - Furthermore, the extensive conversion of many of the older single-family homes to rental units has the potential, if not continued in the future on a more selective basis, to erode the demographic character of the area and corresponding sense of loyalty and neighborhood pride which is evident within the area.
 - Off-street parking within the area is very limited with regard to: 1) the visibility of such lots from Harrison Avenue, 2) the extent to which contiguous lots are fragmented in terms of ownership and access, and 3) the location of parking lots in some areas within the Neighborhood Business District where they may not be needed to the full extent of the spaces which they contain.
 - There does not exist a strong formal association of business and property owners within the Neighborhood Business District.
 - The area does not function as a neighborhood business district with regard to pedestrian scale; nor does the area hold the attention of the first-time shopper/visitor.
 - The area is characterized by pockets of structural deterioration, poor transitions between commercial and surrounding residential uses, and between uses of different commercial intensities.
 - Storefront vacancies, the presence of underutilized buildings, the lack of creative window displays, and the relatively low ground floor retail operations tend to give the Neighborhood Business District an image of transience and lack of substance.
- B. Redevelopment Philosophy**
The Westwood Neighborhood Business District is not unique in its decline from having once served as the center of commercial activity within the Westwood Community. Many similar NBD areas have undergone, are undergoing and will likely continue to undergo physical and functional changes consistent with our changing perceptions of the role of neighborhoods, and with changes in shopping patterns and tastes within the national buying public. The residents of the Westwood Community have, over time, turned away from their business district and toward shopping opportunities elsewhere, such as shopping centers and malls in newer, more outlying shopping districts. The transition away from being the center of commercial activity within the Westwood Community has resulted in the gradual erosion of neighborhood-serving retail businesses from within the area, as characterized by the presence of ground floor building fronts used for office space and storage; the presence of the automobile dealership which tends to be city-serving rather than local-serving; and the numerous service establishments scattered along the length of Harrison Avenue within the Business District.
- The list of "weaknesses" indicates that there is no single problem to be addressed within the Neighborhood Business District. Accordingly, the Urban Design Plan will need to incorporate more than one redevelopment strategy, and must address: 1) the

B. Parking and Circulation

The parking survey conclusions can be summarized into two groups: those problems which are generally applicable throughout the business district, and those problems which are unique to individual parking lots or areas. The optimum turnover and occupancy rates for on-street parking areas are achieved where off-street spaces have been provided at the rear of buildings. The supply of additional spaces has been conservatively estimated at 274. A more detailed discussion of parking and circulation appears in the accompanying appendices.

C. Housing Analysis

The general character of housing along Harrison Avenue, within and adjacent to the Neighborhood Business District is that of predominantly multiple-family residences. The majority of housing within the Neighborhood Business District is in good condition. There is a small indication that beginnings of disinvestment or lack of investment by owners of single-family homes in the immediate vicinity of the NBD. While a few businesses have regional draw, most depend on the surrounding area for their continued existence. A more detailed discussion of Housing Analysis appears in the accompanying appendices.

D. Economic and Market Analysis

The general pattern for the Neighborhood Business District is one of eroding sales as a percent of all city-wide and regional retail sales. The typical NBD business has remained at its present location on the average of 20 years, with the majority of NBD businesses being owner occupied. A large percentage of NBD establishments indicated that they had stores or other offices in other locations. The majority of respondents indicated that they intended to remain in the present location and for some, renovations and improvements can be anticipated to occur within the next 12 months. The concept of multiple trade areas associated with the Westwood Neighborhood Business District is validated by the diversity with which respondents indicated their geographic source of business. A more detailed discussion of Economic and Market analysis appears in the accompanying appendices.

III. URBAN DESIGN PLAN AND REDEVELOPMENT RECOMMENDATIONS (Continued)

A. Summary of Area Strengths and Weaknesses

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Strengths

- Harrison Avenue has strong "name recognition." The section of Harrison Avenue between Kling Avenue and the corporation limit is perceived by area residents as the Neighborhood Business District. Furthermore, Harrison Avenue beyond the City corporation limit becomes the southeastern edge of the Cheviot Business District and therefore has additional name recognition relative to its proximity to Cheviot.
- The Neighborhood Business District has strong local support based upon traditional neighborhood loyalties.
- The presence of a 4.3-acre (approximately) tract of land located adjacent to the Neighborhood Business District, in the vicinity of Hazelwood Avenue and Montana Avenue, provides an opportunity for new residential development to increase the available walk-in market for the Neighborhood Business District. Additional potential for increasing this walk-in market exists through the conversion of various single-family homes around the periphery of the Neighborhood Business District to multiple-family use when accomplished on a selective basis.
- The several vacant and underutilized commercial buildings located within the Neighborhood Business District, coupled with the relatively lower rental costs for NBD property, provide a medium for stimulating new business formation. New entrepreneurs might look to areas like Westwood to begin businesses, given the relatively low start-up costs present within the area and the presence of an existing market formed within the Westwood Community.
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- The area contains several buildings of historic and/or architectural significance, such as the buildings located at 3222 through 3224 Harrison Avenue and the Cincinnati Bell Telephone Company building located on the north side of Harrison at Urwiler Avenue. These buildings provide interesting opportunities for adaptive reuse projects.

Weaknesses

- The Westwood Neighborhood Business District is inordinately long; and the vacant and underutilized ground floor space within it, the mixture of institutional and public space (especially along Epworth Avenue), and the mixture of very different types of commercial land uses along Harrison Avenue tend to give the Neighborhood Business District a diffuse and fragmented appearance.
- The presence of larger, fairly well-maintained residences around the periphery of the Neighborhood Business District serves in some measure as an obstacle to NBD expansion.
- Furthermore, the extensive conversion of many of the older single-family homes to rental units has the potential, if not continued in the future on a more selective basis, to erode the demographic character of the area and corresponding sense of loyalty and neighborhood pride which is evident within the area.
- Off-street parking within the area is very limited with regard to: 1) the visibility of such lots from Harrison Avenue, 2) the extent to which contiguous lots are fragmented in terms of ownership and access, and 3) the location of parking lots in some areas within the Neighborhood Business District where they may not be needed to the full extent of the spaces which they contain.
- There does not exist a strong formal association of business and property owners within the Neighborhood Business District.
- The area does not function as a neighborhood business district with regard to pedestrian scale; nor does the area hold the attention of the first-time shopper/visitor.
- The area is characterized by pockets of structural deterioration, poor transitions between commercial and surrounding residential uses, and between uses of different commercial intensities.
- Storefront vacancies, the presence of underutilized buildings, the lack of creative window displays, and the relatively low ground floor retail operations tend to give the Neighborhood Business District an image of transience and lack of substance.

B. Redevelopment Philosophy

The Westwood Neighborhood Business District is not unique in its decline from having once served as the center of commercial activity within the Westwood Community. Many similar NBD areas have undergone, are undergoing and will likely continue to undergo physical and functional changes consistent with our changing perceptions of the role of neighborhoods, and with changes in shopping patterns and tastes within the national buying public. The residents of the Westwood Community have, over time, turned away from their business district and toward shopping opportunities elsewhere, such as shopping centers and malls in newer, more outlying shopping districts. The transition away from being the center of commercial activity within the Westwood Community has resulted in the gradual erosion of neighborhood-serving retail businesses from within the area, as characterized by the presence of ground floor building fronts used for office space and storage; the presence of the automobile dealership which tends to be city-serving rather than local-serving; and the numerous service establishments scattered along the length of Harrison Avenue within the Business District.

The list of "weaknesses" indicates that there is no single problem to be addressed within the Neighborhood Business District. Accordingly, the Urban Design Plan will need to incorporate more than one redevelopment strategy, and must address: 1) the

III. URBAN DESIGN PLAN AND REDEVELOPMENT RECOMMENDATIONS (Continued)

The Urban Design Plan does not presume an overnight renaissance within the Neighborhood Business District, nor is it likely that the Neighborhood Business District will ever again become the predominant shopping area for persons living within the Westwood Community. Rather, the philosophy which underlines all of the recommendations which follow stresses first the solution of the most glaring deficiencies within the Neighborhood Business District; second, the illumination and magnification of the many strengths evident within the area; and third, the minimization control of any remaining structural weaknesses which simply cannot be addressed within the context of current urban lifestyles and shopping patterns.

The Urban Design Plan stresses the reinforcement of nodes of activity along Harrison Avenue and a strengthening of the identification of the Neighborhood Business District, both within the context of the greater Westwood Community and also for the first-time visitor to the area. The Urban Design Plan philosophy concludes that a significant amount of infilling with additional commercial space along the entire length of Harrison Avenue within the Neighborhood Business District is unrealistic. Rather, the Urban Design Plan seeks to reinforce complementary activities where clusters of retail activity presently exist, especially in the vicinity of the Town Hall site southeasterly along Harrison to King Avenue. This area has been considered in the development of the Urban Design Plan as the strongest area within the Neighborhood Business District and the area with the greatest likelihood of implementation over the next two to five years.

Neighborhood Business District identity is viewed as the result of the selective use of color, texture and landscaping to more adequately define the boundary of the Neighborhood Business District to provide edges within the Neighborhood Business District to help shrink its inordinate length, and to provide suitable transitions between incompatible uses and along corridors connecting activity nodes.

Two of the strongest considerations which underpin the Urban Design Plan focus upon the notion of: 1) using what already exists and improving upon this existing base; and 2) the strengthening of the walk-in market for retail and service functions within the Neighborhood Business District. In addition, the Plan seeks to promote the reuse and rehabilitation of vacant, underutilized, and/or incompatible spaces rather than focusing upon large scale new construction. The Plan rationale considers the importance of providing additional parking opportunities for area businesses through both the creation of new parking lots and the consolidation of existing parking lots.

The Plan perceives the existence of business, even though such business may not be entirely compatible with the concept of a neighborhood-serving business district, to be preferable to having a vacant lot or structure. The Plan does not, therefore, presume the immediate abandonment and/or relocation of land uses which are inconsistent with the neighborhood scale, such as the automobile dealership. The Urban Design Plan does anticipate the ultimate voluntary relocation of such establishments. Relocations will occur as business owners try to improve their economic position through expansion in more suitable locations. Finally, the Urban Design Plan philosophy recognizes that although a need exists to increase the pedestrian scale within the Neighborhood Business District, the dominance of the automobile in travel plans and shopping patterns is not likely to change drastically in the foreseeable future and automobile dependence has not been overlooked.

C. Goals and Objectives

The redevelopment philosophy can be summarized by the following four goals, and related objectives regarding implementation, circulation and parking, land use and urban design, economic development, and housing.

Goals

1. To upgrade the physical attributes of the Westwood Neighborhood Business District so that it becomes more convenient and attractive to consumers.
2. To create a climate in which continuing reinvestment and improvement take place.
3. To promote continued retail development which provides the Neighborhood Business District with a sufficient number of stores offering consumers a variety of goods and services.
4. To provide a greater walk-in retail market by strengthening and selectively expanding the surrounding residential area.

Objectives

Implementation

1. Establish a continuing organizational framework for promoting and implementing the economic and physical revitalization of the Westwood Neighborhood Business District.
2. Establish a continuing framework for generating and maintaining cooperation between the businessmen of the Westwood and Cheviot Business Districts to discuss mutual problems, especially those along the border between the two commercial areas.
3. Establish an identity for the Westwood Neighborhood Business District within the context of the Westwood and Cheviot Business Districts.
4. Initiate at an early point projects of high visibility, to demonstrate what can be done within the Neighborhood Business District and to generate further interest and support for what can be done in the area.
5. Reinforce the Town Hall site as the focal point of the Neighborhood Business District.

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Implementation

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3. Establish an identity for the Westwood Neighborhood Business District within the context of the Westwood and Cheviot Business Districts.
4. Initiate at an early point projects of high visibility, to demonstrate what can be done within the Neighborhood Business District and to generate further interest and support for what can be done in the area.
5. Reinforce the Town Hall site as the focal point of the Neighborhood Business District.

Circulation and Parking

- Facilitate ease of pedestrian movements throughout the Neighborhood Business District.
 - Reduce the number of potential traffic "conflict points" along Harrison Avenue through the use of selective side-street closures, signage program, marking ingress-egress points from off-street parking lots, and the removal of obstructions/maintenance of adequate sight distance.
- Increase the pedestrian orientation of the Westwood Neighborhood Business District by facilitating greater public transportation use.
 - Improve vehicular circulation around the perimeter of the Neighborhood Business District, and into and out of the various off-street parking lots.
 - Increase the visibility of off-street parking spaces so that passers-by who do not live in the neighborhood will know where parking is available.
 - Improve the supply of available off-street parking spaces so that each section of the overall Westwood Neighborhood Business District is adequately served both in terms of number and location of spaces.
 - Separate long-term employee parking from short-term customer parking to provide "prime" spaces for potential retail customers.
 - Consolidate off-street parking lot access points and internal circulation patterns into a more unified system of ingress, egress, and circulation.
 - Develop on-street parking restrictions which encourage frequent turnover for retail shopping trips.

- Upgrade the exterior appearance of building fronts, sides and backs and eliminate unsightly or nonfunctional outbuildings.
 - Minimize land use conflicts between the Neighborhood Business District and adjacent residential areas by structuring an effective visual/noise "buffer" between the businesses and their parking areas, and the immediately adjacent residences.
 - Upgrade building facades to create a unified and cohesive visual character, while providing clear identification of building uses.
 - Encourage rehabilitation of substandard commercial and office buildings.
 - Reinforce the walk-in market for NBD merchants and professionals through full utilization of vacant housing sites within walking distance of the Neighborhood Business District.
 - Promote the adaptive reuse of vacant and underutilized buildings within the Neighborhood Business District.
 - Enhance the sense of safety that the Neighborhood Business District pedestrian shopper has in Westwood.

- Attract new neighborhood type businesses to either replace certain marginal incompatible businesses, or to complement the existing group of businesses.
 - Improve the effectiveness and coordination of merchandising and advertising by the Westwood Neighborhood Business District merchants.
 - Increase employment opportunities at Neighborhood Business District establishments for neighborhood residents.
 - Work to leverage the maximum number of private sector dollars for each public sector dollar invested in the Westwood Neighborhood Business District.
 - Encourage a reduction of the level of absentee ownership of Neighborhood Business District establishments.
 - Increase the profitability of doing business in the Westwood Neighborhood Business District.
 - Continue to develop the existing core of evening entertainment/dining oriented uses in the Neighborhood Business District, so that the area may continue to be useful and attractive in evening as well as daylight hours.
 - Adopt an aggressive "marketing" approach to the revitalization of the Westwood Neighborhood Business District.
 - Establish a local source of capital to finance business improvement and expansion.

- Ensure the continued maintenance of the Westwood Community housing stock.
 - Promote the selective development of new conventional market rate and elderly rental housing on marginal or underutilized sites immediately around the Neighborhood Business District.
 - Promote the continual viability and predominance of home ownership within the Westwood Community.

- Redevelopment Policies
 - The following policies are recommended to guide the implementation of the Urban Design Plan. They are intended to bind the more specific plan recommendations, as well as additional future redevelopment efforts, to the Goals and Objectives and Plan Philosophy.

- Business Retention and Improvement Policies
 - New business establishments should be attracted to the NBD which complement the existing mix of commercial activities, which satisfy shopper's needs, and which contribute to an attractive pedestrian shopping environment. To accomplish this, a Westwood NBD Association should be developed to:
 - work to expand the supply of off-street parking facilities within the NBD;
 - monitor area businesses with regard to vacancy levels and businesses planning to move or go out of business;
 - encourage conformance with the sign and fa-

- work with the Westwood Community Urban Redevelopment Corporation to acquire and improve vacant properties within the NBD, to resell or lease for activities that would complement the mix of area businesses;
- provide technical assistance, in cooperation with the Greater Cincinnati Chamber of Commerce and the Cincinnati Department of Development, to NBD business owners in such areas as improvements financing, building rehabilitation/remodeling, merchandising, bookkeeping, and related subjects;
- develop, especially with the Cheviot Business District, award-winning promotional events and joint-marketing programs;
- actively market the Neighborhood Business District to Cincinnati area realtors, and businesses in the metropolitan area that may be contemplating expanding their operation or relocating.

- New businesses should contribute to the desired mix of commercial activities; franchise types of establishments are acceptable provided that they are primarily pedestrian and not auto-oriented. Types of commercial/professional activities which should be encouraged to locate within the Neighborhood Business District include:

- medical and allied professional offices
- ice cream parlor
- florist
- specialty food
- banquet/catering facility
- interior design studio
- new and rare books
- art gallery/picture framing
- handicraft/vintage goods
- delicatessen
- budget-apparel
- paint/wallpaper/home improvement center
- custom unfinished furniture/furniture finishing
- photo-copy center/off-set printing
- photography studio
- bowling alley

Storefronts and Facades

- Exterior building materials should be in harmony with surrounding buildings in color and texture. Projects should be in scale with the total composition of the building itself. Storefronts should be visually open to the street and, where practical, entrances recessed to increase the effective sidewalk space and provide sheltered pedestrian access.
- The original architectural elements of a building should be retained, since they form the outline of the storefront.
- Covering the upper stories of a building with materials other than the original facing should be avoided.
- Individual facades of buildings should be made to relate to each other as possible. Such relationships shall take into account differences in height, setback material and architectural style. This could be done by the use of a common material (brick), through a shared design feature (such as the same lettering on signs), or through a shared theme — perhaps a slogan or logo.
- When interior spaces of buildings are re-modeled, it is recommended that preventative measures be taken to avoid blocking in windows and changing their exterior window proportions. This situation most commonly occurs when ceilings are lowered and when upper stories are converted into enclosed storage or display areas.
- If interior remodeling renders an existing window useless, this opening should not be filled in with surface material or otherwise closed. Rather, it is recommended that the exterior window appearance be retained the same as other windows, even if the interior wall completely covers the opening.
- When replacing window panes in existing window frames, it is recommended that the original configuration be duplicated. Avoid mixing styles within the same facade.
- When exterior masonry surfaces are soiled due to weathering and pollutants, or are covered with layers of paint, it is recommended that they be cleaned as follows: washing with water, detergents, certain chemical agents, steam cleaning, or sandblasting. Sandblasting is generally considered the least advisable technique since it is a cutting method (vs. a cleaning method) which destroys the masonry glaze and allows the brick to crumble. If used, sandblasting must be done properly and followed with special silicone treatments.
- Where existing brick mortar has deteriorated or fallen out, it is recommended that these joints be repainted using the correct mortar color, style and depth. Old mortar should be raked out and the joints filled with new mortar. The new mortar must be of the correct composition or it will cause damage to the old brick.
- If a decision is made to paint the exterior, it is recommended that lighter colors be used which are harmonious with each other and are compatible with the colors and natural tones of other facades in the Neighborhood Business District. Strong accent colors should be used only for special effects such as sign lettering and awnings. Ornamental trim, cornices, and window frames and surround are best highlighted using light colors such as shades of white. Building walls, downspouts, door and window frames and sign backgrounds are best highlighted using darker shades and tones such as brown. The use of loud or bright colors on large areas of building walls (except for wall graphics) is not recommended.
- The selective use of color wall graphics on large expanses of blank side and rear facades is recommended.
- Several opportunities exist for renovating rear spaces in the Neighborhood Business District to provide access to business establishments from parking lots. In these areas, recommended improvements include landscaping parking areas, painting walls, replacing broken steps and curbs, cleaning up existing mechanical equipment, and providing area lighting and sidewalk treatments.
- Special attention during renovation should be directed at corner buildings. The side facades of

- these buildings are equally as important as the front facades. When remodeling is contemplated, every effort should be made to apply the front facade guidelines equally to the side facades.
- Utility or mechanical systems, whether on the ground, walls, or roof, should be screened or fenced to minimize their visibility.
- The use of canopies and awnings is recommended. These elements can be used effectively on upper as well as lower stories. However, extreme care should be taken to coordinate the placement of awnings and canopies in relationship to individual facade details, the sidewalk and as a unifying element of an entire block face.
- Entrances and exits to parking lots should be strongly identified with common marking techniques such as signs or logos, lighting and landscaping and other treatments.

- Where practical, off-street delivery areas should be created to reduce vehicular congestion.
- The circulation system should be designed to make access to the businesses along the avenue as easy as possible, and to clearly orient drivers as to how to get to and from easy, convenient parking.
- In large parking areas, access lanes should be oriented to the streets in order to minimize the number of crossings by pedestrians.
- Driveway entrances and exits should not be located near street intersections in order to prevent conflict with street traffic. The minimum distance between a parking entrance and intersection should be 50 feet, although greater distances are preferable.
- The number of access points should be limited in order to minimize conflicts with street traffic. Except in small parking areas, usually a maximum of two access points is desirable.
- In large parking lots, pedestrian walkways allowing people to move safely should be used. In small parking areas, allotting walkways between lines of parked cars is difficult to justify in light of economy and proximity to adjacent walks.
- It is recommended that parking be buffered from pedestrian ways by a row of vegetation. Fences, walls and earth berms may be used as well, but should not screen the building or obstruct the drivers view of the right-of-way.
- Parking areas should also be separated from conflicting uses of land, especially residential uses which lay adjacent to parking areas. Vegetation, earth berms, fences, and walls are all acceptable means of screening, provided that they effectively and attractively camouflage the parking area and are also attractive to the opposite or residential side.
- Parking areas should be paved with a durable pavement surface so as to provide a quiet and dust-less parking area.
- Existing parking lots should be shared and made more efficient through improved access and more efficient layout; and existing small, underutilized lots should be combined to create larger, more efficient parking areas.

- Urban Design Plan Recommendations
 - Twelve redevelopment areas have been identified within the Westwood Neighborhood Business District. These redevelopment areas are intended to serve as the framework for the identification and expansion of the site specific Urban Design Plan recommendations which follow. The redevelopment area boundaries were drawn to reflect a balance between natural boundaries, and functional and aesthetic similarities among contiguous land uses. The site specific Urban Design Plan recommendations and redevelopment area boundaries are shown graphically on the Project Area map.
 - (Montana Avenue — Harrison Avenue — Epworth Avenue)
 - Maintain the retail-office character of the area.
 - Consolidate the parking lots located at the rear of the buildings along Harrison Avenue; provide for access to parking from Kling Avenue and Montana Avenue.
 - Carry out selective rehabilitation of deteriorating commercial buildings in the block.
 - Coordinate and interrelate the commercial building facades.
 - (Hazelwood Avenue — Montana Avenue)
 - Create higher density residential cluster in this area by acquiring and demolishing the residential structures located on the 4.3-acre parcel (Parcel B) located in this block; and develop the site into 40-45 units of assisted housing for the elderly and 30-35 units of conventional market-rate housing. Develop market-rate housing as row-house/town-house-type units; develop elderly housing as medium-rise (4-stories) apartment complex. Additional units could be developed on the adjoining Parcel 7, should that site also become available. These actions should only be implemented if the properties become available and should include no government participation.
 - (Harrison Avenue — Montclair Avenue — Verdin Avenue)
 - Maintain mixed use (office/financial/institutional/high density residential) character of the area.
 - Develop off-street parking for the Masonic Lodge just to the north of the Lodge building. Permit access to the parking from Harrison Avenue.
 - Introduce selective landscaping and paving textures around the parking lot next to the Cincinnati Bell Telephone Community building for public parking should this property become available.
 - Rehabilitate the Ruelman Building and improve the rear building facade.
 - Allow for the conversion of the residences along LaRue Court and Ruelman Place to higher-density residential or office usage should their owners wish to undertake this action on a voluntary basis.
 - Acquire and demolish four residential structures located west of LaRue Court and develop as additional off-street parking for the Bolton-Lunston Funeral Home and businesses within the Ruelman Building. This recommendation, as well as the last two in this section, should be imple-

- mented through voluntary actions of the private sector and should involve no governmental participation.

- Interconnect, through voluntary private action, LaRue Court with Ruelman Place to permit access to the parking created behind the Ruelman Building from Montana Avenue.
- Interconnect, through voluntary private action, the parking behind the Ruelman Building with the parking provided for north of Harrison Place behind the Simmering Funeral Home and in conjunction with the proposed public parking on the former AMC car storage lot.*
- Introduce selective tree plantings along Harrison Avenue.
- Area J (Boudinot Avenue — Mozart Avenue)
- Maintain medium-density residential character of the area.
- Prevent commercial establishments from encroaching within this area through the judicious application of existing zoning provisions.
- Area K (Mozart Avenue — Harrison Avenue — Higbee Avenue)
- Reinforce the character of the area as a mixed-use area with predominantly retail-office use located along Harrison Avenue; and medium-density residential/institutional uses along Higbee and Mozart Avenues.
- Provide selective landscaping along Harrison Avenue in the vicinity of the off-street parking lot which presently has direct access from Harrison Avenue.
- Selectively landscape the White Castle parking area.
- Area L (Boudinot and the Cheviot Corporation Limit)
- Reinforce higher-density residential office character of the area.
- Rehabilitate historic commercial structures located at 3222 Harrison Avenue and 3224 Harrison Avenue.
- The two residential structures located on the west side of Boudinot at its intersection with Feltz Avenue should be converted to either multi-family residential or office uses.
- Rehabilitate and convert the residential structure just south of Feltz Avenue (west side of Boudinot) into a converted office use.
- Rehabilitate and/or redevelop the rest of area for office and higher density residential usage.

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 - The Westwood Neighborhood Business District should be designated as a Community Reinvestment Area pursuant to Chapter 3735 of the Ohio Revised Code. The advantages to be gained from such designation are in the form of tax abatements for extensive rehabilitation which are permitted under the terms of Chapter 3735. The tax abatement provisions would grant tax forgiveness on the increased value of property stemming from rehabilitation with the abatement provisions being in effect for a maximum of ten (10) years, at which time the property would begin to pay property taxes on the full value of the land and improvements thereto. The tax abatement provisions are suggested as an additional stimulus to generating capital investment within the Neighborhood Business District.
 - The WNBA and WCURC should work closely with the Westwood Civic Association to ensure that the proposed alignment improvement for Montana Avenue is included in the list of community projects submitted to the Division of Traffic Engineering for review no later than the end of January of 1981.
 - The WNBA should immediately begin to work with area realtors to market vacant and underutilized properties within the Neighborhood Business District.
 - The Westwood Community Urban Redevelopment Corporation should work on behalf of the property owners in the 2900-block of Harrison Avenue in their effort to apply for rehabilitation and parking consolidation funds from the City's Commercial/Industrial Revolving Loan Fund. The Revolving Loan Fund provides capital to qualifying business and property owners at a rate below market interest rate. The funds may be used for additional off-street parking for the Bolton-Lunston Funeral Home and businesses within the Ruelman Building. This recommendation, as well as the last two in this section, should be imple-

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- Reinforce the office/financial character of the area.
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- Introduce selective tree plantings along Harrison Avenue.
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- Rehabilitate and/or redevelop the rest of area for office and higher density residential usage.

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- Immediate Priority Implementation Strategies
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 - The Westwood Neighborhood Business District should be designated as a Community Reinvestment Area pursuant to Chapter 3735 of the Ohio Revised Code. The advantages to be gained from such designation are in the form of tax abatements for extensive rehabilitation which are permitted under the terms of Chapter 3735. The tax abatement provisions would grant tax forgiveness on the increased value of property stemming from rehabilitation with the abatement provisions being in effect for a maximum of ten (10) years, at which time the property would begin to pay property taxes on the full value of the land and improvements thereto. The tax abatement provisions are suggested as an additional stimulus to generating capital investment within the Neighborhood Business District.
 - The WNBA and WCURC should work closely with the Westwood Civic Association to ensure that the proposed alignment improvement for Montana Avenue is included in the list of community projects submitted to the Division of Traffic Engineering for review no later than the end of January of 1981.
 - The WNBA should immediately begin to work with area realtors to market vacant and underutilized properties within the Neighborhood Business District.
 - The Westwood Community Urban Redevelopment Corporation should work on behalf of the property owners in the 2900-block of Harrison Avenue in their effort to apply for rehabilitation and parking consolidation funds from the City's Commercial/Industrial Revolving Loan Fund. The Revolving Loan Fund provides capital to qualifying business and property owners at a rate below market interest rate. The funds may be used for additional off-street parking for the Bolton-Lunston Funeral Home and businesses within the Ruelman Building. This recommendation, as well as the last two in this section, should be imple-

PROPOSED IMPROVEMENT/LOCATION	ESTIMATED COST	SOURCE/ OF FINANCING	IMPLEMENTATION PERIOD		
			1980-82	1983-85	BEYOND 1985
Redevelopment Area G					
a. Expansion of existing lot in vicinity of plumbing supply establishment	\$ 144,900	GF, SA			X
b. Paving of lot north of Urwiler Avenue	\$ 3,300	GF		X	
Redevelopment Area H					
a. New parking for Lodge	\$ 3,900	Private, RLF			X
b. Parking lot/circulation improvements in vicinity of hardware store	\$ 4,700	Private, RLF			X
c. Parking lot improvements expansion in vicinity of bank	\$ 7,400	Private, RLF			X
Redevelopment Area I					
a. Consolidation of existing lots	\$ 10,800	Private, RLF			X
b. New lot off of Higbee Avenue	\$ 4,800	RLF, Private			X
c. New lot off of Harrison Avenue	\$ 4,400	RLF, Private			X
Redevelopment Area L					
No parking improvements recommended					
Parking Improvements Subtotal	\$ 847,300				

PROPOSED IMPROVEMENT/LOCATION	ESTIMATED COST	SOURCE/ OF FINANCING	IMPLEMENTATION PERIOD		
			1980-82	1983-85	BEYOND 1985
2. STREET ESCAPE/LANDSCAPE IMPROVEMENTS					
a. Montana Realignment	\$ 48,000	GF, CDBG			X
b. Bus Turnout (construction only; pedestrian amenities included below)	\$ 55,700	GF, CDBG, UMTA			X
c. Pedestrian Areas					
i) Bus turnout area	\$ 27,900	UMTA, GF			X
ii) North end of Town Hall block	\$ 3,600	GF			X
d. Crosswalks and curb cuts					
i) Harrison/Montana	\$ 13,400	CDBG, GF			X
ii) Harrison/Epworth	\$ 11,500	CDBG, GF			X
iii) Harrison/Boudinot	\$ 15,800	CDBG, GF			