

"A people-profit development corporation"

April 18, 2019

To: Cincinnati Neighborhood Business Districts United

From: Camp Washington Community Board

Re: NBDIP Grant

CNBDU Members:

The two projects presented February 20, 2019 by James Heller-Jackson, Executive Director of the Camp Washington Business Association, build on existing and ongoing projects:

Project 1, calling for a marketing study for the business district since zoning has been changed to the mixed use Urban Mix designation, is important to help us determine the best use of the NBD in light of the more pedestrian-friendly zoning change.

Project 2, which is a continuation of last year's funded "US Chili Acquisition and Stabilization" NBDIP project, needs to be funded to cover non-budgeted items for the ongoing project, including some lead paint remediation as well filling the budget gap created when acquisition costs rose because of the building owner's greed.

The Camp Washington Community Board development corporation was established in 1975 and this grant request supports our goals and mission. Our Board members know that these are both projects that are in line with our "Made in Camp" plan, which the Board initiated and funded last year. The Made in Camp plan was developed with much input from the business association, community council, and, neighborhood residents and was approved by Cincinnati City Council in June 2018.

We look forward to working with all of Camp Washington to fully implement this plan.

For a better community,

Joseph T. Gorman
President & CEO



Camp Washington Community Council

April 9, 2018

To: Cincinnati Neighborhood Business Districts United

From: Camp Washington Community Board

CNBDU Members,

On Monday, February 11, 2019, James Heller-Jackson, Executive Director of the Camp Washington Business Association and Community Organizer for the Camp Washington Community Board, made a presentation of two possible NBDIP projects that our membership agreed will help to improve our Camp Washington neighborhood.

The projects include a marketing study of the Camp Washington Business District, as well as additional funding for the ongoing US Chili project that was funded in last year's NBDIP program.

This grant request supports our goals and mission, and is supported by our recently approved "Made in Camp" plan. The "Made in Camp" plan was developed with much input from all factions of the neighborhood in a transparent and open community engagement exercise.

We look forward to working with all of Camp Washington to fully implement these projects.

For the good of the order,

A handwritten signature in blue ink, appearing to read "Karma Nutter".

Karma Nutter
President, Camp Washington Community Council

[CWCC Supports NBDIP 2019-20.docx]



Camp Washington Business Association

April 3, 2019

To: Cincinnati Neighborhood Business Districts United

From: Camp Washington Business Association

CNBDU Members:

On Wednesday, February 20, 2019, James Heller-Jackson, Executive Director of the Camp Washington Business Association, made a presentation of the neighborhood's desired project proposals for the 2019-20 Neighborhood Business District Improvement Program, or NBDIP.

The two projects presented build on existing and ongoing projects:

Project 1, calling for a marketing study for the business district since zoning has been changed to the mixed use Urban Mix designation, is important to help us determine the best use of the NBD in light of the more pedestrian-friendly change.

Project 2, which is a continuation of last year's funded "US Chili Acquisition and Stabilization" NBDIP project, needs to be funded to cover non-budgeted items for the ongoing project, including some lead paint remediation as well filling the budget gap created when acquisition costs rose because of the building owner's greed.

The Camp Washington Business Association unanimously supported the NBDIP proposal, with a vote of 28-0-0. We feel these are both projects that are in line with our "Made in Camp" plan. The Made in Camp plan was developed with much input from the business community as well as neighborhood residents and was approved by Cincinnati City Council in June 2018.

We look forward to working with the community of Camp Washington in order to fully implement these projects.

For a better community,

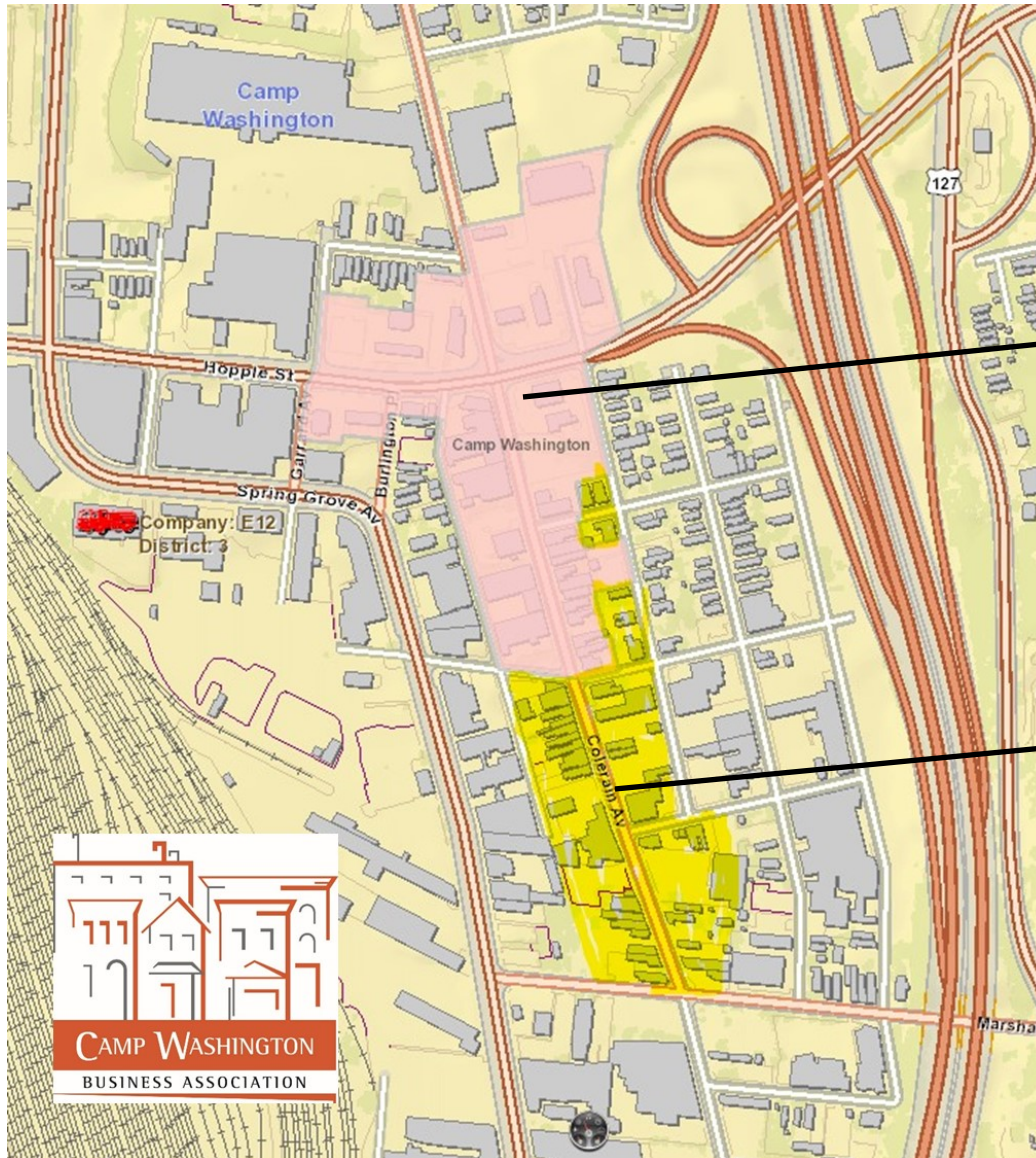
Matthew Wagner
President, Camp Washington Business Association

[cwba/CWBA NBDIP 2019-20 Support Letter.docx]

Camp Washington Business Association
2951 Sidney Avenue, Cincinnati, OH 45225
513-542-1637

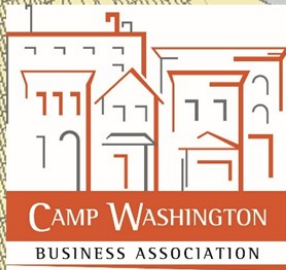
CAMP WASHINGTON NEIGHBORHOOD BUSINESS DISTRICT

(as of April 12, 2019)



Original Camp Washington Neighborhood Business District

Expanded Camp Washington Neighborhood Business District, approved by CNBDU 4/12/19



Price Quote for Neighborhood Business District Marketing and Action Plan

Existing Conditions and Base Analysis					\$15,000
	Demographics				\$5,000
	Market Analysis				\$5,000
	Consumer Trends and Profile				\$5,000
Community Engagement					\$2,500
	Business District Stakeholders				\$1,250
	Communitywide				\$1,250
Plan Development					\$6,000
	Districtwide Marketing and Branding				\$2,000
	Tactical Real Estate Strategy				\$2,000
	Implementation				\$2,000
Adoption and Implementation					\$1,500
Total Cost					\$25,000

* This document is a preliminary price quote for the work as described. It in no way reflects prices from other firms or final project costs.



TETRA TECH

April 19, 2019

Camp Washington Community Board
Attention: James Heller Jackson
E-mail: Jhellerjackson@camp-washington.org

Subject: **Request for Proposal Professional Services
Ohio Licensed Lead Based Paint Building Abatement
US Chili Building
Colerain Avenue, Cincinnati, OH 45225
Tetra Tech Proposal # CN-2019-050**

Dear Mr. Jackson:

Pursuant to the Request for Proposal received from you dated March 18, 2019, Tetra Tech, Inc. (Tetra Tech) is providing the following scope of services and price quote, along with our assumptions.

SCOPE OF WORK

Tetra Tech will provide one Ohio licensed lead abatement team to assist with lead-based paint (LBP) abatement according to the following protocols and assumptions:

1. The intent of this abatement is to clean all areas that contain LBP, therefore, all accessible interior and exterior areas of the structures will be inspected. Exterior areas include items such as, but not limited to, facility signs, bollards, curb and parking lot paint, fire hydrants and flagpoles. Interior areas may include, but are not limited to, walls, ceilings, floors, doors, door frames/jambs, piping, ductwork, races, etc. Accessible refers to areas reached while standing on the floor.
2. Tetra Tech State of Ohio Licensed Lead Inspector will provide one XRF analyzer instrument, properly maintained and calibrated and will perform all necessary calibration and maintain calibration records for the duration of the project. XRF daily and weekly rate should be provided. The specific XRF analyzer model is provided in the Cost Estimate Section of this quote.
3. Samples may be collected (to be determined) for laboratory analysis. Any required samples will be collected by the State of Ohio Licensed Lead Inspector from each team.
4. Tetra Tech will prepare a site-specific Health & Safety plan for our personnel.

COST ESTIMATE & ASSUMPTIONS



As requested, Tetra Tech has prepared the following summary table associated with the estimated costs based upon the scope of services listed previously, our experience performing similar projects, and the assumptions listed below:

Item	# units	Unit rate	Total Cost
Ohio licensed lead abatement* – weekly rate	3	\$11,500.00	\$34,500.00
Travel and expenses – weekly rate	3	\$1,441.88	\$4,325.64
XRF Analyzer** – weekly rate	3	\$1,980.00	\$5,940.00
Base Quote Total:			\$44,765.64
Optional Rates	# units	Unit rate	Total Cost
Ohio licensed lead inspector* – daily rate	1	\$825.25	\$825.25
Travel and expenses – daily rate	1	\$211.82	\$211.82
XRF Analyzer** – daily rate	1	\$550.00	\$550.00
Optional Daily Rate Total:			\$1,587.07

**XRF Model: Olympus DELTA Professional Model

In order to prepare this quotation, Tetra Tech makes the following assumptions:

- Tetra Tech will provide one State of Ohio Licensed Lead Inspector (either Gregory Screws or Jessica Doty). Inspector credentials are attached to this quote
- Abatement and oversight will occur over a period of three consecutive weeks. Teams will work five-days per week, Monday through Friday, and the work day will be 8 hours on site. No weekend work is anticipated.
- No reporting beyond XRF data logs
- Daily rate includes travel time, but no overnight lodging

SCHEDULE

Tetra Tech understands that the work is anticipated to begin in mid-April 2019 and last approximately three weeks in total. Tetra Tech also understands that workdays will be a standard 8-hours Monday through Friday, with no weekends.

AUTHORIZATION

Tetra Tech will provide the requested scope of services and costs, in accordance with the aforementioned terms and conditions. To formally authorize Tetra Tech to proceed with the services presented in this cost estimate, please sign the enclosed Professional Services Contract and return a copy to us. Upon receipt, Tetra Tech will execute the terms and conditions, and return to you a copy of the executed proposal. To expedite project initiation, you may send the signed cost estimate to us via electronic mail to matthew.wagner@tetratech.com.



TETRA TECH

Tetra Tech appreciates the opportunity to submit this quote to Camp Washington Community Board. If there are any questions on the scope of work or if we can provide any other service, please call me at 513-592-9176.

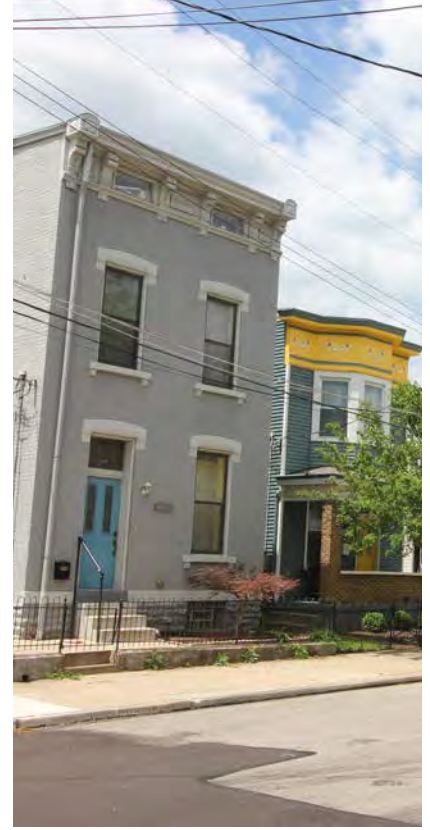
Sincerely,

Tetra Tech, Inc.

Matthew G Wagner
Senior Project Manager

Attachments:

Professional Services Contract



Made in Camp

Crafting a Way Forward for Camp Washington



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Introduction

Camp Washington is one of Cincinnati's most important inner urban industrial and residential areas, three miles north of the central business district, bordered by the Mill Creek Valley to the west, I-75/Central Parkway to the east, Western Hills Viaduct to the south, and the convergence of I-75/I-74/Mill Creek to the north.

As Cincinnati grew into a bustling city, **Camp Washington**, favored by topography, **became an essential part of the region's industrial and transit infrastructure, a position it still holds.**

During the mid-eighteenth century, the Mill Creek Valley corridor was a popular route to transport livestock and goods to and from the basin, home to river transport. In the 1850s and 1860s, Hamilton & Dayton Railroad and Cincinnati & Marietta Railroad were built. In 1859, a horsecar line between Brighton and downtown began operation, and in 1861 Spring Grove Avenue opened.

By the late nineteenth century, Camp Washington was the center of Cincinnati's livestock and meat packing industry. Supporting industries also located in Camp. Thus, by the 20th Century the entire Mill Creek Valley, anchored at the south by Camp Washington, was a main hub of industry.



Girl looking over the Mill Creek Valley taken April 1939. Photo by Nelson Ronsheim

Driven by this industrial growth, Camp Washington's population swelled to more than 10,000 residents by 1910. This peaked at slightly less than 12,000 residents in 1930, shortly before the Great Depression widely reduced industrial employment.

As heavy manufacturing began to decline, **Camp Washington saw the same urban population outmigration experienced in other Cincinnati neighborhoods and nationwide.** The construction of I-75 during the late 1950's and early 1960's also affected Camp Washington negatively. While **the highway** created industrial access to local and regional markets, it **isolated the residential sectors and diverted businesses and customers from the neighborhood's previously lively business district.**

By 1970 population dropped under 4,000 and fewer than 3,000 by 1980. **Today**, most of Camp's residents are clustered along I-75, on both sides of Hopple Street and **population is 1343 per the 2010 census**.

At present, there is a remnant of the meat packing industry and a concentration of industrial companies, which still rely on rail and over-the-road shipping to support manufacturing and move freight. Situated between the regionally important Queensgate rail yards and the primary rail freight shunting station, **Camp Washington** continues to occupy a central location, both financially and physically, within Cincinnati, and **remains a major source of industrial employment revenue for the City of Cincinnati**.

Several **key businesses**, such as **Queen City Sausage, Meyer Tool, SpringDot, Kao USA, Reliable Castings and Osborne Coinage, call Camp Washington home**. The Camp Washington Business Association has 87 members out of the 150 businesses in Camp. Recognizing the community's industrial assets, Hamilton County, REDI, the Greater Cincinnati and Hamilton County Port Authority and The City's Department of Community and Economic Development actively market available manufacturing sites and **there is evidence that these initiatives will garner more industrial employers soon. This will also build income tax revenue for the city and, with key strategic interventions, could boost population as workers choose to live close to places of employment**.

Meanwhile, Camp Washington has also become **a thriving creative community, home to artists, galleries and workshops**, such as Brush Factory, Hive 513 and Wave Pool. Drawn by affordable rents and spaces, which support maker initiatives, **Camp is quietly becoming an artistic powerhouse**.

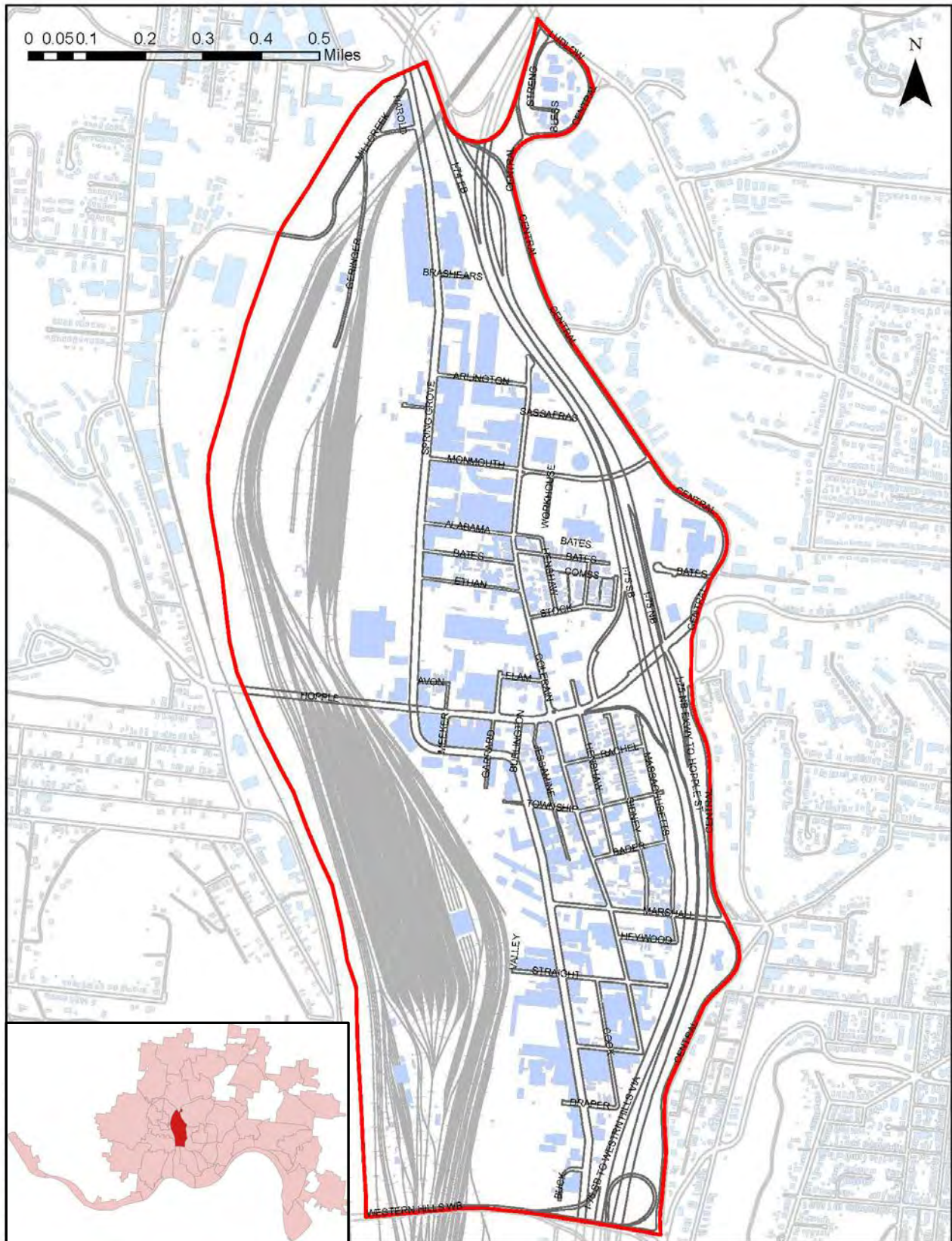
Camp Washington may also be the sign capital of the United States, home to the American Sign Museum, and the Foundation for the Advancement of the Sign Industry.

Camp is one of Cincinnati's few neighborhoods with **an active urban agriculture program**. Though still formative, Camp's urban farm is a source for fresh produce to community members, food pantries, and select restaurants. The farm has the potential to become an even greater point of community distinction.

Camp Washington Chili and US Chili are also destination demand drivers and longtime local favorites.

Camp Washington has remained, in many ways, more stable than many other local inner urban communities. **Much of the current success in Camp Washington can be attributed to the work of the Camp Washington Community Board**, which has been purchasing and rehabilitating houses throughout the neighborhood since 1975. Funding for this program has mostly come from a Bingo operation that the organization runs, though the recent development of local casinos has diminished earnings from this ingenious strategy.

Camp Washington – Neighborhood Boundary Map



The Challenge

For some 200 years Camp Washington, as a community with depth of industrial assets, has been a net revenue contributor to Cincinnati. Many of the elements that ensured thriving during a period of urban growth, and surviving during an era of urban disinvestment, remain in place.

Though diminished, the Spring Grove Corridor and surrounding streets are still essential to Cincinnati's industrial base, especially given the proximate rail infrastructure.

Industry means, as it always has, jobs.

The community has a range of solid workforce housing and a wealth of buildings and land susceptible to residential conversion and infill.

There is a flourishing and growing artistic community. As is widely documented, artists tend to be the shock troops of revitalization, identifying undervalued areas and serving as first wave validators.

Perhaps most important, this is a community which is strongly self-reliant. For decades, committed community leadership has pursued distinctive strategies (bingo earnings!) to help protect Camp Washington. There is a strong business council in the Camp Washington Business Association, which has attracted 58% of the 150 businesses located in the neighborhood. There is a level of community engagement not always usual. Even when times have been tough and resources scarce, Camp Washington has had an unwavering commitment to self-preservation.

That protective and self-reliant attitude has protected this community from many of the depredations of urban disinvestment. But times and trends have changed. Urban locales are now in high demand, especially those which understand and deliver on the preferences of the two key demographic groups driving change: baby boomers and millennials. In aggregate, these two key demographics represent some 70% of the US population with preferences increasingly defined.

Which part of this population represents the future for Camp Washington, and how do we ensure they know what we have and that we have what they want?

Previous Plans

The goal of the 2009 Camp Washington Industrial Area Plan is to identify unused land into developable productive uses, improve the quality of life of residents, and connect existing and new businesses to city services. Continued growth was to come through establishing and pursuing development priorities throughout the Spring Grove Avenue Industrial Corridor and other areas of the neighborhood.

The two key areas are in the northern portion of Camp Washington which the plan saw appropriate to attract freestanding industrial, flex and R&D users. In areas, the plan proposes to demolish or renovate obsolete industrial buildings, consolidate small, fragmented parcels into larger usable parcels, and explore shared parking facilities.

The 2009 Plan also took inspiration from the 2005 Camp Washington Redevelopment and Market Feasibility Final Report. This focused on residential rehabilitation, adaptive reuse, business district redevelopment, and industrial and manufacturing retention and redevelopment.

The 2009 Plan created action steps for city staff and development and business partners. It identified goals in five categories: job creation and retention, sustainable development practices, transportation and infrastructure, clean and safe, and buffering of residential uses.

In this report we seek to use the groundwork of goals and relationships developed in the 2009 plan to further develop and grow Camp Washington's character.

Public Input and Engagement

Over several months the Urban Fast Forward team engaged the Camp Washington Community, business leaders and individual stakeholders beginning with a kick-off meeting with Camp Washington Community Board Staff in July.

On August 8th, Urban Fast Forward engaged the Camp Washington Community Council. Over twenty people attended the input session, which focused on identifying community assets, challenges and opportunities. Attendees were encouraged to fill out a brief four question survey and participated in a structured conversation on the assets and challenges facing the neighborhood.

On August 10th, the team met with members of the Camp Washington Business Community to conduct a focus session similar to the Community Council. In addition to identifying the Assets, Challenges and Opportunities, participants used maps of the community to identify target areas or improvement.



Figure 1: Top 3 Community Assets

Camp Washington Community Board leadership disseminated a survey to community and business leaders who could not make the sessions. Then the study team received this input over the course of the following weeks.

The team presented preliminary findings to the Camp Washington Business Association on November 16th. Feedback from the audience was integrated into the report.

Additionally, the team discussed and received input from city agencies, departments, business owners and other community groups. These include the City of Cincinnati Department of Transportation and Engineering, City Planning Department, Cincy RedBike, Queen City Bike, METRO, WavePool and the American Sign Museum.

Figures 1 to 4 are graphical representations of the total input received from the August 8 and August 10 community engagement sessions, including surveys distributed via email and on paper. The graphic illustration is not indicative of percentages. From total community input through public engagement, the most valued asset to the community is location and accessibility. The neighborhood has excellent access to I-75 and I-74 and is adjacent to downtown and uptown Cincinnati, the largest two employment centers in the region. An estimated 100,000 jobs are located within a five-minute drive from Camp Washington.



Figure 2: Top 3 Community Challenges

The second highest perceived assets is the neighborhood’s historic character and charm. Emerging creative assets ranked a close third.

As indicated in Figure 2, community challenges range from substance abuse and prostitution to street litter, high vacancy rates and a lack of amenities. However, the overwhelming majority of concerns related to drugs and prostitution with over half of respondents indicating it as a problem. A quarter of respondents indicated vacant and blighted buildings as a concern.

More than half of the community liked rehabilitating historic industrial buildings into lofts, While a third indicated they preferred renovation of existing single-family dwellings.

The community was also asked about desired services. As illustrated in Figure 4, half of the respondents indicated they wanted a grocery store, by a coffee shop and more bars and restaurants of varying types.

During a business group focus session one of the participants indicated to the team that the lack of a coffee shop hampered informal client meetings. The participant instead had to use coffee shops in Northside or Over-the-Rhine for meetings.



Figure 3: Top 3 Housing Development Choices



Figure 4: Top 4 Community Retail Preferences

The Present State

Data Sources

This study employs United States Census department data from 2010, American Community Survey (ACS) 2014 and 2015, On-The-Map, Hamilton County Auditor, Research USA and from historical reports and studies previously conducted by the Camp Washington Community Board and The City of Cincinnati, including the Camp Washington Industrial Plan (2009) and Plan Cincinnati, (2012). Note that 1-year ACS data is from a limited sampling. Margins of error will be listed in addition to citations.

Location and Access

Camp Washington is bounded on the south by the Western Hills Viaduct. To the east, it borders CUF and parts of Clifton at Central Parkway, to the west is the Mill Creek and North and South Fairmont. It is separated from Northside (North Cumminsville) by the interchange connecting Interstates 74 and 75.

Major arterials include Hopple Street, an East-West corridor which connects west side Cincinnati neighborhoods and the Uptown area through Camp Washington. The main North-South roads are Colerain Avenue, Central Parkway and Spring Grove Avenue.

Hopple Street, which is marked by Exit 3 at I-75, is of primary importance to the industrial activities of Camp but also serves to bisect the residential portions of the community and impose strictures on walkability and urban connectivity.

A wide, fast moving and heavily trafficked road, it is populated at the community gateway with strongly auto oriented and convenience businesses. Traffic feeds in from industrial users along Colerain, Spring Grove and supporting streets creating both occasional and regular bottlenecks.

Colerain is the neighborhood's main commercial corridor, originating in the West End and running north to Northside, Mt. Airy, and beyond. The construction of Interstate – 75 in the 1960s split this important corridor in two, effectively destroying the neighborhood's business district.

Spring Grove Avenue, historically connecting the industrial Lower West End (Queensgate) to Camp, Northside and St. Bernard, continues to serve as the industrial spine of the area.

Of equal or greater importance to this street are the rail lines and facilities abutting it. Some 70 miles of track service the area within and between the Queensgate Yard, one of the largest inbound/outbound freight facilities in the US, and the Camp Washington Hump Yard, a rail classification center of primary importance to the region. These lines are in continuous use and a major asset for Camp's industrial core.

Demography

Camp Washington's current population is 1,343 people. Of these 65.8% are Caucasian and 30% African American.

The median income of the neighborhood population is \$27,669, which is below the citywide median income of \$33,681.

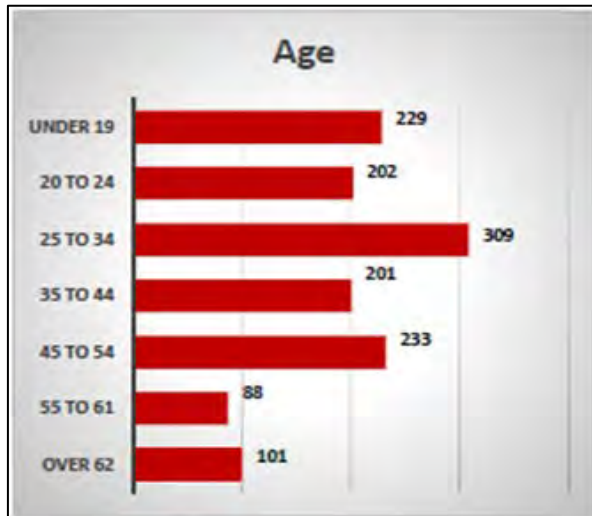


Figure 5- Source: U.S. Census 2010

second largest is the 45-54-year-old group, which is 17.3%. Approximately 7.5% of the community population is comprised of senior citizens, those 65 years and older. Children under the age of 19 make up 17% of the population.

2010 Census numbers also show that 181 residents were reported to live in poverty or have incomes below the Federal Poverty Level (FPL). This is 13% of Camp Washington's population. Citywide poverty was at 21% indicating that Camp Washington is below the citywide average.

Of the available employment data provided by the U.S. Census Center for Economic Studies 2014 report, there are approximately 3,949 jobholders in Camp Washington. 64 of those jobholders also live in the community while the rest commute (3,885). There are a total of 423 resident jobholders in Camp Washington and 359 of them leave the community to work elsewhere.

A report from Cincinnati Police District 5 shows the quarter ending February 4th, 2017 having 86 violent crimes, 770 property crimes, and 856 total crimes committed. Total crime was up 1% versus the three-year average, while violent crimes were down 15% versus the three-year average. Year to date, violent crime is down 18% and overall crime is up 6% in 2017.

44% of the population has a high school diploma or equivalent. Only 7.6% of the population has post-secondary degrees.

According to an analysis of the 45225 and 45214 zip codes which encompass the neighborhood using 2011-2015 5-Year ACS, the average age of the community residents is estimated to be at 29.5 years old. The margin of error for both data sets was +/- 2.8 years.

Per the 2010 U.S. Census, the largest demographic group in Camp is between 25-34 years old, which is 23% of the community's population.

The

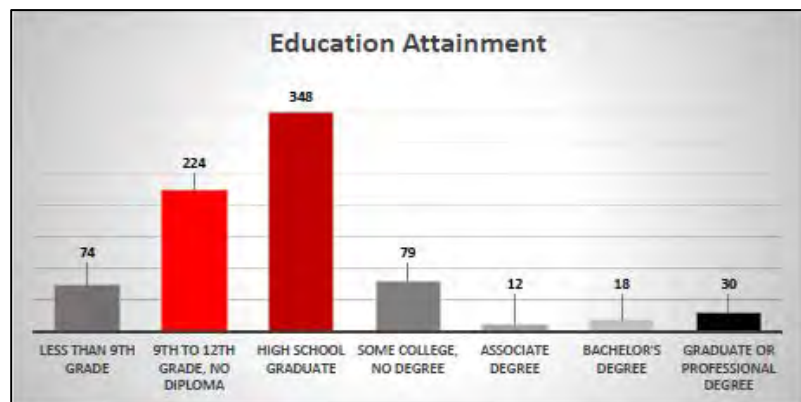


Figure 6- Sources: U.S. Census 2010

Workforce

Per the 2014 American Community Survey information provided by onthemap.gov, there are 3,780 in the Camp Washington workforce (a slight deviation from the 2010 census' number of 3949). Camp Washington's job density per acre is exceeded only by the Central Business District, Over-the-Rhine and those parts of Mt. Auburn, CUF, and Corryville where hospitals (Christ, Good Samaritan, and UC Hospitals) and the University of Cincinnati are located.

With 3,780 total jobs, there are ~2.8 jobs in Camp Washington for every resident of the community, denoting this community as a net exporter of income tax revenue to the City of Cincinnati.

Employment is dominated by Caucasians (85.3%) and males (71.1%).

Over half the workforce is between the ages of 30 and 54 and 30% is aged 55 or older. Roughly 15% of workers were 29 or younger at the time of the 2010 census.

There is almost an even split for pay rates, with 49.9% of jobs earning less than \$40,000 and 50.2% of jobs earning more than \$40,000 annually.

In terms of educational attainment, fewer than 10% do not have a high school degree, 30% terminate at high school, 27% have some college or associate's degree, and 18% have a bachelor's degree or higher.

Manufacturing is the largest job sector, comprising 49.7% of all jobs, followed by Retail Trade (10.8%), Transportation & Warehousing (9.9%), and Wholesale Trade (8.6%).

Camp Washington retains its historic role as a manufacturing hub, as this sector has a much smaller share in Cincinnati's overall job market (7.0%) than it does in Camp (49.7%).

Retail Trade, Transportation & Warehousing, and Wholesale Trade are other top sectors with the Camp share in these sectors exceeding the Cincinnati market overall by 200-300%.

Lastly, according to the NAICS analysis one additional large group is Public Administration. The city's Public Works Division is headquartered in the community. (It should be noted that NAICS employment numbers differ slightly from those in the ACS.)

It is important to observe that potential is great for workforce expansion in the area. In the last two decades, several key manufacturing operations in the community have gone offline. However, the cleanup of key sites and a modest rebirth of urban manufacturing have created new value for these properties and they are being aggressively marketed to potential national and regional users.

A notable example is the former Kahn's Site. Located along Spring Grove Avenue north of the Hopple Street Viaduct, this former meat packing facility has been cleared, remediated and prepared for new life. Just less than 17 acres and with direct access to rail, the site is zoned Manufacturing General and the preferred developer indicates that he is presently fielding competing offers.

City of Cincinnati Employment

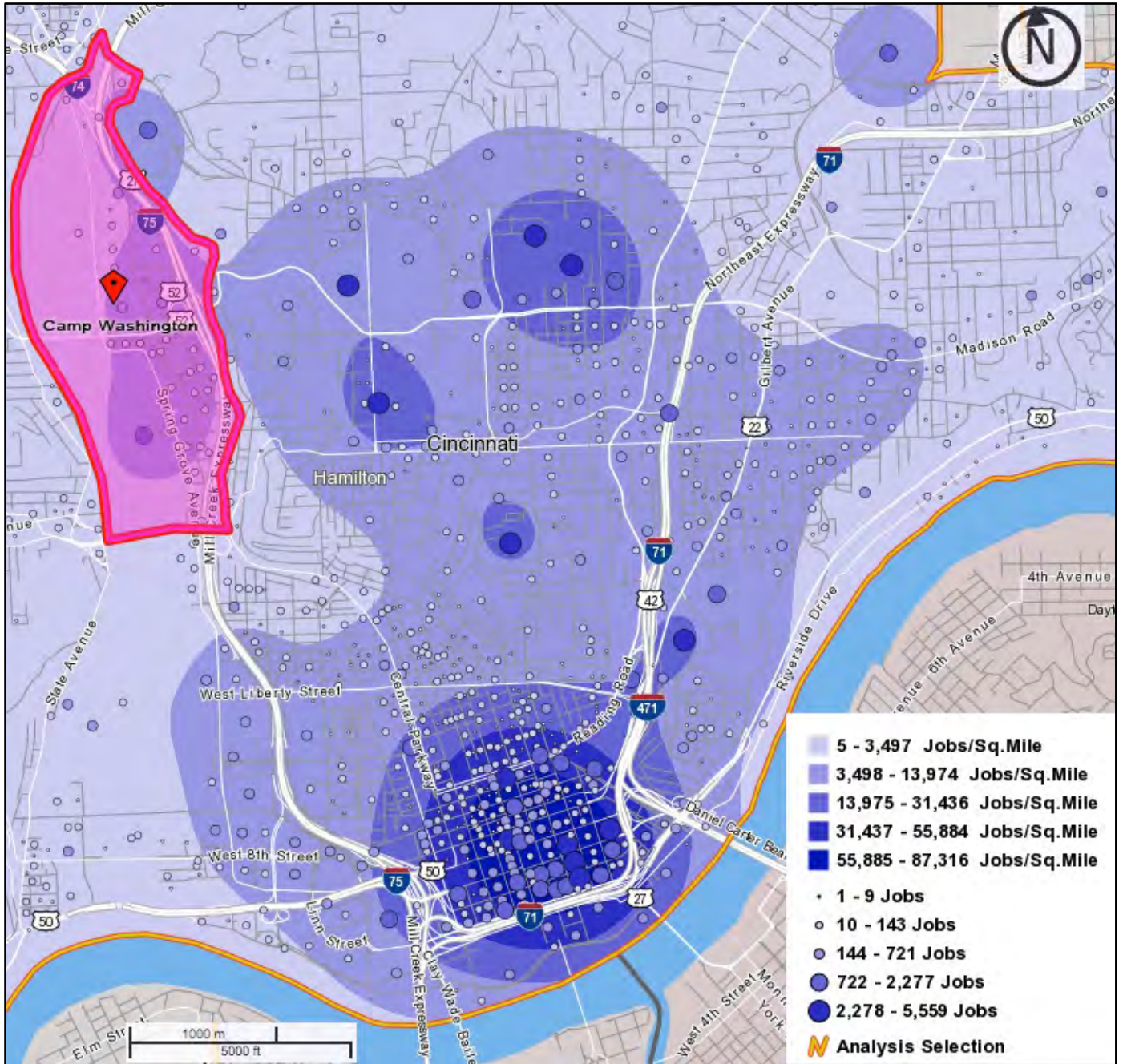


Figure 7 – Source: U.S. Census onthemap.gov

Camp Washington Employment

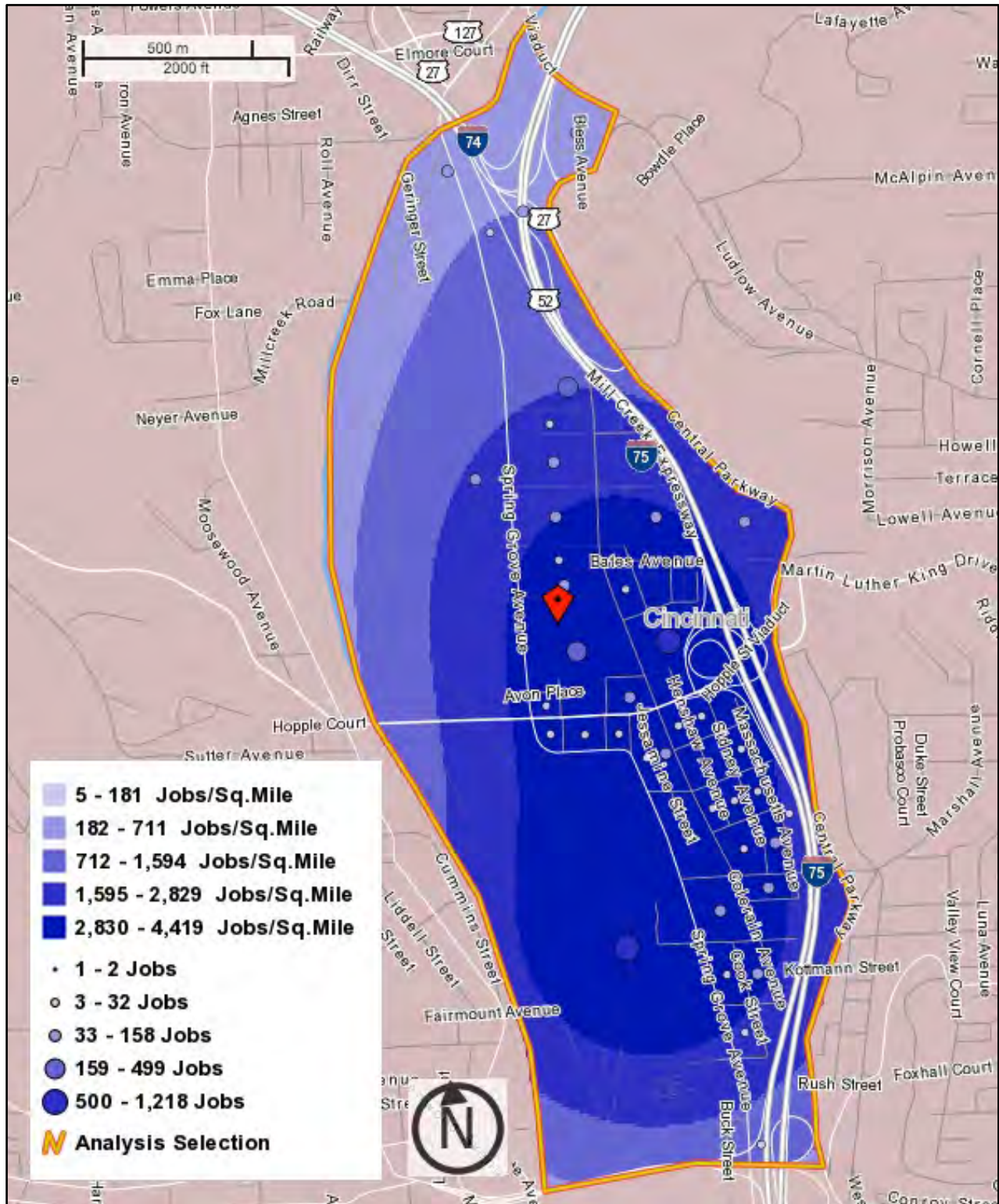


Figure 8 - Source: U.S. Census onthemap.gov

Land Use Analysis

By an acreage analysis Camp Washington is primarily an industrial neighborhood. The neighborhood is 778 acres or 1.22 square miles. There is a total of 2,833 individual parcels within the community.

Those totals include both parcels taken for Interstate 75 expansion and those dedicated to rail facilities. The rail yard and its associated facilities are the largest land use in Camp Washington encompassing approximately 241 acres or 31% of the entire land area of the neighborhood.

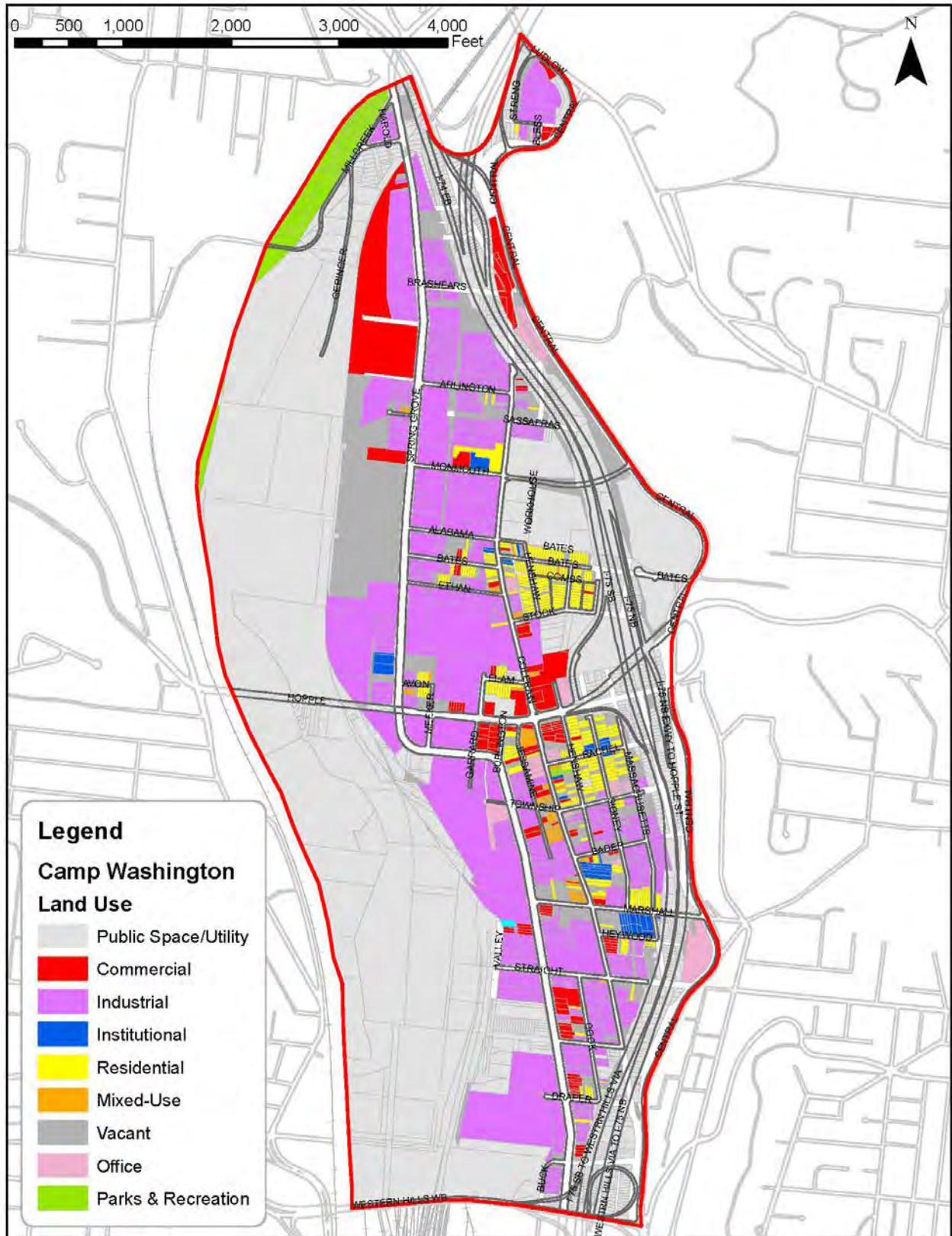
Heavy and Light Industrial and Manufacturing parcels comprise the second largest bloc at 708, approximately 23% of all private land within the neighborhood or approximately 155 acres.

Comparatively, only 2.9% of all land parcels in Camp are residential, just less than 20 acres. This includes single and multi-family buildings.

Park land comes in at the lowest percentage, just 1.8% of total land area, or 37 parcels, including a small pocket park located on Colerain and parts of the Mill Creek Recreational Trail on the northern tip of the neighborhood.

Approximately 8.3% of all land parcels in Camp are classified as Vacant. There is a total of 457 vacant parcels which amount to 55.9 acres within the neighborhood. It is important to note that these vary in size and zoning classification and are distributed widely rather than consolidated in any one area.

Camp Washington – Current Land Use Map



Transit and Connectivity

Camp Washington is a strongly car oriented community, though served by a few key bus routes including the 16, 20, 38X and 64. Each route, except the 38x, provides service to downtown

The 38x route connects Camp Washington to Good Samaritan Hospital, the VA Hospital, Cincinnati Children's Hospital and Medical Center, UC Medical Campus, and Christ Hospital, major centers for both employment and UC Medical students. Unfortunately, this route may be suspended in 2017 due to low ridership.

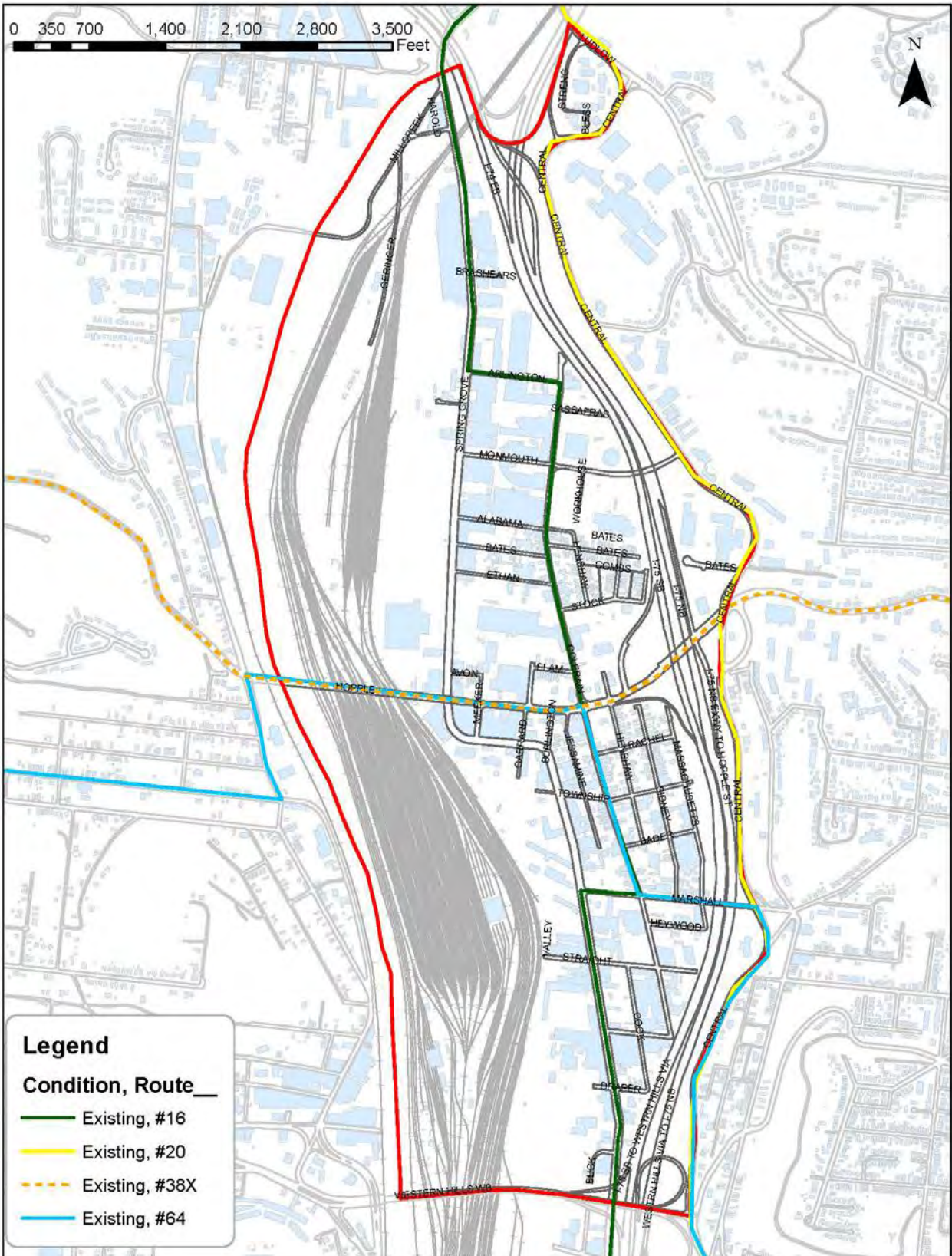
11.3% of residents use public transit to access employment.

This percentage matters because despite strong auto connections, car ownership is relatively low in Camp Washington at 58% compared to 71% city-wide. Census data shows that 22% of the population may walk to work compared to 5.3% from city-wide statistics.

Bicycle infrastructure is also growing. Though the community does not have a Red Bike station, a protected bicycle lane was installed in 2014 along Central Parkway from Marshall Street to downtown Cincinnati and bicycle lanes run along the northern half of Spring Grove Avenue from under I-74 to Avon Place.

Given that terrain is relatively flat from downtown to Northside, employment in the area is high, there is a network of bike lanes and car ownership is low, the community is prime for growth in biking.

Camp Washington – Existing Transit Map



Housing Analysis

Camp Washington boasts proximity advantages, located close to both downtown and uptown with easy access to I-75.

Millennial preference data tells us that this population group likes to live close to work and lifestyle amenities, and is drawn to urban settings where walkability and bikeability prevail.



Figure 9- Source: U.S. Census 2010

While a substantial percentage of this group is still renters, there is a shift underway as they age. A high percentage intends to own a home and believe that ownership is still a good value. Of this subgroup, some 35 – 40% value and wish to continue to live as owners in an urban environment.

It is important to note though that at the moment most of these potential owners are still renters.

According to the 2010 Census there are 704 housing units in Camp Washington. A substantial majority of this housing was constructed prior to 1940. Median home value is \$73,300, in comparison the City of Cincinnati's median home value is \$121,900.

As shown in the chart, more than half of the housing in Camp is renter occupied and 27% of the total units are vacant, a surprisingly high number for a sample of this size.

A breakdown of home and rental value indicates that the median home value at \$12 per square foot and rent value at \$4 per square foot is below the average home and rental values of \$14 and \$16 per square foot for Cincinnati and the region, respectively. This distinction is most visible when looking at the rental rates. This indicates that **Camp Washington has relatively little rental housing of superior quality**, which was borne out by site analysis.

Camp Washington has a narrow range of multifamily buildings, primarily of 8 units or fewer. Housing type is primarily concentrated in single family detached on small urban lots in both the north and south sectors of the community, with residential housing weighted to the north side of

Hopple. In both sectors, residential streets are relatively narrow. The northern section is served by an alley system whereas the southern section currently does not have an alley system.

The Camp Washington Community Board has, for more than 40 years, concentrated on residential rehab, bringing dozens of dwelling units back into service and continuously **striving to reduce blight**. This initiative has been a strong stabilizing force in the neighborhood though, as discussed elsewhere, there may be a more effective strategy going forward.

A list of the Community Board's current property holdings is provided in the appendix.

Area wide vacancy rate (27%) indicates, though, that considerable scope for housing rehab remains.

There is also a relatively high number of vacant lots scattered in residential areas, most the result of selective demolition. These represent opportunities for infill.

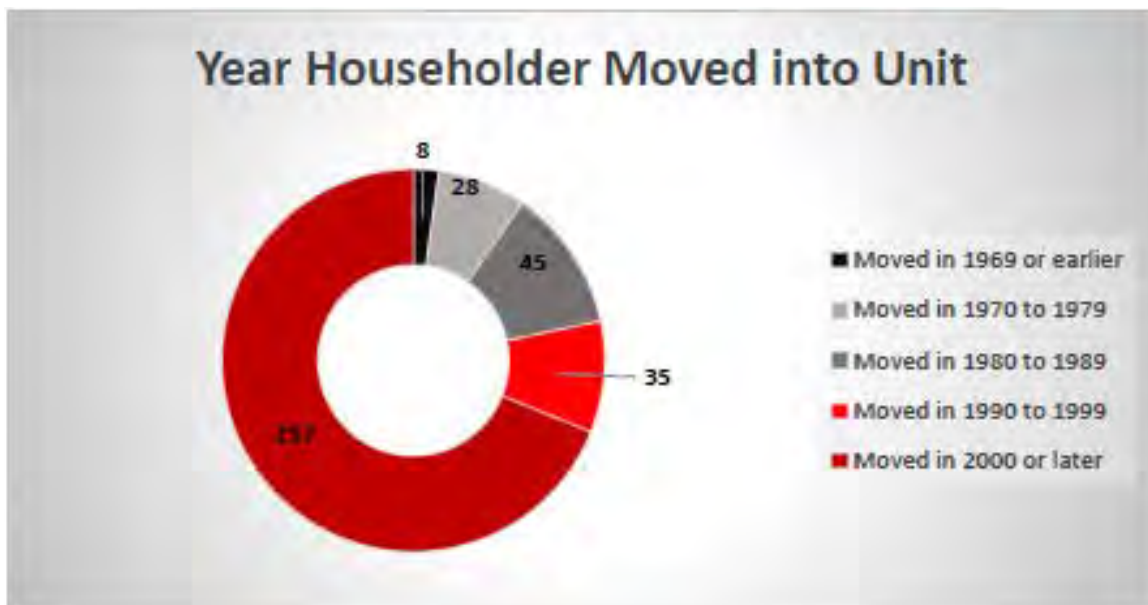
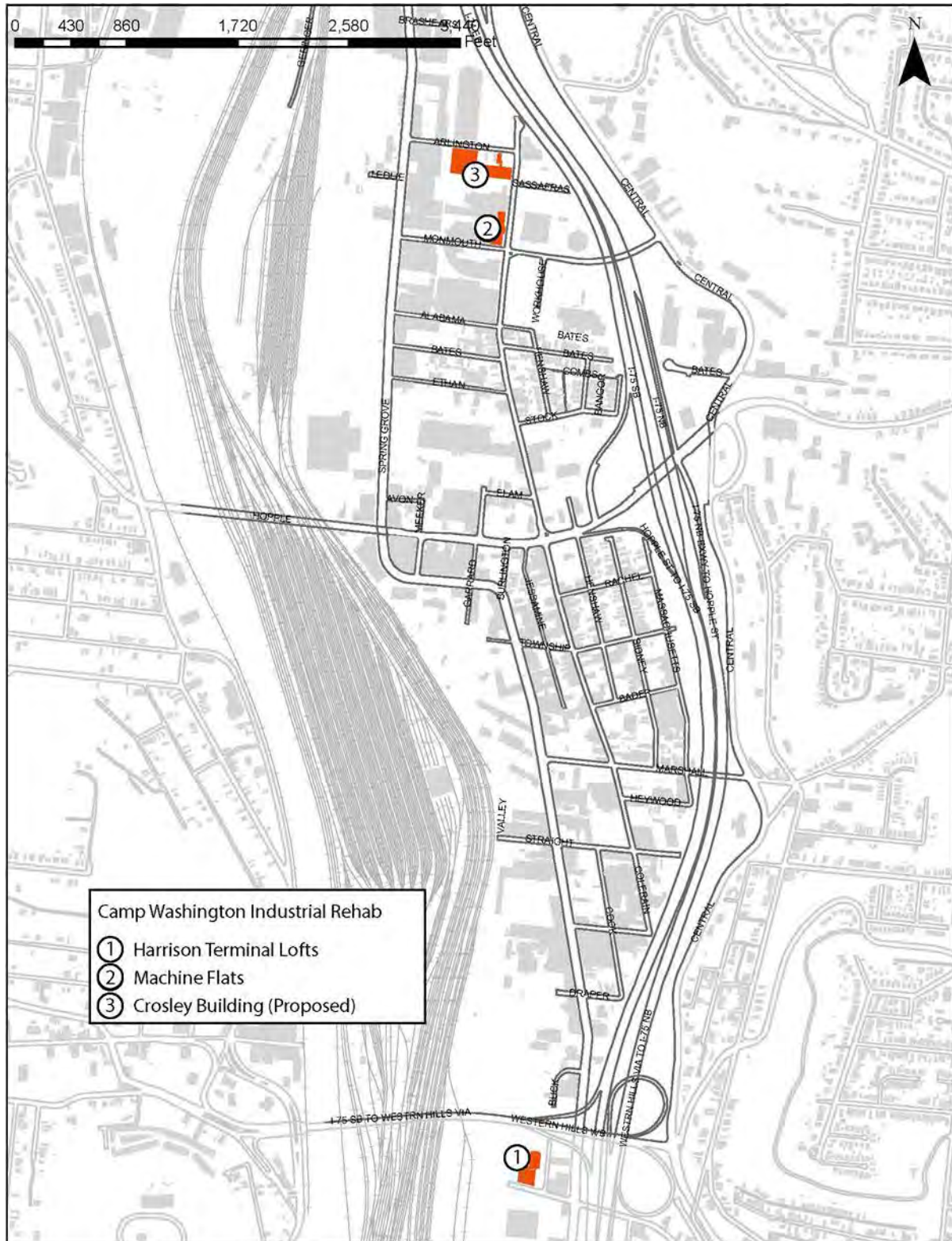


Figure 10 - Source: U.S. Census 2010

Most of Camp's existing housing stock has seen new resident move-ins since 2000 with only 31% of residents from prior to 2000. While this trend has introduced new residents it leaves relatively little good housing stock available for turnover. The community should consider catalytic strategies to build housing type inventory.

Lastly, because of its industrial history, Camp Washington has a deep inventory of industrial buildings, some of them candidates for residential conversion. Located in the northern section of Camp Washington along Colerain Avenue and across the street from Valley Park, Machine Flats is a renovated former home of Fashion Frocks Manufacturing. The industrial building offers 60 loft style apartments. Most are one-bedroom with the average unit size around 1,160 square feet. Each includes spacious layout, stainless steel kitchens and large windows. Rents range from \$700-\$1300. The building was converted in 2005 at a cost of \$7million and is currently about 90% occupied.

Camp Washington – Industrial Building Conversions



A smaller example, Harrison Terminal, technically just beyond the southern boundary of the community at 1220 Harrison, also maintains strong occupancy of its loft apartments and has recently opened a lunch café on the ground floor, with other initiatives planned.

Most notable of planned conversions is the Crosley Building. This structure, easily visible from I-75 and I-74 is an iconic figure in the landscape but for many years was also a source of seemingly irremediable blight, and at one time demolition seemed the only answer.

Happily, Core Redevelopment, partnering with TWG Companies, will begin rehab and conversion in 2018. The end product will be approximately 190 studio, 1, and 2 bedroom apartments with parking.

The project will have an 80% affordable housing component. However, at 60% AMI this means that a single person earning up to \$29,700 will qualify for residence. Given Camp's current median income (\$27,669) and its strong wish to remain a workforce community, this rental structure guarantees that housing at Crosley will be affordable for the artists, craftsmen, tradespeople and manufacturing workers who have been the traditional backbone of this community.

Quality rental housing not only brings new temporary residents, it also **helps grow homeowners** by introducing those renters to the assets of the area and embedding them in the neighborhood.

Assuming their lifestyle preferences are accommodated, **these renters of today are the buyers of tomorrow.**

Camp Washington's profile as a community in which to buy has clearly risen in recent years. Data from the U.S. Census shows more than 250 residential transfers since 2005. This is a strong anecdotal indicator that a substantial shift in ownership is already underway.



Schools and Recreation

Millennials have delayed family formation longer than previous generations. But research indicates intent to have children, even if later and in smaller family size. Schools and recreational offerings, therefore, remain important to perceptions of community value for this group.

The nearest elementary school to Camp Washington is Ethel M. Taylor Elementary School located across the Mill Creek, with a population of some 300 students. 90% of children are from families of incomes below poverty level, most from communities other than Camp Washington. At any given time 15-20% of the student body is homeless, again most likely from surrounding communities. This composition presents unique challenges, which faculty and staff have endeavored to meet through fundraising in support of a variety of initiatives from music programs to a new computer lab. Camp Washington is not home to either high schools or post-secondary schools though Cincinnati State is proximate and it is within two miles of the University of Cincinnati.

A local resource is Camp Washington Recreation Center, which offers programs for youth, teens and adults and has a fitness facility, multipurpose room, arts room, large outdoor deep water pool and a newly renovated playground and outdoor basketball court. In community meetings, it was repeatedly mentioned that the neighborhood needs more focus on youth programs.

Camp Washington is not home to any other schools or post-secondary schools though Cincinnati State and Cristo Rey High School are proximate and Camp is within two miles of the University of Cincinnati.

A local resource was Camp Washington Recreation Center, which offered programs for youth, teens and adults and has a fitness facility, multipurpose room, arts room, large outdoor deep-water pool and a newly renovated playground and outdoor basketball court before the police took over the space. The pool and the playground are still available but the interior facilities are closed for police use. In community meetings, it was repeatedly mentioned that the neighborhood needs more focus on youth programs, and that police occupancy of the recreation center has deprived the community of an important asset without the promised compensating benefits.



Gateway

The natural gateway to this bifurcated community is at the intersection of Colerain and Hopple. Unfortunately, this is also the intersection of highway ramps, a gas station convenience store, a strip center and two local chili restaurants.

The Hopple Street portion of the intersection not only divides Colerain and the neighborhood but is some 98 feet wide, negative for both walkability and connectivity.

But once past this pedestrian-hostile intersection, especially in the first block south of Hopple, the remains of the neighborhood business district are visible. It is in this area that an effective gateway could be created, visible from the larger intersection but with a distinct and pleasant neighborhood feel.

Without development of such a gateway the community's presence as a desirable place to live, work and play likely will continue to be negatively affected. The signal sent by the concentration of businesses at Hopple and Colerain does not represent the more authentic and lively character of the greater neighborhood.



Commercial District

Historically Camp Washington had a thriving neighborhood business district, and there are still key assets in place, including a bank and a hardware store.

However, the traditional business district is now heavily peppered with missing teeth and boarded up or repurposed storefronts. The infrastructure of neighborhood commerce is gone.

Businesses at the Gateway include fast food, cell phone and convenience stores and a gas station. While these provide necessary services, their aggregation at the community's most visible intersection does not signal a thriving, authentic and walkable community, nor invite further investigation.

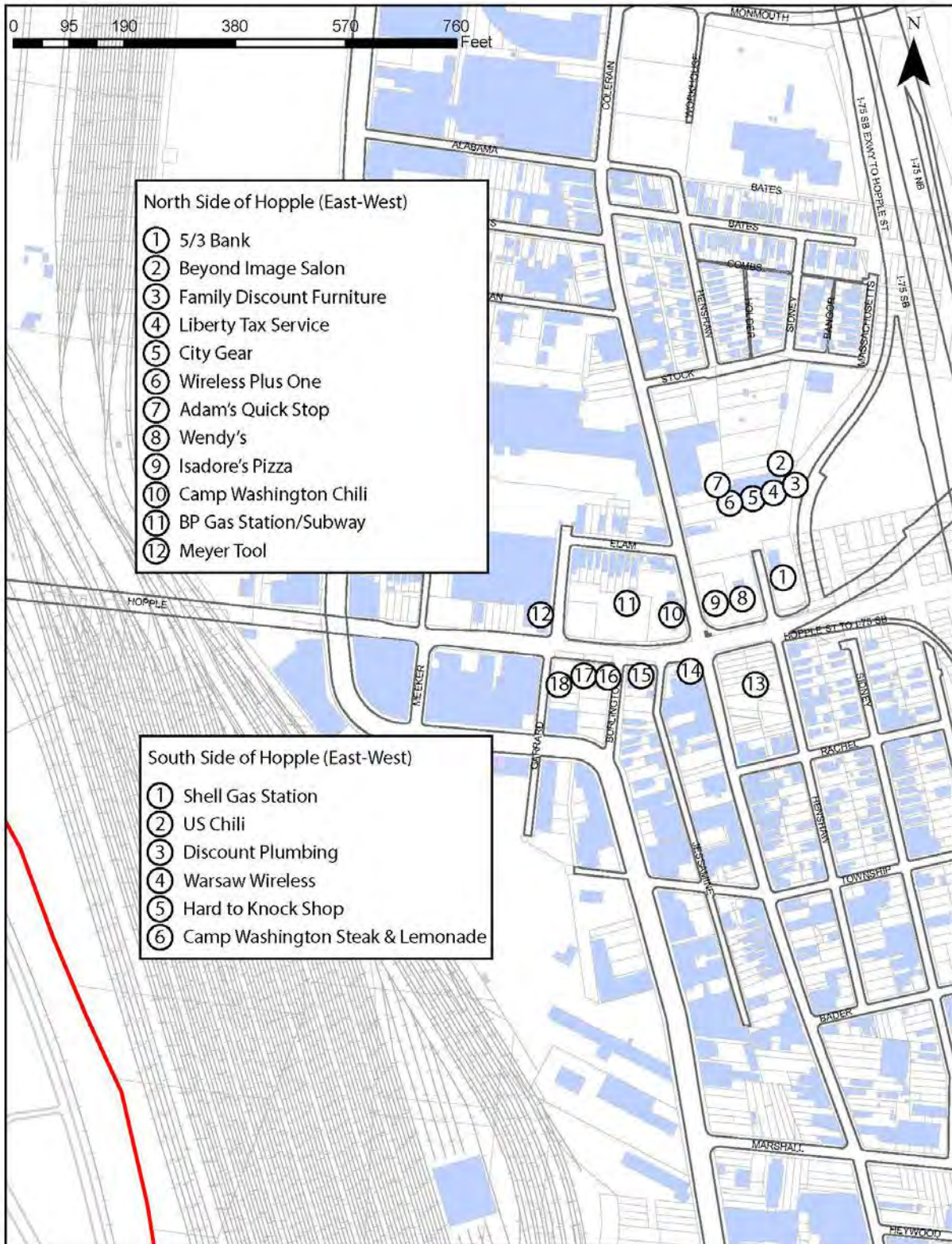
At present Camp cannot offer the amenities sought by its target consumer. Restaurants are limited to chili, pizza and fast food. There is no coffeehouse, that now-universal signal of urban energy, though plans are underway for one to be in the north and potentially south sections of the neighborhood. And while a gateway is important, it must be the entry point **TO** something.

Repopulating storefronts with businesses that will enable the neighborhood to reposition itself and meet at least some of the needs of the contemporary consumer is a big challenge. It will require investment, good relations with landlords, a recruiting strategy and time. But to move the neighborhood forward it must have a better face for the world and the smile on that face is the neighborhood business district.

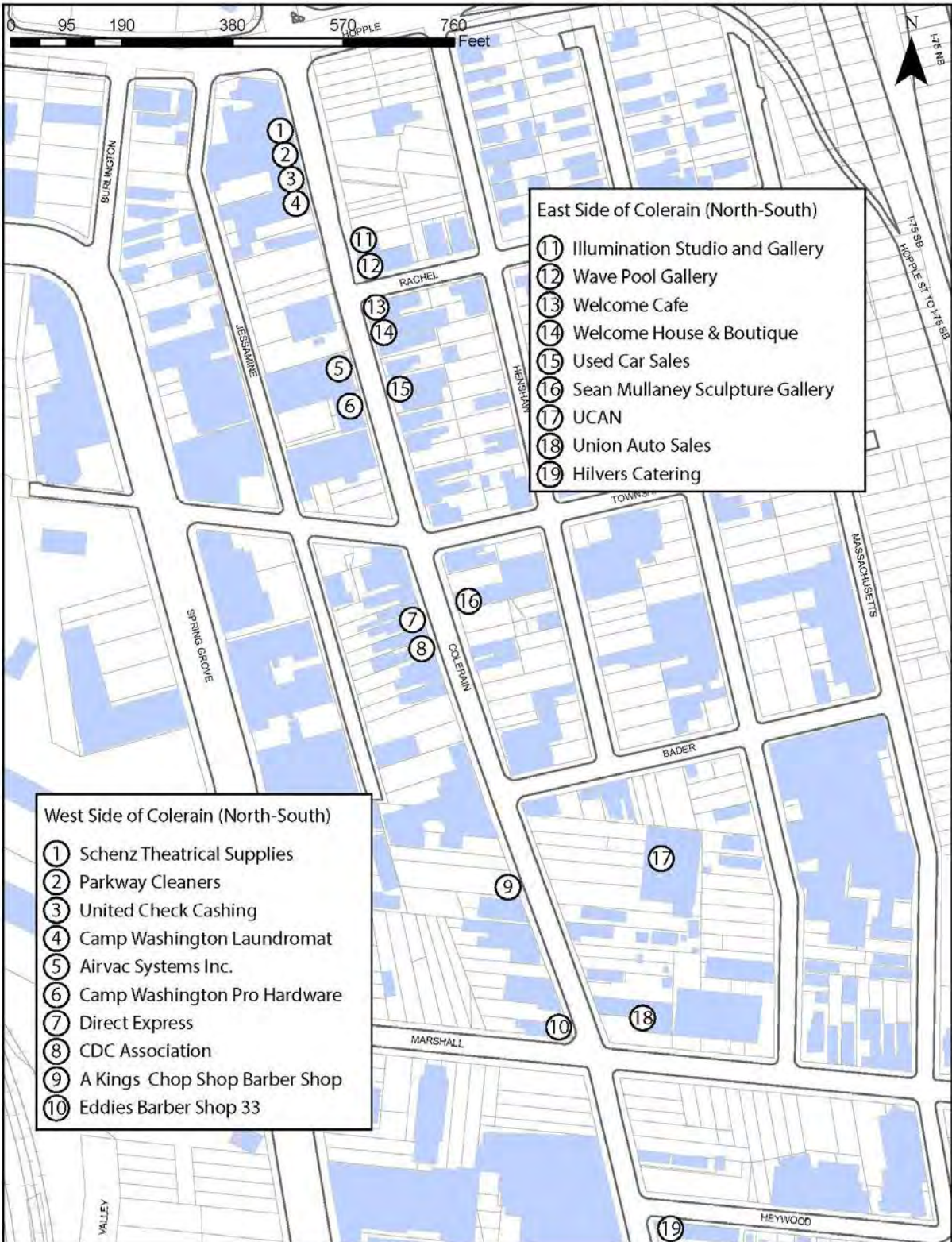


Camp Washington - Business District

Hopple St. Viaduct-I-75



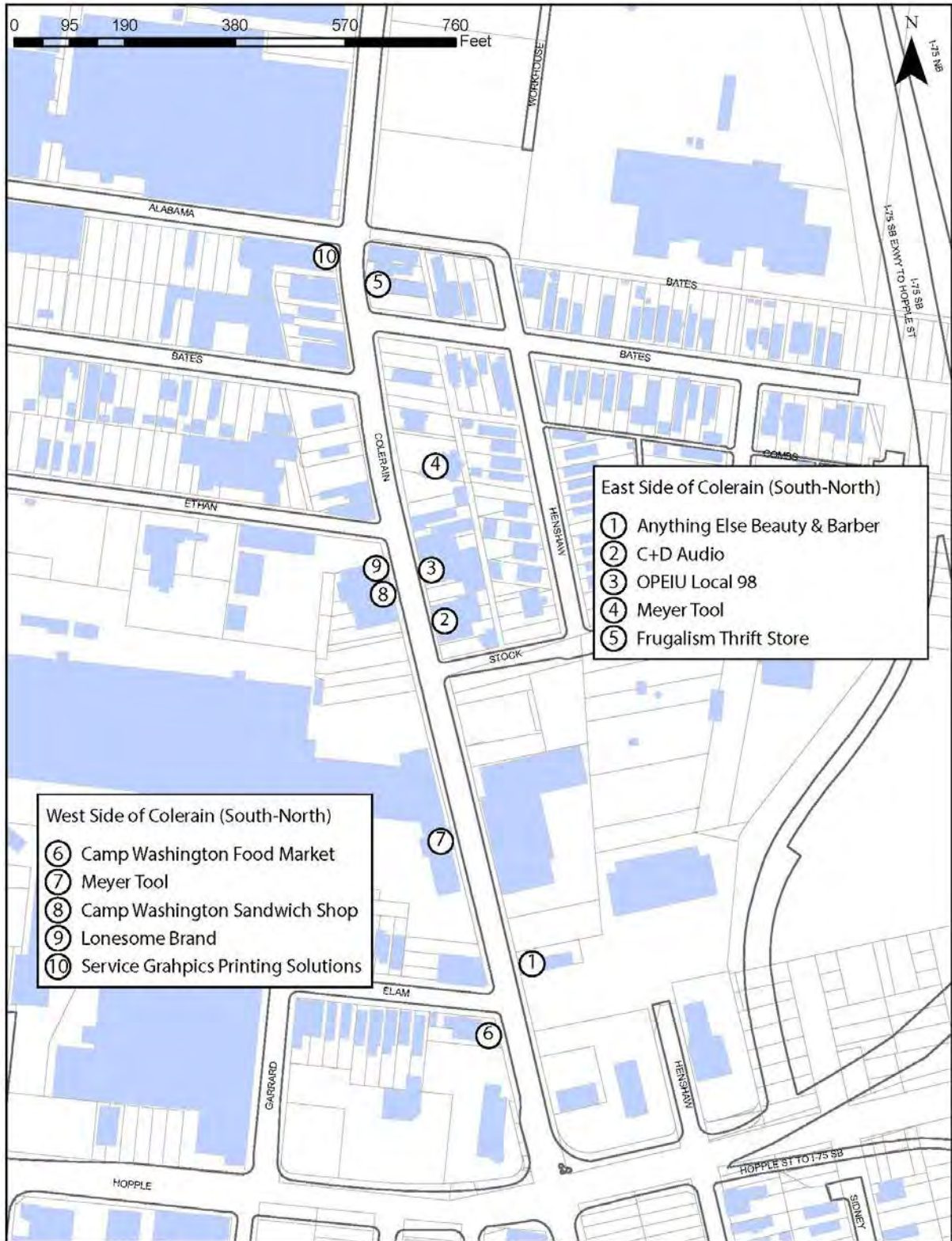
Colerain Ave. South of Hopple to Straight St.



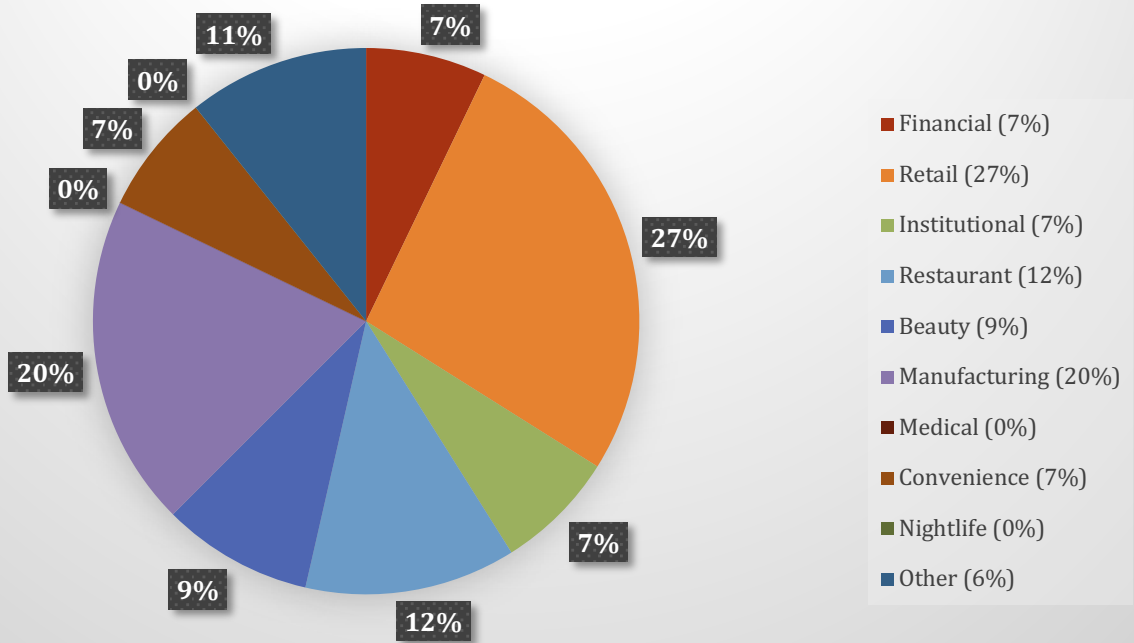
- West Side of Colerain (North-South)**
- ① Schenz Theatrical Supplies
 - ② Parkway Cleaners
 - ③ United Check Cashing
 - ④ Camp Washington Laundromat
 - ⑤ Airvac Systems Inc.
 - ⑥ Camp Washington Pro Hardware
 - ⑦ Direct Express
 - ⑧ CDC Association
 - ⑨ A Kings Chop Shop Barber Shop
 - ⑩ Eddies Barber Shop 33

- East Side of Colerain (North-South)**
- ⑪ Illumination Studio and Gallery
 - ⑫ Wave Pool Gallery
 - ⑬ Welcome Cafe
 - ⑭ Welcome House & Boutique
 - ⑮ Used Car Sales
 - ⑯ Sean Mullaney Sculpture Gallery
 - ⑰ UCAN
 - ⑱ Union Auto Sales
 - ⑲ Hilvers Catering

Colerain Ave. North of Hopple to Arlington St.



Camp Washington Business District Commercial Mix



Unique Assets

Camp Washington is a quiet powerhouse with assets unique in the community and within a much wider region. Because of the availability of large, affordable spaces it has become a mecca for artists. There are painters, sculptors, wood workers, musicians and other artists and craftsmen scattered throughout the community.

In addition, this is a community where soap, skin cream, sausage and bespoke coinage, among other products, are also produced.

On both the artistic and the practical level, this is Cincinnati's MAKER community. And that's a powerful brand base on which to build, even if presently somewhat hidden.

There are other unique assets however which contribute to that brand and are right out in the open.



Chili

At the northwest corner of Colerain and Hopple Street, Camp Washington Chili has been open 6 days a week since 1946. Although the original building was demolished in the late 1990's for intersection expansion, the chili parlor lives on just behind the old location. It is also adjacent to one of the first and at the time controversial Artworks murals titled, "Campy Washington."

Across the street is another independent chili parlor, U.S. Chili. For anyone seeking this most Cincinnati of delights, Camp Washington is chili central.

Schenz Theatrical

Official costume supplier to the White House and the Easter Bunny, Schenz Theatrical, another quirky local institution, maintains an inventory of tens of thousands of costumes, plus supporting products. Members of Cincinnati's theatre community are regular visitors, along with school children, re-enactors, romantics and aspiring pirates.

Brush Factory

Located at the south end of Camp Washington, where Colerain Ave dead ends into Alfred St, the Brush Factory designs and manufactures contemporary furniture and case goods. Historically, they have primarily worked with restaurants, boutiques, and offices in Over-The-Rhine and the Central Business District, but they have recently released a line of furniture designed to satisfy needs of residential customers and opened a store in Over-The-Rhine.

This company is the largest and most public representation of the artistic maker movement that thrives throughout the community.

Wave Pool Gallery

Founded in 2014 Wave Pool “supports emerging and established artists from the Midwest and beyond; discovering the new and contributing to the surrounding community through experimental art exhibitions, interpretation, and programming.”

The gallery has been a cornerstone of Camp’s burgeoning artist community. The space offers room for artists and sponsors exhibits and a series of activities for children.

Operated by a husband and wife team, and subsidized in part by personal earnings, Wave Pool is viewed by many in the artistic community as one of the liveliest and most important assets of Camp Washington, bringing artists, patrons and supporters into the area regularly.

Hive 513

The member-sustained, community oriented organization is one of Cincinnati’s very few hackerspaces, a place where people with common interests, usually in science, technology, digital or electronic art can meet, socialize and collaborate. Located along the industrial corridor of Spring Grove Avenue, Hive 513 has facilities for 3D printing and other tools for electronic tinkering and programming.

Camp Washington Urban Farm

The Camp Washington Community Board along with partner organizations maintains a community farm adjacent to River City Correctional Center. The Farm, as it is affectionately named, is maintained by inmates from River City as well as community members.

There is also a community garden located at the corner of Bates and Henshaw. Food from both the community garden and the Farm are harvested and transported for distribution by a bicycle cart as part of a project called CAMP (Camp Washington Art & Mobile Produce).



American Sign Museum

This is among the most singular and high profile assets of Camp Washington.

In the northern part of Camp Washington, the American Sign Museum preserves, archives, and displays a variety of signs from the late 19th century to the 1970s from all over the country.

At any given time, the museum has some 300 or more signs on display with another 300+ in storage. The institution presently brings almost 20,000 visitors to Camp Washington annually, a number that continues to grow.

This institution is professionally managed and the collection beautifully curated. Moreover, it is perhaps the best maintained and most accessible collection of historic signage in the United States, and the only one covering the full range of signage.

The museum owns renovated premises though current operations occupy only about half of the available space, leaving room for planned future expansions. Also on site are a neon workroom and the offices of The Foundation for The Advancement of The Sign Industry.

It is not exaggerated to suggest that **as home to The American Sign Museum, Camp Washington is the historic signage center of the United States.**





RECOMMENDATIONS



CASE STUDY: Gowanus Canal, New York City, New York

It is important to consider similar neighborhoods in different cities to learn how other industrial neighborhoods overcame challenges to revitalization. One such example is Gowanus Canal in New York City. Gowanus Canal is a neighborhood in the Brooklyn Borough of New York City. The Environmental Protection Agency (EPA) declared it a Superfund site in 2010. In December of 2012, the EPA estimated that the cleanup would cost up to \$500 million.

Despite this designation, Gowanus has continued to see increasing house prices and rapid development over the past decade. Furniture makers, like Gowanus Furniture, Potters, and start-ups have made their home in this neighborhood. Lighthouse Group completed a 700-unit rental complex in May of 2016, pictured below, which has been hailed as an example of high-end housing that can thrive in this neighborhood. Other developments in the works include Gowanus Green, a development offering affordable and market-rate housing, retail, parks and community facilities.

While large-scale development is now prevalent in Gowanus, developers were initially scared off by the EPA designation. Nonetheless, artists and businesses that had been priced out of other neighborhoods made their home in the old warehouses common in Gowanus. Nightclubs, bakeries, and restaurants followed, creating a scene that some Brooklyn residents liken to Dumbo, another hip Brooklyn neighborhood.

Inevitably developers followed and are now investing heavily. This would not have happened without grassroots businesses like the Proteus Gowanus Gallery, part art gallery, art museum and performance space and Diaper Kind, a cloth diaper delivery service. The organic development post-Superfund designation gradually eradicated fears and created a dynamic neighborhood that now offers large-scale opportunity for developers.



Photo from: The Associated Press

Camp Washington 2020 Vision

Camp Washington is Cincinnati's industrial heart and thriving Maker Community. Rich in history, close to downtown and with unrivaled road and rail connectivity, Camp is home to artisan and industrial manufacture, urban agriculture, and self-reliant residents who love their city neighborhood.

Affordable family homes co-exist with trendy lofts, and neighborhood businesses thrive along the walkable main street of galleries and unique shops. Bike paths crisscross the community, providing easy access to surrounding neighborhoods, such as OTR and the Central Business District. A thriving industrial corridor hosts valuable corporate partners and jobs. The American Sign Museum, a best in class attraction is headquartered in Camp and showcases its iconic treasures throughout the neighborhood. Urban agriculture is also featured with a community farm that employs second chance workers and neighborhood youth and supplies produce to some of Cincinnati's finest restaurants, including several within walking distance.

Camp Washington has built on the brand MADE IN CAMP to become recognized as a progressive and livable community where housing is diverse and affordable, creativity is prized and everyone is welcome.

Recommendations: 1. Land Use

Zoning Review

Camp Washington has a more than usually diverse range of land uses and classifications, some of them of declining relevance to current conditions and future aspirations. As shown on the attached land use map, some parcels should be reviewed and, potentially, reclassified.

Of particular interest to the community is the creation of more housing, both through adaptive reuse of industrial buildings and construction of new homes. To facilitate this, and attract developers, the community needs to work with the Department of City Planning of the City of Cincinnati to tie aspirations to zoning, actual and prospective, revising zoning as needed.

Parking Requirements

Although societal parking requirements are likely to change significantly in the next 20 years, this is still an auto centric society. But parking requirements have measurable impact in urban communities, especially those looking to increase dwelling units. They can limit development by requiring high fixed numbers of parking spaces, thereby increasing cost and reducing effective land use and even tax revenue per acre.

Demographics for Camp show a lower percentage of car ownership and more commuting via walking and other alternatives. The actual parking need for the neighborhood may therefore be lower. If not so today; it will certainly decrease in the future.

Conversely, there are areas where parking may need to be enhanced. The business district, for example, is presently depopulated. But as it revitalizes, metered on-street parking is important to small business success. Not only does it provide consumer convenience, it also introduces a degree of pedestrian comfort as parked cars serve as a barrier to moving traffic. Even such small adjustments contribute to success in a revitalizing urban area.

The Community should work with the City of Cincinnati to analyze and, if warranted, selectively increase, reduce or eliminate site specific parking requirements for development that is pedestrian oriented, transit oriented or small scale. This could encourage more development and rehabilitation potential for the neighborhood.

The northern section of Camp Washington also has a network of alleys. These should be valued and maintained. They create rear access for parking in a neighborhood where on street spaces are limited and are an element of urban form almost unique to Camp in this area.

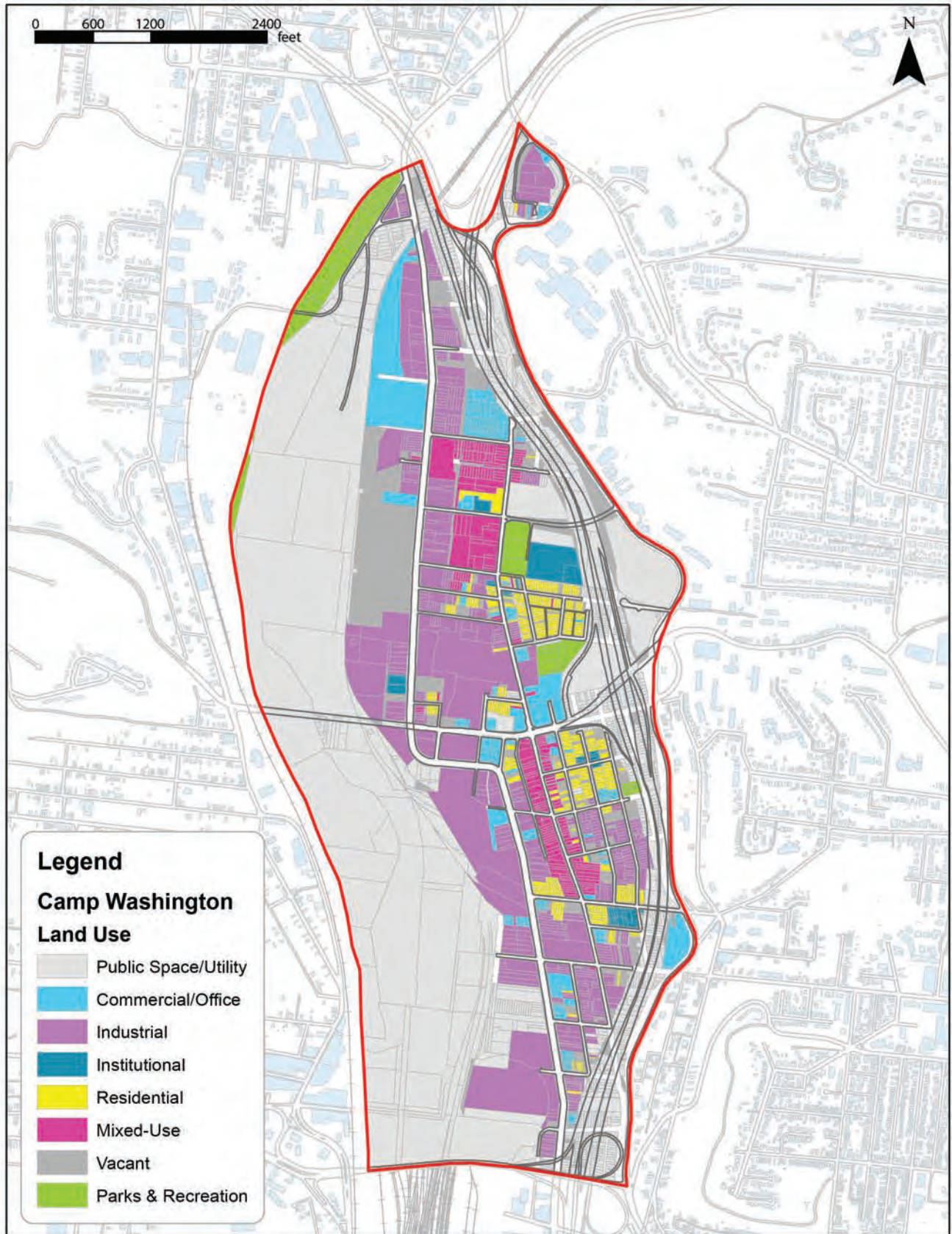
Land Use: Recommendations Summary

- Identify high value target areas
 - Value is community benefit
 - Where can density be increased
 - Rezone for residential
- Review land use classifications
 - Does land use match current community aspirations?
 - Where would reclassification benefit
 - Industrial
 - Commercial
 - Residential
 - Adaptive Reuse
- Analyze Parking requirements
 - Facilitate Development
 - Reduced requirements reduce cost
 - Convenience parking supports the business district
 - Make (+/-) changes as required

Proposed Land Use Map Change

- Colerain Avenue business district change to mixed use
- Addition of mixed use and office uses along Colerain Ave north of Bates
- Updated park use along Stock Street
- Infill residential along Colerain and Sassafras
- Correction of commercial to public utility along northeast highway boundary

Camp Washington – Proposed Land Use Map



CASE STUDY: Franklinton, Columbus, Ohio

An example of a revitalizing industrial neighborhood is the Franklinton neighborhood close to Cincinnati of Columbus, OH. Franklinton located west of downtown, across the Scioto River, and was the first settlement in central Ohio in 1797. In 1983, FEMA declared the area a floodplain, after major floods in 1913 and 1959. In 1993, the City of Columbus partnered with the US Army Corps on an eleven year, \$129 million project to build a floodwall along a seven-mile stretch of the Scioto River.

Following this initiative, the Franklinton Development Association (FDA), a local CDC founded in 1993, has worked on branding East Franklinton as an arts district. Two key organizations have helped them gain traction as an up-and-coming neighborhood in Columbus:

- **400 West Rich Street (pictured below)**, a multi-use art complex that features artist studios, music studios, galleries, a co-working space, offices, and exhibitions that are open to the public monthly.



Photo from: www.onthegrid.city/columbus/columbus/strongwater/

- **Columbus Idea Foundry**, built in a 100-year old shoe factory, is now a 65,000 sq ft makerspace, where members can utilize tools to create jewelry, 3D printed prototype, fired pottery, and other products.

Since 400 West Rich became an art complex much new growth has occurred. Strongwater Food & Spirits, a restaurant, bar, and event space located in the 400 West Rich building, opened in 2014. Across the street, Land Grant Brewing also opened in 2014 while Rehab Tavern opened just down the street in 2012. Only a block south of these three businesses is The Vanderelli Room, an art gallery, new in 2014.

The Franklinton Development Association (FDA) has been a key player in developing both an arts community and providing attractive housing options. The FDA helped secure a \$350,000 grant from ArtPlace America to rehab a warehouse for the Columbus Idea Foundry and developed several arts events in the area.

Many arts businesses relocated to Franklinton specifically because they were priced out of previous neighborhoods. On the residential front, FDA has rehabbed and built over 150 single-family homes.

In recent days, private development plans have emerged, with the most recent coming from Kaufman Development, now planning a 241-unit mixed-use building with 80,000 square feet of office, commercial and retail space. Previously, Kaufman had focused on Downtown Columbus, but after tracking the work of the FDA over the years, they felt the time was right to move into Franklinton.

Recommendations: 2. Traffic, Transit and Connectivity

Hopple Street/Colerain Ave Intersection Improvements

The intersection of Hopple Street and Colerain serves some 26,000 vehicles a day including a substantial volume of heavy truck traffic. It also saw 18 traffic accidents in just 2016 alone. At present this traffic is not adequately managed for either vehicles or pedestrians. Pedestrian crossings are uncomfortable and the width of Hopple Street accommodates fast moving commuter traffic over other modes. For Camp Washington, this intersection is the center of a neighborhood, but for the larger community it is a highway connector, prime industrial corridor and major urban transverse.

This intersection needs repair.

Hopple, bisecting Colerain and thus the north/south portions of the neighborhood is ~98 feet wide. At a moderate pedestrian pace, it takes approximately 20 seconds to traverse, an uncomfortable passage in the midst of heavy traffic, and pushing up against light change timing, which is currently set to an older timing standard. Changing the timing to meet the current standard (3.5'/sec) would give more time for pedestrian crossing.

Initial investment in pedestrian enhancements such as narrowing the crossing with bump outs and neckdowns may help, but an intersection of this importance, with high traffic volume needs more thorough study and intervention.

As the neighborhood revitalizes, new businesses will establish in the south section of Colerain. Meanwhile the conversion of the Crosley Building will bring hundreds of new residents to the north section. It's likely many of these residents will be Millennials for whom urban walkability is a core value. They cannot easily manage Colerain, and especially this intersection, in current conditions.

An early and simple fix is a left turn arrow added to the light at the northern side. This would move traffic more freely from Meyer Tool, eliminating driver impulse to beat the light rather than wait thru another cycle, and immediately improve conditions for pedestrians as well as drivers.

Traffic speeds also need to be monitored on both Colerain and Hopple. Anecdotal evidence suggests that speeds on both corridors are often excessive. As the business district revitalizes and new housing is created, this will become a serious safety hazard for Colerain pedestrians.

The community should work with the City's Department of Transportation and Engineering to do a deep dive on speeding and pedestrian safety to determine and implement effective long-term changes.

Crosswalks

No discussion of intersection repair would be complete without reference to crosswalks. As vitality returns to Camp Washington, it will bring an increasing number of people to neighborhood streets. Even today Camp Washington is a walking community. Residents walk to jobs, children walk to school and recreation.

Does the community have enough crosswalks, and are they both well located and easily recognized by both pedestrians and drivers?

Crosswalks should be clearly and strongly marked, and, given volumes, in high traffic areas flashers may be needed. But, as outlined in Placemaking recommendations, in a community of families and children, they can also be used to signify a distinct playfulness and community character, serving both safety and community profile. Other communities have successfully worked with traffic and engineering departments to work within guidelines but achieve high impact results.

CASE STUDY: Athens Crosswalks

The city of Athens, Ohio is using an inexpensive technique to decorate its public realm while also celebrating local culture.

The idea? Decorative crosswalks.

Athens, home to Ohio University, has thousands of daily pedestrians traveling from campus, to surrounding neighborhoods, Main Street and beyond. Creating crossings that are more than just typical is a straightforward way to emphasize walkability and add something appreciated by many in the community.

Decorative crosswalks are used by cities and towns across the world. Different methods, textures, colors, and patterns are a simple means to celebrate an idea or offer art in the public realm. In Athens, local culture inspires designs. One spells 'OHIO' in the university's recognizable block lettering. For another, the former insane asylum, now decommissioned and owned by the university offers a striking design in the grillwork for its windows. That pattern, seen here, has been replicated and pops out to those passing by, helping enhance safe crossing, while also fostering a subtle appreciation of local architectural assets.

Embellished crosswalks such as these would be a lively creative and relatively inexpensive way for Camp Washington to encourage safe pedestrian crossings while also celebrating the neighborhood's assets and rich manufacturing and signage history.



Photos from: designlocal.com

References:

The Essence of Athens: A Strategic Design Plan for Economic Enhancement and Community Competiveness. Prepared by the City of Athens, MKSK Studios, and Designing Local. 2014, July.

Transit Improvements

East-West BRT Corridor

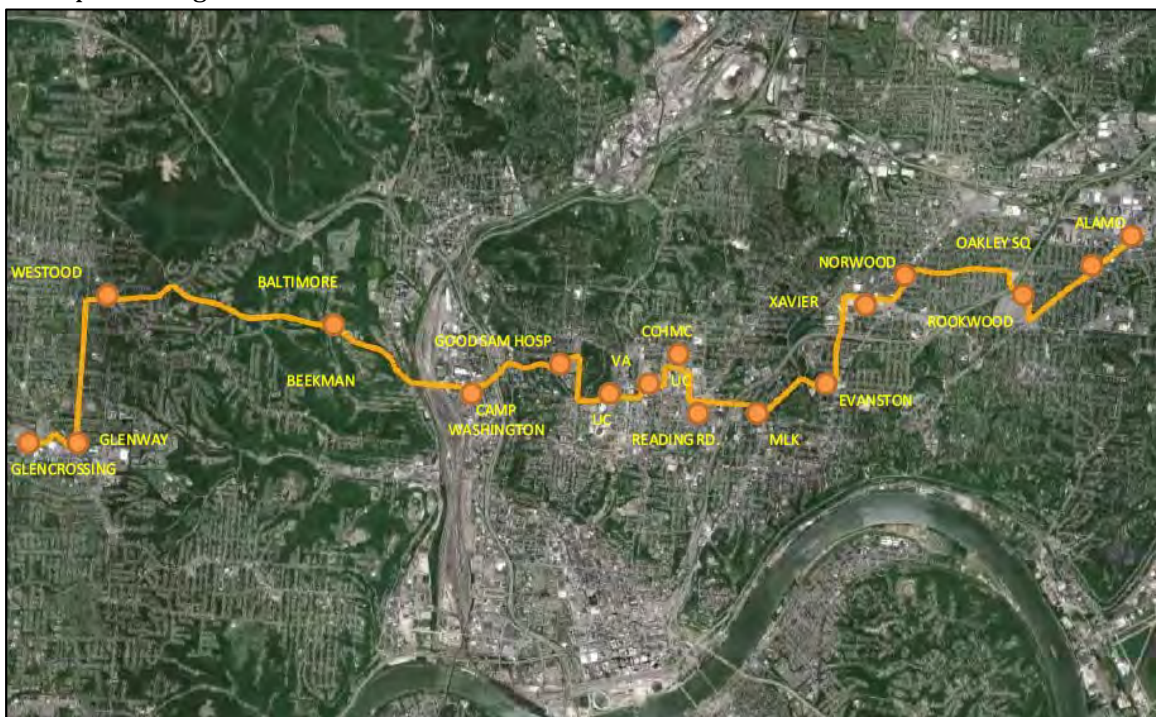
In 2012 consulting firm Parsons-Brinkerhoff explored implementation of Bus Rapid Transit or BRT within the city limits. While the crosstown route shown in the map below was part of a series of proposed corridors, it was not designated a priority in that plan.

Perhaps it should have been.

Camp Washington needs greater transit connectivity, particularly east-west, joining residents in Camp and neighborhoods farther west to jobs in the Eds/Meds area of Uptown. Increased transit connectivity across Hopple might also serve, over time, to reduce the heavy daily traffic on this artery. Otherwise, especially with an uncertain future for the Western Hills Viaduct, the daily car count is likely to increase, perhaps exponentially.

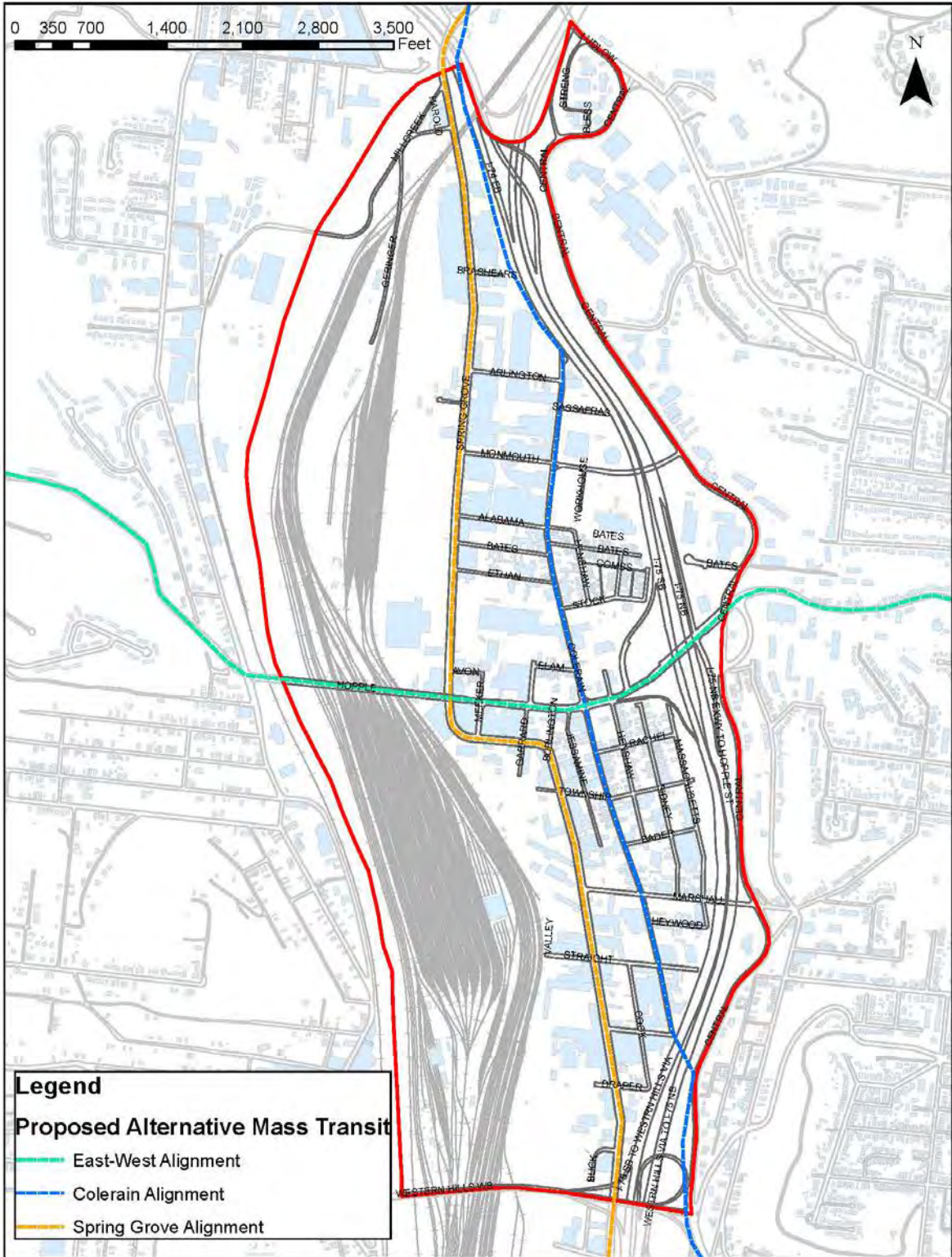
We recommend that the community initiate discussion with METRO to explore a BRT-lite style crosstown route that would provide consistent service from East Westwood to Madisonville via Hopple Street, Martin Luther King and Madison Road. This can be accomplished by running a Metro Plus style service, possibly with special “Bus Only” lane markings, ticket vending machines, shelters and real-time arrival information. No other community in Cincinnati has such a service at present but it is commonplace in other cities and should be explored, as the benefits, especially to Camp and neighborhoods to the west, could be substantial.

Such a service would need to be implemented with a strong plan, and a sustained marketing effort by Metro to potential riders, allowing time for establishment. But it has potential to benefit multiple neighborhoods, create more customers for Metro and positively affect traffic flow to and thru Camp Washington.



Crosstown BRT Map from Parsons-Brinkerhoff City of Cincinnati Bus Rapid Transit Study 2012

Camp Washington – Proposed Mass Transit



Other Mass Transit Alignments

Camp Washington has unique assets that could be used for potential mass transit visions in the future.

For example, what if Camp were to make a case for reusing one of Cincinnati's most celebrated components of abandoned infrastructure – the lost 20th century subway tunnels? There may be potential to run future mass transit through the old tunnels and onto Colerain Avenue. After running local on Colerain Avenue such an alignment could then continue utilizing abandoned train right-of-way to Spring Grove, eventually connecting to proposed Metro Transit Center in Northside between Hamilton and Blue Rock.

An alternative alignment would utilize Spring Grove Avenue running north to Northside.

This recommendation may be viewed by some as whimsical. But as Cincinnati explores 21st century transit options, it would be remiss to not consider reuse of that long ago civic investment.

Bicycle Infrastructure Improvements

Camp Washington has an asset many other Cincinnati neighborhoods cannot claim: it is relatively flat from the Central Business District to Northside. Camp has begun the creation of bicycle infrastructure. An incomplete lane exists on Spring Grove Avenue north of Avon Place, running to Northside. The region's first protected bicycle lane runs along Central Parkway, the western boundary of Camp into downtown Cincinnati.

Building on these two assets: flat terrain and early stage bike lanes, Camp Washington could easily become one of Cincinnati's most bikeable neighborhoods.

Additional routes include:

- Continuation of the Spring Grove Avenue Bicycle Lane south to Bank Street, connecting to existing lanes there
- A connection between the Spring Grove and Central Parkway, possibly along Marshall

Cincy Red Bike

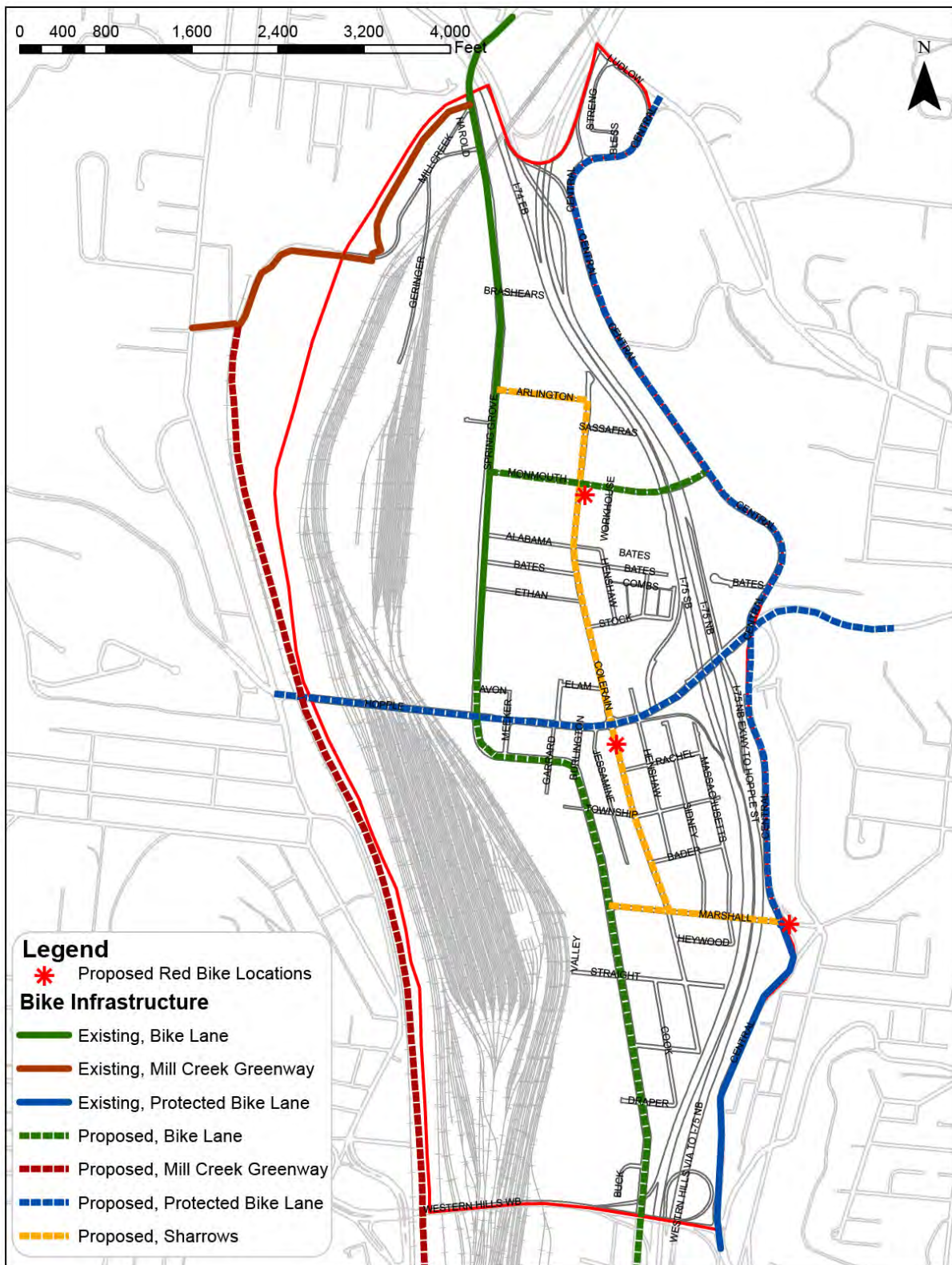
Camp Washington needs to connect to the Red Bike network. While usage data shows that stations work best at active nodes, and Camp is, at present, short on these, its mid-point location between the CBD and Northside is a strength.

Potential locations include:

- Central Parkway and Marshall
- Colerain or Spring Grove Ave and Monmouth
- Colerain between Hopple and Rachel

Discussion should be initiated with Red Bike executives as to how and when the network can be extended to Camp. There should be a particular focus on building funding partnerships with local businesses as a way to develop new Red Bike stations in the neighborhood.

Camp Washington – Proposed Bicycle Facilities



CASE STUDY: David Byrne Bike Racks – New York City

In 2008, the New York City Department of Transportation in collaboration with the art gallery PaceWildenstein conducted a design competition for new temporary bike racks in the city. The city eventually selected 9 designs by musician and bicycle enthusiast David Byrne, (of Talking Heads fame), which were in use for one year before being auctioned.

The bright and striking designs were meant to showcase the personality of an area while also giving beauty to a functional object. The racks were constructed with welded tubes of steel and powder coating to have a similar feel and appearance to a typical city bike rack. It was important to Byrne that the bike racks were designed to be functional rather than mistaken for modern art pieces.

The city's transportation department also hoped to encourage more travel by bicycle. As the then Director of Transportation Janette Sadik Khan explained, *"By bringing attractive yet functional sculptures to our streets, we are elevating the profile of cycling, and we believe that more and more people will begin to think about cycling as a mode of transportation, and not just a mode of recreation."*

Artful bike rack designs would be a great way for Camp Washington to showcase its neighborhood and local artists while also enlivening the street and business district and encouraging bicycle use. Moreover the community has the internal design and manufacturing capabilities to make such a project come to life.

References:

https://cityroom.blogs.nytimes.com/2008/08/19/new-bike-racks-courtesy-of-david-byrne/?_r=0

<http://davidbyrne.com/explore/bike-racks/about>

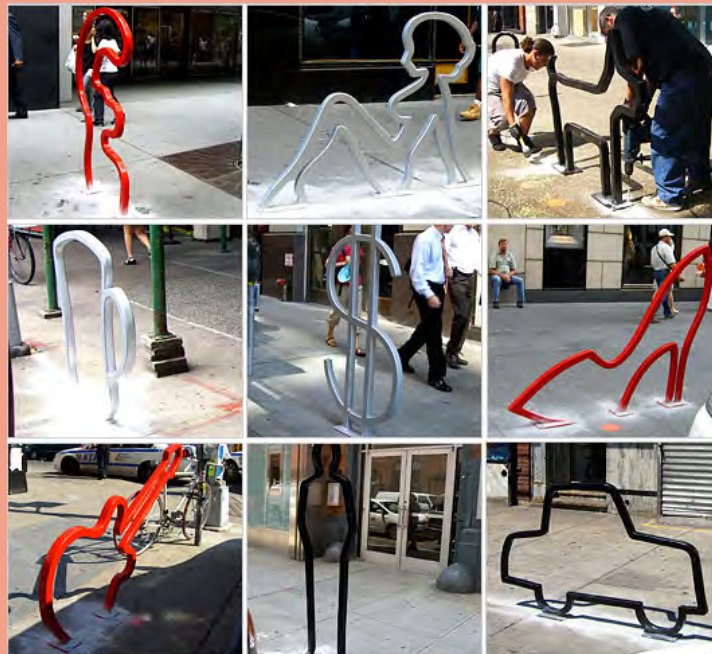


Photo from: freewilliamsburg.com

Traffic, Transit and Connectivity: Recommendations Summary

- Repair the intersection of Colerain and Hopple
 - Consider N/S neighborhood connectivity and pedestrian needs
 - Put a turn signal on the N side of Colerain
 - Slow traffic
 - Consider narrowing Hopple Street
- Look at other key intersections
- The community needs more crosswalks
 - The business district will revitalize
 - The walking population will grow
 - This is a neighborhood of families now
 - Some may need to be signalized
 - Others may require flashers
 - Community character opportunities?
- Explore better transit options with Metro
 - BRT
 - Regular routes
- Is Camp Washington a candidate for mass-transit expansion long term?
- Add Bike lanes
- Add Red Bike stations
- Add Bike Racks
 - Camp Artist designed and manufactured
 - Potential product sale to others?

Recommendations: 3. Housing

With a few exceptions, Camp Washington has a remarkably consistent housing inventory: single or multifamily, workforce, brick or frame, most on small urban lots. Many have been in the same ownership for years, though there is increasing turnover. Vacant and non-owner occupied is higher than is beneficial for the community.

We have identified a nonprofit lender willing to work with the Camp Washington Community Board to develop a loan program that would support a homesteading program. Up to now CWCB has been its own homesteader, using bingo revenues and other funds to do one by one renovations.

This has been a workable method for years, but now greater momentum is needed. Focus areas should be established and Camp should build a master list of opportunities for which to seek buyers, financing and contractors to create redevelopment momentum. Working with real estate professionals, buyer qualification guidelines and a defined marketing strategy, available properties, potentially including those owned by the Community Board, should be offered for sale.

There is a potential ancillary benefit to divesting Camp owned properties: If resources were reallocated they might support a revolving acquisition fund as well as other programs.

If property is unimproved, rehab to a defined standard should be a condition of sale, and the limitations on sweat equity investment should be clearly established. This will be a program that will apply primarily to single family homes but if possible multi families should also be included as acquisition and rehab opportunities.

Investment should be defined to ensure price point can be controlled. This is essential to support Camp's objective to remain a workforce community.

Then, to meet Millennial preferences, a greater range of housing types should be added.

One of these might be cottage court, a housing style not widely represented in this area - and therefore a point of distinction for Camp. A cottage court consists of several single family detached houses arranged along an interior court yard. Easy to construct, land-efficient and affordable this development type offers a comfortable level of density for small scale urban neighborhoods, modern amenities and easy ownership.

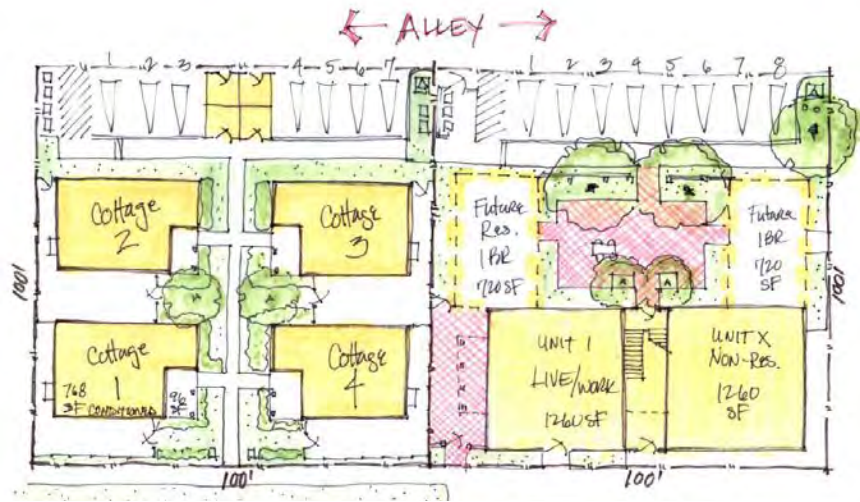
The minimum dimension area of a cottage court for four houses can be located on an approximately 100 ft by 100 ft lot with about 1000 square feet each. There are some sites in Camp that may already work, others may be assembled by developers acquiring adjacent lots. Approximately 30% of the lot should be a central common area or courtyard. Parking could be provided on-street, a side drive or accessed by a common rear alley where available.

Camp Washington Community leadership should identify sites for potential housing, work with the city's Department of City Planning on zoning requirements and market these sites to developers.

Examples for regulations on cottage courts can be found in the city's Form-based code regulations and cities such as Portland Oregon have similar legislation that can be a reference point.

Camp has a few residential loft buildings, that are adaptive reuses of industrial buildings like Machine Flats. The Crosley Building will be a spectacular addition, coming on-line in 2020. Its presumed success will serve as proof of concept

for this type of conversion and, ideally, create an appetite for other such projects. Costs for this building are high, partly due to the severely deteriorated condition of the property. There may be other sites where incentives are still available but costs are more easily controlled.



Source: <https://www.cnu.org/small-scale-developers-builders/additional-resources>

No other Cincinnati neighborhood has the depth of potential adaptive reuse assets found in Camp, and loft style housing has proven to be durably popular in other cities. Community leadership should be working now to identify properties that suit conversion and, as Crosley redevelopment is underway, working with property owners and real estate professionals to seek other developers for these assets.

Housing: Recommendations Summary

- Build an inventory of single and multi-family redevelopment opportunities
 - Work with willing sellers
 - Acquire disinvested properties for resale
- Establish a lending pool
- Delineate sale/purchase/renovation process
 - Design
 - Construction
 - Sweat Equity
 - Completion guarantee
- Work with professionals to identify buyers and small scale developers
- Investigate Cottage Court options
 - Land
 - Zoning
 - Developer
- Identify adaptive reuse properties
 - Market these as opportunities

CASE STUDY: Detroit Shoreway, Cleveland, Ohio

Much like many urban neighborhoods, Detroit Shoreway saw many of its residents move to the suburbs after World War II. At the same time, this neighborhood began to attract immigrant groups and people from rural regions in the U.S.— Mexicans, Puerto Ricans, Asians, Romanians, and those from the Appalachian Mountain region in Pennsylvania and West Virginia.

Major change occurred when the City of Cleveland, despite protests by both residents and City Council members, decided to build I-90 through the community in the early 1970s. While this displaced many living in Detroit Shoreway at the time, residents did achieve a victory in preventing the construction of an interchange proposed to link the shoreway with I-90. This land was subsequently repurposed for the Michael Zone Recreation Center, an expansive park with an indoor pool, weight room, gym, baseball/softball fields, playgrounds, and other amenities.

Proactive redevelopment was spurred when the eastern wall of the Gordon Square Arcade crashed down in May of 1978 and the community rallied to protect the historic structure from demolition. In the late 1990s, the Detroit Shoreway Community Development Organization (DSCDO) partnered in a \$560,000 renovation of the Chateau Apartments and Lt. Governor Nancy Hollister delivered a \$250,000 grant from the Ohio Department of Development for the Gordon Square Arcade project.

More recently, the DCSDO has helped drive several infrastructure, economic development, and residential projects. Working with the Ohio Department of Transportation, DCSDO developed the Cleveland Lakefront Plan, to convert West Shoreway from a two-mile highway to a tree-lined, multi-modal boulevard and reduced the speed limit from 50mph to 35mph.

The DCSDO also partnered on the 328-unit Battery Park development. The DCSDO also secured \$3 million in funding to improve the Detroit Avenue streetscape and is in the process of creating a Business Improvement District. With the Gordon Square Arts District (GSAD) they have developed a master plan to guide recruitment of new retail and the overall direction for the district.

In 2014, GSAD completed a \$30 million project that funded neighborhood beautification, added parking, and reopened the Capitol Theatre. GSAD is now focusing on connecting Lake Erie with adjacent neighborhoods, and maintaining a focus on the arts.

Gordon Square Arts District has attracted 80+ new businesses, and has five working theatre groups that attract over 100,000 patrons annually.



Photo from: gordonsquare.org

Recommendations: 4. Gateway

Camp Washington's actual gateway, at the corner of Hopple and Colerain, and heavily auto-centric, is a poor representation of the real character of the neighborhood.

But the block immediately south of Hopple on Colerain contains several interesting assets and could make a strong location for a Gateway.

And Camp has a unique and compelling opportunity to establish a strong presence.

The American Sign Museum headquartered in Camp, has some 300 signs they are unable to display. They also have a depth of sign expertise unparalleled anywhere.

What if some of these signs could be used to anchor a signage park to attract visitors to Colerain Avenue's business corridor?

In addition to the Gateway Park, designating a Historic Signage District along Colerain would allow the Camp Washington Community Board and its partners to develop a visually interesting corridor unique to the Cincinnati area. It would combine the history of American signage with the machine and artistry background of the neighborhood.

Similar districts have been established in Saginaw Michigan and in Edmonton and Vancouver Canada among other locales.



Saginaw Neon Sign Park in Saginaw Michigan from Saginawhapping.org

As a corollary to the creation of a signage display, and discussed elsewhere, Camp leadership should look especially at improvements to buildings in this area through façade improvement grants, retailer signage enhancements, streetscape plantings and other tactical improvements.

Not only will these strengthen the impact of the Gateway installation, they will contribute to an enhanced initial perception of the community overall.

Gateway: Recommendations Summary

- Work with the City's Historic Conservation Office and City Planning Department for regulations to allow historic off-premise signage in a special district
 - Unique to Camp
 - Centered on an in-place asset unduplicated elsewhere
- Work with City staff on a district wide historic signage exemption
- Identify a location, as close to the actual gateway as possible for a display of historic sign park
 - Visible from Colerain and Hopple
 - Sizeable, energetic, illuminated
- Identify additional high visibility locations along Colerain and throughout the neighborhood to place signs
 - Extends the brand
 - Draws visitors through the neighborhood
- Focus simultaneously on tactical area improvements
 - Retailer signage
 - Facades
 - Plantings

CASE STUDY: Edmonton Sign Museum

In February 2014, Edmonton's Sign Museum was illuminated for the first time. What makes Edmonton's museum unique to others, such as one in Vancouver, is that the signs are displayed outside, making it free to the public, and a strong visual placemaker.



Photo from: 630 CHED

In the 1970s, Edmonton created by-laws to restrict the use of neon signs, a common trend across North America that eventually pushed businesses to more energy-efficient LED lights. In the early 2000s, David Holdsworth, an urban designer with the city, began collecting these neon signs after passing one in the trash. In 2014, the museum began with eight signs on display at 104th Street and 104th Avenue. That number had grown to nineteen signs as of October 2016.

While the Alberta Sign Associates raised the initial funds to open the display, the City of Edmonton has spent \$250,000 to build a frame to hold the signs and to maintain the collection. The Sign Museum has been part of the city's revitalization efforts on 104th Street, supporting upgrades to the roadway and streetscape, retaining historic buildings, and revising zoning to preserve the area's historic character.

The museum has been made possible by the partnership forged between the City of Edmonton, Downtown Business Association, Telus, Alberta Sign Association, and The Places. The museum is expected to garner attention with the added signs and the newly opened hockey arena, Rogers Place, now just across the street.

Recommendations: 5. Business District

The heart of the historic business district is the south section of Colerain from Hopple to Marshall. This area was severely disrupted by the construction of I-75. The crosstown corridor of Hopple Street became paramount and a highway exit created a strongly auto centric nexus of gas stations, drive-through restaurants and strip malls.

Meanwhile the old business district was bypassed and, over time, declined.

In the 21st century however, a walkable business district with shops, restaurants, coffee houses and other lifestyle conveniences and amenities is an anchor of area revitalization. Camp Washington has a great deal of work to do, but even in a diminished state, also has strong assets on which to build including a hardware store, bank, art gallery and vacant storefronts with possibility.

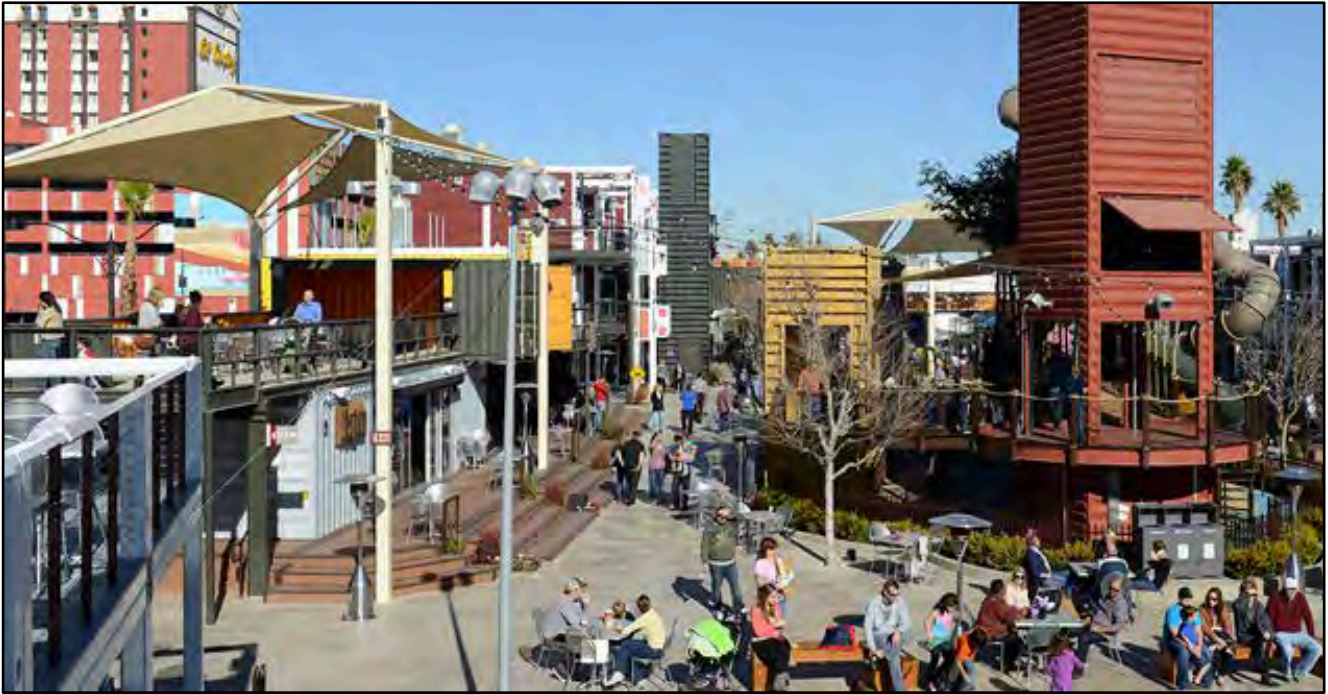
Potential exists for a strong and compelling gateway. By focusing redevelopment and revitalization efforts on the first two blocks of Colerain Avenue south of Hopple Street, that gateway and the community's strongest existing commercial assets can be tied together.

But there are serious challenges. Site control is diversified among multiple landlords, retail storefronts are in varied conditions, there are gaps where buildings have been demolished and storefronts have been converted to other uses, Restaurants tend to fast food and chili, walkability is poor and the community has low recognition as a place in which to successfully establish a business.

Business District: Recommendations Summary

- Define and pursue a unified recruiting strategy
 - Build the business district you want
- Establish a strong relationship with landlords
 - They succeed if the district succeeds
 - Success is collaborative
 - They need to buy into and support the strategy
- Explore financing mechanisms
 - Retention and recruitment
 - For landlords and tenants
 - Façade and building improvement
 - Start-up capital
 - FF&E
- Create an entertainment district
 - Available liquor licenses attract hospitality operators
- Create a Historic District
 - Preserve existing building assets
 - Unlocks Historic Tax Credits as building redevelopment financing option
- Do something dramatic to jumpstart the district
 - Develop a Container Park
 - Use shipping containers as temporary spaces

- Start with pop up events?
 - Identify future fixed location operators
- Bring Makers to Main Street
 - Cafes
 - Shops
 - Art galleries
- Novel for Cincinnati
- Ties into Camp's industrial history
- Offer an instant retail district and a point of distinction for Camp
- As the district revitalizes the container park can stay or go



Las Vegas Container Park Image from Las Vegas.com

Case Study: Container Parks

The Container Park, Las Vegas: Located in Downtown Las Vegas, Container Park is the latest project in the downtown's expansion and revitalization efforts. Funded by Zappos CEO Tony Hsieh's organization, the Downtown Project, 40 repurposed shipping containers were utilized to build a downtown shopping and dining center. The retail space has provided over 50 entrepreneurs a home in downtown Las Vegas.

Between November 2014 and March 2016, the Container Park hosted just less than 3 million visitors. As of March 2016, the park was fully rented to 34 local businesses, including boutiques, toy stores, restaurants, and bars. Container Park was built to be an incubator for small businesses and many received funding from Tony Hsieh to help them open their doors. The locale has hosted family movie nights, musical performances that include local school bands, and has a playground in its center featuring a 33-foot slide.



Photo from: Laureate International Universities

The Quartyard, San Diego: Working with the City of San Diego, municipal governments, and developers, RAD Lab, a design and development firm, worked to create a pop-up park made of 14 repurposed shipping containers. Located just east of downtown San Diego in the East Village neighborhood in a formerly empty lot, here is downtown's sole off-leash dog park, a craft beer garden, food trucks, live music events, and outdoor games.

From a design perspective, one of Quartyard's primary strengths is its versatility—the park is not designed to stay in its current location beyond a few years, but can be moved easily to another location when the time comes. After the site's foundation was installed, it only took RAD Lab six hours to set up Quartyard, with the aid of a crane and a few trucks. RAD Lab utilized crowdfunding to make Quartyard a reality, raising nearly \$60,000 in about a month's time. Quartyard is now working with the city to find a long-term home, as they may be replaced with a proposed 34-story high-rise at their current location.

Proxy, San Francisco: Proxy was built in 2011 as a temporary solution to a barren lot, sitting empty since part of a freeway was removed following the 1989 earthquake. The focus has been on small businesses and there are currently five permanent container businesses on the property.

Made up of 18 containers, Proxy has developed cultural programming by projecting various film series on an outdoor movie screen, hosting live podcast events, and featuring art installations. Outdoor fitness classes, a beer garden, an ice cream shop, boutiques, and food vendors also can be found on site. Like the Quartyard, Proxy is not intended to be a permanent solution, as its current lease with the city only runs through 2020.

Recommendations: 6. Branding, Marketing and Placemaking

Despite significant depth of assets, Camp Washington has kept a markedly low profile. As the community revitalizes and competes for assets, residents and funding with other areas, it is not well served by remaining a secret.

Camp needs to identify a clear and compelling brand and tie to it a comprehensive and continuous marketing campaign. Social media makes creating awareness easier but even free media is generated and supported by a good strategy and continuous tactical application.

Marketing matters if a community wishes to move forward. There's a lot of competition for consumer time and attention. Camp needs to insert itself into those conversations and draw people in with a compelling message. Supportive marketing and related activities allow consumers to discover and want to become part of Camp's unfolding story.

Branding

Branding is often misunderstood, perceived as a slogan, or a logo. Those are landmarks. The brand itself is both simpler and more complicated, essentially a promise, embodying the most essential elements of the product, or in this case, community to be branded.

Camp Washington is a MAKER community, so why not celebrate that fact by fully embracing it as Camp Washington's brand?

Made in Camp.



Sausages are Made in Camp. Chili is Made in Camp. Costumes are Made in Camp. Signs are Made in Camp. Art is Made in Camp. Coins are Made in Camp. Furniture is Made in Camp.

That's a brand that will call to artists and manufacturers, that implies creativity and energy and which starts a story in the mind of the listener. Camp has a wealth of community specific opportunities to tie to and exploit this brand.

No other Cincinnati neighborhood can claim a manufacturing history as deep and diverse, one which can serve as a principal recruiting and marketing tool for the community. There are spaces suited to artists and manufacturers who wish to work in Camp. The retail district can have, among

other things, a hand craft focus, showcasing goods and materials made in Camp, drawing customers looking for distinctive items. A unique food scene could be developed around the brand.

A strong brand mark could be developed - perhaps a stamp with a profile of Washington and the brand slogan *Made in Camp* laid in across or below. Camp based manufacturers – of all kinds – might be asked to use this on their own packaging. Camp’s website and social media can be based on the brand mark, slogan and the wide range of products which exemplify the brand.

Leadership might wish to begin with ideation sessions at the community council and business councils, asking for their input on how the brand might be applied.

Camp Washington makes things. Recognizing and building a brand on that can help make Camp Washington successful.

Marketing

Recognition of the assets of this community is low. There are individual businesses and initiatives that are known, but there is little unified perception of the community overall.

It’s time to highlight and promote Camp Washington. In some cases that means just improving marketing mechanisms but in others it may mean creating more marketing opportunities. Outlined below are some in-depth marketing recommendations.

- Improve the website
 - Recent upgrades are significant
 - It still feels corporate
 - Text heavy
 - Limited visuals
 - Tie it to the brand
 - Use the brand to generate content
 - Who/what/where is Made in Camp
 - A business
 - A person
 - A success
 - An upcoming event
 - This is the community’s front door for recruitment
 - Update it regularly
 - Market all the assets of the community
 - Programs and events
 - People
 - Businesses
 - Real Estate
- Develop a STRONG and current social media presence
 - Promote Camp constituents
 - Raising their profile also raises Camp’s
 - Social media is visual and story driven

- Made in Camp is a visual story
 - Put together a regular series of events to promote and attract
 - Know who is the target audience
 - Target them
 - The Sign Museum has a liquor license
 - Making Music in Camp (once a month?)
 - Camp based bands
 - Showcase artistic community
 - Promote availability of spaces for artists
 - Food trucks
 - Craft beer
 - Made in Camp Fair
 - In fine weather months
 - Camp creator focused
 - Promote availability of spaces for artists
 - At the Gateway
 - Begins to recreate awareness of business district
 - Open gallery/workroom events
 - Work with Wave Pool
 - Camp Washington Sausage Sizzle
 - Beer, bands and brats
 - Sausages are Made in Camp
 - Camp Washington Farm Fair
 - Work with regional farmers, Findlay Market, local chefs
 - Classes and product
 - Something for children and families
- Amp up existing assets
 - How can the farm program be expanded?
 - More growing sites
 - www.brooklyngrangefarm.com
 - School Programs
 - www.greenbronxmachine.org
 - Camp school is disadvantaged
 - Brand aligned community benefit
 - Residents asked for more child friendly programs
 - Fundable
 - Could this program originate in Camp but then roll out more widely
 - Positions Camp as a leadership community
 - Specialty supply
 - Restaurants

Case Study: What Can We Learn from Yellow Springs?

Camp Washington can take some inspiration in marketing and social media from the college town of Yellow Springs, Ohio.

Though there are inherent differences between an independent town and a neighborhood, there are many potential similarities, especially when it comes to its marketing use of social media.

Facebook is a primary marketing tool for this lively community, with their page run by the Chamber of Commerce. A working committee of three, including two chamber employees and a board member manage and update the page. Posts are diverse and often seemingly low key, but unfailingly promotion centric.

The posting team has three guiding principles for maintaining an active Facebook profile: post consistently, post material that is interesting, and allow and encourage engagement and participation with the page.

Every week, the page publishes a post featuring highlights for the coming weekend. All photos and text on the page reinforce the core message: Yellow Springs is charming, eclectic and very lively.

Highlights usually shine a spotlight on a chosen local business while also putting forward a few ideas for weekend activities, positioning Yellow Springs as a weekend destination. The underlying theme is that there's always something going on – so visit anytime to experience something fun.

Additional posting tactics include such as 'day in the life' entries, giving a glimpse into what life in the village is like on a day-to-day basis.

Because of these posting strategies, the Yellow Springs Facebook page has over 50,000 likes (for a town of just over 3,000 residents!), and almost all of its posts are liked, shared, and commented on by many people. Free advertising is regularly and effectively promoting individual businesses and the town in general.

Such a system could be just as effective for Camp Washington, promoting the area as a destination with unique and exciting assets, so much more than just another neighborhood business district.



Photo taken from: <https://www.facebook.com/YellowSpringsOH/>

Placemaking

In a community rich with artists and makers, placemaking opportunities should be readily available and of exceptional creativity. Moreover, moving through Camp there should be no doubt that is a place which values and incorporates creativity as widely as possible. Artistic interpretation of otherwise ordinary things should be ordinary and everywhere. Below is the outline of an on-the-ground placemaking strategy for Camp.

- Create pocket parks and green slivers
 - Add chairs/benches made from inexpensive, recycled, and/or scrap materials
 - Create engaging public spaces at little cost
 - Partner with local artists
 - Renovate Valley Park into a central civic place with increased programming and events
 - Coordinate with the Camp Washington Urban Farm to add fruits and vegetable plants to the park
 - Return Community Center to use for community recreation activities
 - Build parklets along Colerain to create an invitation to dwell in the business district
 - Adjacent to existing businesses
 - Creates a focus on these assets
 - High creative, green, seated, active
 - <http://www.curbd.org/parklets-covington>
 - Engage the community on what/how/where
- Promote biking awareness through the installation of high creative bike racks
 - Local design and manufacture
 - Is there a future business supplying other communities?
 - <http://davidbyrne.com//explore/bike-racks>
- Use Crosswalks creatively
 - Can also be an opportunity for colorful/vibrant murals or designs
 - Tie to historic signage
 - Artist designed
 - Adds playfulness in unexpected places
 - Secret Sidewalks (see Case Study)
 - Helps slow traffic
 - Tacitly encourages walkability
 - Coordinate with DOTE
 - Will require maintenance above city funds
 - Sponsorship seems possible
- Insert Planters
 - Conveys a sense of care and distinction
 - Businesses can sponsor and maintain
 - They can be placed anywhere but there does need to be concentrated impact
- Grow the Tree Canopy
 - Plant street trees
- Include Street furniture

- In a long retail district, street furniture adds both texture and convenience
- Seek multiple locations throughout the community
 - Make it a neighborhood feature
 - Artistic
 - Distinctive
 - Made in Camp
- Make Signage GREAT wherever possible
 - Camp is the signage capital
 - Some signage has to be standard – but not all
 - Make it playful
 - Burma Shave directional insertions?
 - Highlight neighborhood assets
 - <https://walkyourcity.org/>

Branding, Marketing and Placemaking: Recommendations Summary

- Branding
 - Camp Washington is a MAKER community
 - Develop and build a brand around that
- Marketing
 - Improve the website (more)
 - Tie it to the brand
 - Update it regularly
 - Market all the assets of the community
 - Develop a strong social media presence
 - Promote Camp constituents
 - Put together a regular series of events to promote and attract
 - Target the desired audience
 - Amp up existing assets
 - The farm program may be an opportunity
- Placemaking
 - Create pocket parks and green slivers
 - Build parklets
 - Promote biking awareness
 - Install bike racks
 - Use crosswalks creatively
 - Insert planters
 - Include street furniture
 - Make signage GREAT

CASE STUDY: Water Activated Street Art Installations

A quick example of creating easy and interesting art comes from Seattle and Boston. Rainy weather tends to keep residents indoors but a new artist movement in both cities offers a way to make rainy walks more interesting.

Using a special paint, artists are crafting messages that are visible only after it rains.

In Seattle these installations are called “Rainworks” and are the product of local magician, Peregrine Church who has installed over 25 of them across the city. According to CityLab, “To write their messages, Church and his friend Xack Fischer spray a biodegradable, environment-friendly, water-repellant coating onto the sidewalk through a stencil. When it rains, the surrounding concrete gets wet, but the sprayed bit of concrete stays dry.”



Photo by: Mass Poetry



Photo by: Rainworks/Peregrine Church

In Boston, the city partnered with Mass Poetry, a non-profit group that supports the Massachusetts poetry community, to develop water activated street art poetry. Titled, “Raining Poetry,” the project uses the same paint as Seattle. Instead of art, however, Boston stencils in lines from famous poems.

Water activated street art is biodegradable and wears off six to eight weeks after application. Cities like Atlanta have also taken up the cause. Boston leaders are using it as a way to highlight the city’s history and bring poetry to the people; Seattle is using it for art. Either way, this would be a unique attraction in Camp Washington and could help compliment artistic crosswalks, the historic sign district and the container park strategies.

References:

<http://www.citylab.com/design/2015/03/this-seattle-street-art-only-appears-when-its-raining/388529/>

<http://www.citylab.com/navigator/2016/05/boston-raining-poetry-sidewalk-street-art-invisible-graffiti/483512/>

Implementation and Conclusion

Camp Washington is a community of crafters, makers, artists, hackers and producers. In conjunction with the 2009 Industrial Area Plan, the community is primed to develop a comprehensive strategy to build a place that attracts and incubates creative crafting and large-scale industrial development. Given scarce resources, it is imperative that the community focus on initiatives that spawn catalytic development returns and responses from the private sector including developers, entrepreneurs and existing businesses.

It is the conclusion of this report that that Camp Washington has the potential and the position to be a unique and thriving community in the Cincinnati region. To achieve this vision, the community must embrace the following primary goals:

- 1.) Reposition CWCB from Residential Rehabilitation to Catalytic Commercial Redevelopment**
- 2.) Promote the Made in Camp Brand**
- 3.) Create and Promote Opportunities for Private-Sector Driven Housing Rehabilitation and Infill**
- 4.) Create a destination that celebrates Camps historic/industrial charm and existing assets**

Success will come from acting on and developing the programs, strategies and ideas outlined in this report. Below is a comprehensive review of those recommendations, all of which will ideally involve the participation and advocacy of the Camp Washington Community.



Photo from City of Cincinnati

Implementation Matrix

	Recommendation	Parties Involved	Time Frame
Land Use	Identify high value target areas and rezone appropriately	ZBA/City of Cincinnati	Short Term
	Analyze parking requirements and make necessary changes	Camp Washington Community Council, City of Cincinnati	Medium Term
Traffic, Transit and Connectivity	Repair Colerain & Hopple intersection (slow traffic, improve pedestrian safety, etc.)	DOTe, City of Cincinnati	Long Term
	Install continental crosswalks at key intersections and consider mid-block crosswalks in the Business District	DOTe, City of Cincinnati	Medium Term
	Identify other key intersections that may need work	Camp Washington Community Council, DOTe, City of Cincinnati	Medium Term
	Explore new/modified transit options with Metro	METRO, Camp Washington Community Council	Long Term
	Add bike lanes	DOTe, City of Cincinnati	Short Term
	Add Red Bike stations	Red Bike	Medium Term
Housing	Build an inventory of single & multi-family redevelopment opportunities	City of Cincinnati	Short Term
	Establish a lending pool	Camp Washington Community Council, LISC, CDF, City of Cincinnati OED	Medium Term
	Delineate sale/purchase/renovation process	Camp Washington Community Council, City of Cincinnati	Medium Term
	Identify buyers and small scale developers	Camp Washington Community Council, Urban Fast Forward	Medium Term
	Identify adaptive reuse opportunities	Camp Washington Community Council	Short Term
	Investigate Cottage Court options	ZBA/City of Cincinnati	Short Term
Gateway	Work to obtain regulations that allow historic off-premise signage in a special district	City of Cincinnati, specifically the Planning Department	Medium Term
	Identify location for signage district as close to gateway as possible	Camp Washington Community Council, American Sign Museum	Short Term
	Identify other high visibility locations along Colerain and through the neighborhood to place signs	Camp Washington Community Council, American Sign Museum	Short Term
	Focus simultaneously on tactical area improvements	Camp Washington Community Council	Short Term
Business District	Define & pursue a unified recruiting strategy	Urban Fast Forward, City of Cincinnati OED	Long Term
	Establish strong relationships with landlords	Camp Washington Community Council, Urban Fast Forward	Medium Term
	Explore financing mechanisms	City of Cincinnati, LISC, CDF	Long Term
	Create an entertainment district	City of Cincinnati	Medium Term
	Create an Historic District	City of Cincinnati	Medium Term
	Develop temporary retail focused place activation	Camp Washington Community Council, Camp Washington Business Association, City of Cincinnati	Medium Term
Branding, Marketing & Placemaking	Improve the website	Camp Washington Community Council	Medium Term
	Develop a strong and current social media presence	Camp Washington Community Council	Medium Term
	Put together a regular series of events to promote and attract	CW Community Council, CW Business Association	Long Term
	Amp up existing assets	Camp Washington Community Council, Camp Washington Business Association	Long Term
	Create pocket parks and green slivers	CW Community Council, CW Business Association, Local Artists	Medium Term
	Build parklets along Colerain to create an invitation to dwell in the business district	CW Community Council, City of Cincinnati, CW Community	Medium Term
	Promote biking with installation of high creative bike racks	CW Community Council, CW Business Association	Medium Term
	Create unique Crosswalks	DOTe, CW Community Council	Medium Term
	Insert planters, street furniture and quality signage	Camp Washington Community Council, Camp Washington Business Association, City of Cincinnati	Medium Term

Appendix

COMMUNITY ENTERTAINMENT DISTRICT (CED) SUMMARY

By Brad Thomas, Esq.

HOW ARE LIQUOR LICENSES APPORTIONED IN OHIO?

Under Ohio law, liquor licenses are normally apportioned on the basis of population. Each City is given one full liquor license for every 2,000 residents in the City. Cincinnati, with a population of 296,943 residents has 148 full licenses; however, they are not distributed equally around the City. Downtown (Zip Code 45202) has 55 or over 1/3rd of all available licenses. Additionally, the City keeps losing population in each census and with the loss of population, the number of available licenses drops as well. This has caused licenses to greatly increase in cost. A new restaurant may have to spend \$30,000.00 to acquire a new liquor license.

WHAT IS A COMMUNITY ENTERTAINMENT DISTRICT (CED)?

In 2005, the state of Ohio passed legislation intended to revitalize communities and business districts. The legislation allowed for the creation of community entertainment districts (CED). When a CED is established, it creates a new pool of liquor licenses that can only be issued within the district. These licenses are called D5-J Licenses.

WHAT IS A D5-J LIQUOR LICENSE?

A D5-J license is a full liquor (beer, wine, spirits) license. The holder of a D5-J license must obtain a food service license and pass all necessary code inspections at the location of the license. However a D5-J must be located within a CED and cannot be transferred outside the district.

WHAT ARE THE REQUIREMENTS FOR A FOOD SERVICE LICENSE?

A holder of a D5-J must serve hot food and obtain at least a Level 2 Food Service License. Depending on the quantity and type of food sold, a Level 3 or higher license may be required. The minimum requirements for a Level 2 Food Service license are: a hand-washing facility, three tub sink or dishwashing facility, mop sink, waste disposal facilities, smooth easily cleanable surfaces for preparation and service, hot water, commercial microwave or oven, commercial refrigeration/freezer.

DOES A CED DESIGNATION ALLOW FOR OPEN CONTAINERS?

No. Open containers are not allowed under state law. A CED Designation has no effect on the open container law. There is currently a bill that would allow open containers pending

in the state legislature, but even if that bill passes, it would not apply to CEDs. The bill would allow cities to create two open container districts which Cincinnati would like to put at the Banks and Downtown/OTR. CEDs would be unaffected.

DOES A CED DESIGNATION CHANGE THE OBJECTION RIGHTS OF CHURCHES, SCHOOLS, ETC?

No. Any school, church or other organization with an objection right retains those rights. The CED designation does not change anyone's statutory objection rights.

DOES A CED DESIGNATION CHANGE ZONING REQUIREMENTS?

No. Zoning trumps a CED Designation. The CED in Over-the-Rhine includes areas zoned residential; however, no restaurants can open in the residential areas where they are prohibited by zoning. If an area is currently not zoned for commercial activity, a CED Designation does not change the allowed uses.

DOES A CED DESIGNATION CHANGE SUNDAY SALES ELIGIBILITY OR HOURS?

No. Sunday Sales are not affected. If a precinct does not allow the sale of alcohol on Sundays, the CED Designation does not change the rules on Sunday Sales. Sunday Sales rules can only be changed by the voters of a precinct.

DOES A CED DESIGNATION CHANGE THE RULES ON OUTDOOR PATIOS FOR RESTAURANTS?

No. If a restaurant is in a CED and wants to have an outdoor patio, they must go through all of the normal requirements that any other applicant would have to go through to have an outdoor patio. The CED does not change these requirements.

DOES A CED DESIGNATION HAVE ANY OTHER EFFECTS ASIDE FROM THE NEW LICENSES?

No. All a CED does is create a pool of new restaurant licenses within a specific district. These licenses are sold by the State of Ohio at face value (on the secondary market, licenses are selling at 10-12x face value). CEDs can help small business get started and expand their hours.

DOES A CED APPLICANT GET TO CHOOSE WHO GETS THE NEW LICENSES?

No. The State of Ohio processes the applications on a first come first serve basis. The applicant must comply with all existing liquor laws of the State of Ohio and any local zoning, code and health requirements.

ARE THERE OTHER CEDs IN CINCINNATI?

Yes. The Banks, Over-the-Rhine, Corryville, Clifton Heights, Price Hill, Pleasant Ridge and Northside.

WHAT HAS BEEN THE EXPERIENCE WITH OTHER CEDs?

Positive. CEDs have helped these neighborhoods attract and retain new small businesses. There has not been a single establishment using a CED license that has been shut down for bad behavior.

HOW MANY LICENSES WOULD A CED CREATE?

The CED would create at least 4 and up to 15 new D-5J licenses.

CAN A CED BE AMENDED?

Yes, City Council can amend a CED to expand or diminish its boundaries. City Council also has the power to repeal the CED, although no CED has ever been repealed by the City of Cincinnati.

DOES A CED DESIGNATION MAKE IT EASIER TO SHUT DOWN PROBLEM ESTABLISHMENTS?

If an establishment was in a CED and the CED is amended to remove the establishment from the CED, the establishment would be unable to renew their liquor license. This gives neighborhoods with CEDs one extra tool to combat “problem establishments”; however, no CED license holder in Cincinnati has ever had a permit revoked for misconduct.

HOW DOES THE CED APPLICATION PROCESS WORK?

An application for designation of a CED must include the following: 1) names and addresses of property owned within the proposed district; 2) a detailed map of the proposed CED; 3) a description of the establishments desired in the district; 4) a proposed timeline for the completion of development in the district; 5) evidence that the property in the district is in compliance with current zoning; 6) a certificate of acreage completed by a professional surveyor; and 7) an application fee.

The CED application is initially submitted to the Mayor who has 30 days to review it and present the application to city council. Within 30 days of receipt from the Mayor, the city council must publish notice of the potential CED in a newspaper of general circulation. Within 75 days of the completed notice by publication, city council must vote “yes” or “no” on whether to approve the CED application. In the event the council declines to designate the CED, the applicant is permitted to amend the application and resubmit a revised version of the CED application. Please note these dates are the maximum period of time for

each of these steps listed; however, City Council and the Mayor may reach their decisions on these matters in less time.

HOW MUCH DOES A D5-J LIQUOR LICENSE COST?

The filing fee for a D5-J liquor license is \$100, and the license costs \$2,344 annually. Sunday sales (if permitted in the precinct) are an additional \$500 per year.

Camp Washington Community Owned Properties

The Camp Washington Community Board owns the following rental property and lots:

1232 Bates – SFH

1222 Bates - lot

2900 Henshaw – 4 units

3073 Henshaw –SFH

3084 Henshaw –SFH

2925 Sidney – SFH

2936 Sidney – SFH

2943 Sidney – SFH

2951 Sidney Avenue – office

2956 Sidney – 2-family

2961 Sidney – 2 unit

2969 Sidney – lot

2970 Sidney - lot

3065 Sidney – SFH

3071 Sidney – SFH

3075-3077 – double lot with SFH

1068 Rachel – SFH

2908 Colerain

