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September 2000

EXECUTIVE SUMMARY





Executive Summary

The Seymour Avenue Redevelopment Strategy Plan is the result of a collaborative effort between business and property owners on Seymour Avenue and the communities of Bond Hill and Roselawn. The plan is intended to re-establish the Seymour Avenue area as a regional hub and builds on the regional potential of the Seymour Business District generated by existing and proposed business developments that characterize the area. These developments include:

- The regional market success and potential of Cincinnati Gardens Arena and the Roselawn Park Ball Fields.
- The continuing development of the IAMS Business and Research Park attracting nationally affiliated clients such as General Electric, Incorporated and the Federal Food and Drug Administration.
- The proposed development of a new United States Postal Service regional mail processing center on Seymour Avenue.

The planning process included a series of focused community forums. Key stakeholders, including business owners, property owners and representatives from the Bond Hill and

Roselawn community councils, participated in the forums.

The participants identified a number of concerns including:

- Creating financial incentives that encourage improvements to existing and new businesses to the district.
- Establishing a community identity for local and regional marketing.
- Improving the existing vehicular and pedestrian circulation.
- Ensuring customers a pleasant shopping experience.
- Supporting new homeownership opportunities.

Objectives and action strategies were identifying to address the concerns. The objectives included recommendations for safety, business development, business marketing, aesthetics, pedestrian and vehicular circulation and new single-family housing opportunities.

Recommended action strategies included:

- Establishing a collaborative effort to oversee the development of the district;
- Developing a truancy program to strengthen the bond between schools and community businesses;
- Installing design elements such as street lighting, trees and gateway improvements;
- Encouraging development by providing public improvements to the site for the new US Post Office facility; and
- Redeveloping the Swifton
 Commons site utilizing the existing building or reuse of the site for a mix of commercial and institutional uses.

SEYMOUR AVENUE





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INTRODUCTION





External pressures - changing demographics, market trends and competing nearby retail, have affected the Sevmour Avenue business area. like most neighborhood business areas. While changes have prevented the area from reaching it's full potential, recent and proposed investments will have a positive impact on the area. Recent investments include upgrades of the Roselawn Park by the City of Cincinnati, renovation of the Cincinnati Gardens that is now the home of the Mighty Ducks Hockey Team, development of a Walgreen's store and investments in the PNC Bank building.

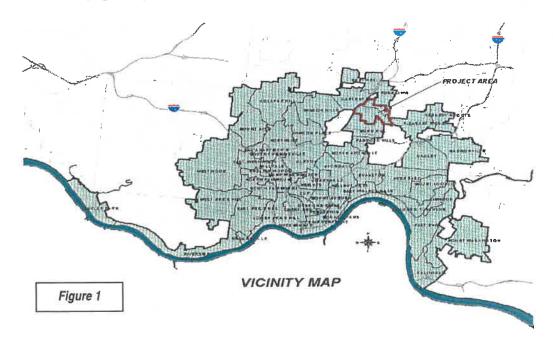
Future proposals include the relocation of the United States Postal Service packaging and handling facility to the northeast corner of Seymour Avenue and Paddock Road and the expansion of the existing Kroger store in Hillcrest Square. To maximize interest in the area, district business leaders requested support from the City of Cincinnati in attracting new businesses and customers to the area. The strategies contained in this report are based on specific land use locations in the business district, future development plans and community input from business owners, property owners and residents.

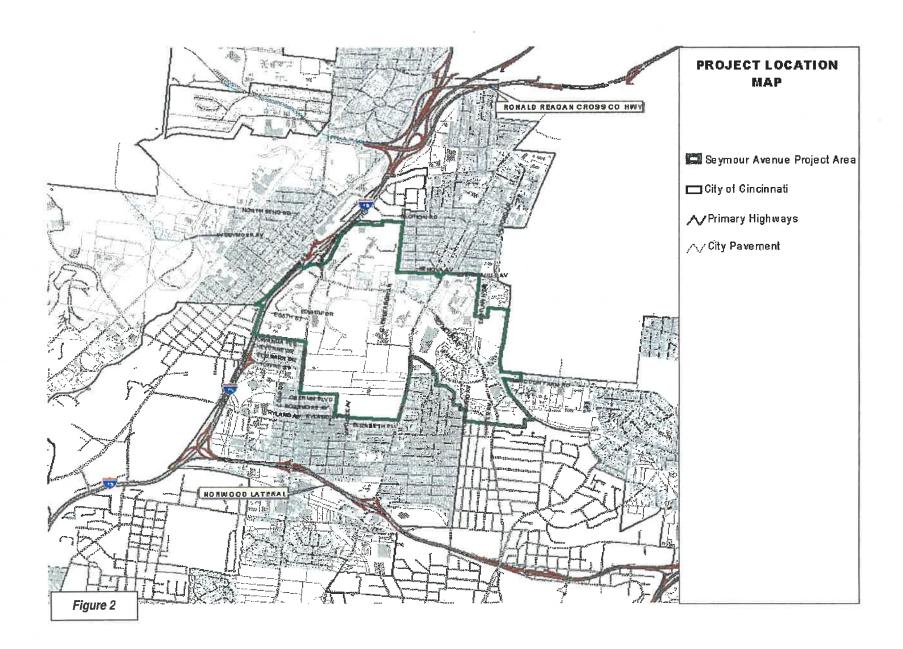
Location

The Seymour Avenue Business District is located in the northeast quadrant of the City (figure 1), spanning Bond Hill and Roselawn. It is in close proximity to the Norwood Lateral on the south, Ronald Reagan Highway (formerly Cross County) on the north, I-71 on the east and I-75 on the west. Specifically, the business district includes properties along Reading Road south of Losantiville Avenue, north of Langdon Farm Road and along Seymour Avenue east of Paddock Road to west of Langdon Farm Road. (Figure 2)

Purpose

The purpose of this redevelopment plan is to identify strategies that will reestablish the Seymour Avenue business area as an attractive, diverse and vital business district by integrating important new and existing anchors, centering institutional uses and repositioning limited retail areas.





GOAL AND OBJECTIVES





Goal and Objectives

Project Goal

To enhance the economic vitality of the Seymour Avenue Business District as an attractive regional hub.

Planning Process

The establishment of Seymour Avenue as a regional hub guided the planning process. Objectives were developed through a series of focused community forums. Key business and property owners, stakeholders from the Bond Hill and Roselawn business communities, and community councils participated.

The first phase of meetings focused on establishing the project goal and documenting existing conditions. Participants working in breakout sessions, facilitated by the City Planning Department, identified neighborhood strengths and opportunities. City staff also gathered additional information in interviews with business owners in the project area and meetings with several of the major property owners.

During the second phase of forums, participants identified objectives and strategies to address the redevelopment opportunities.

The third and final phase of the planning process focused on review and approval of the draft plan by the stakeholders. The plan was presented to both the Bond Hill and Roselawn communities prior to seeking approval from the Cincinnati City Planning Commission and City Council.

Planning Issues

During the community forums, participants identified a number of issues, including:

- A concern for visitors' perception of safety while shopping, due to the large number of students, primarily from Woodward High School and Crest Hills Junior High School, loitering at the shopping centers.
- A lack of city funded financial incentives, such as those at Findlay Market, for existing business owners to finance improvements to their property.
- A lack of identity throughout the district. The Seymour Avenue area is a mix of business types with no unified image that represents its unique character. The success of this redevelopment would be enhanced if there were an

attractive identifiable image of the district that could be used in business marketing and advertisements.

- Vehicular circulation congestion inhibits access to businesses in the district. The Reading Road, Seymour Avenue and Paddock Road corridors generate large traffic volumes through the district. Improvement is needed in traffic signal timing at the intersections of these corridors to promote efficient traffic flow through the district
- Improvements in pedestrian circulation are also needed at crossings of Seymour Avenue and Reading Road particularly near the shopping center sites.
- A lack of business success in the area due to the loss of families with sufficient discretionary funds to support retail. The communities believe that additional market rate homeownership opportunities are needed to support the business area.
- The need for an effective marketing plan is essential to enhance the success of the redevelopment of the Seymour Avenue business district. Effective marketing can

enhance the business district's efforts to compete with the regional super malls and neighborhood strip malls near the Seymour Avenue business district.

Planning Objectives

Objectives identified to strengthen the district are:

- 1) Ensure that the district is a safe and aesthetically pleasing place.
- 2) Retain and recruit a mixture of businesses and institutions that will attract regional customers.
- 3) Concentrate the amount of retail space by focusing retail activities along Seymour Avenue at and near Hillcrest Square.
- Establish a working relationship among all stakeholders to oversee the development of the business district.
- 5) Improve vehicular and pedestrian circulation.
- 6) Strengthen the residential character by supporting residential and recreational uses.

⁷⁾ Creation of an identity for the business district

¹ Roselawn Business District Strategic Plan, 1997

EXISTING CONDITIONS





Existing Conditions

Land Use and Zoning

With the exception of the site for the Post Office mail-processing center, the present zoning supports existing and proposed land uses in the study area (figure 3). The City is currently negotiating with the State of Ohio and the Federal Government to relocate the Postal Service mail-processing center to the southern portion of the site currently occupied by the Pauline W. Lewis Center. The redevelopment plan calls for a new and smaller facility for the Pauline W. Lewis Center. Relocating the Postal Service facility requires a re-zoning of a portion of the present Institutional Residential (I-R) Zone District at the Pauline W. Lewis Center.

The land use profile includes industrial technology, trucking, high density residential, commercial, educational, governmental and entertainment uses. The study area is segregated into three unique sectors of zoning and land use.

The western sector of the study area near Paddock Road consists of industrial technology, governmental and trucking uses. The specific users are the IAMS Business and Research Park, the Pauline W. Lewis Center, the U.S. Army Reserve Center and Federal Express Incorporated. This sector contains a

mixture of zoning districts including low to medium density residential (R-2, R-2T and R-3), manufacturing (M-1and M-3) and institutional (I-R).

The middle sector of the study area at Reading Road is a mix of commercial, retail, fast food, educational and medium to high density residential. The commercial and retail uses are in three distinct shopping centers: Swifton Commons, Hillcrest Square and Seymour Plaza. The residential uses are in three separate locations. The first is east of Seymour Plaza Shopping Center fronting on Reading Road, the second is east of Swifton Commons on Seymour Avenue; and the third is northeast of the Hillcrest Square Shopping Center. This section is the most volatile and represents the best opportunities for redevelopment in the study area. Zoning in this sector includes medium to high density residential (R-4, R-4T, R-5 and R-5T), and commercial (B-3 and B-4)

The Cincinnati Gardens Arena and the Roselawn Park Ball fields in the eastern sector near Langdon Farm Road comprise the entertainment and recreational use portion of the study area. This area also houses three distribution/warehouse businesses and a small commercial area containing two businesses. The zoning in this sector includes a manufacturing area

(M-2), a business area (B-4) and high density residential (R-5).

The Seymour Avenue business district is unique in its mix of diverse businesses. The district's potential has not been fully realized. This redevelopment Plan serves as a guide to stabilize the area. It addresses the potential of existing properties and points to the need to recognize notable landmarks including those described below. Appendix C at the end of this document provides a brief description of the land uses defined by the zoning code labels in figure 3.

Existing Conditions – Zoning and Land Use Map

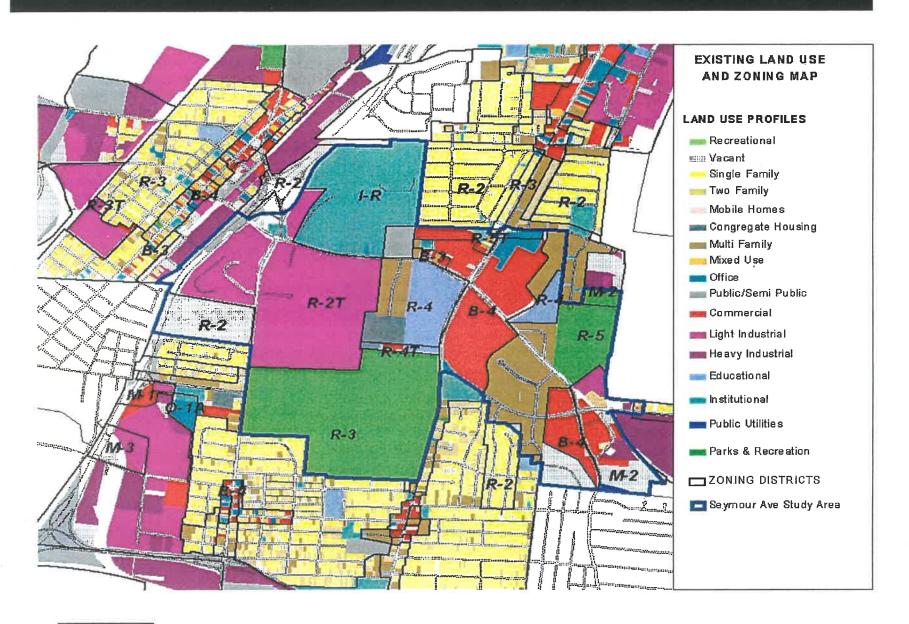


Figure 3

Existing Conditions

Swifton Commons

The Swifton Commons Shopping Center opened in the 1950's as one of the first of its kind, built as a new concept in shopping in the City of Cincinnati. The model for the center was an enclosed mall with an open-air design. In the late 1960's, retail sales at Swifton Commons began to decline. The loss of major anchor stores such as Elder Berman and the opening of the Hillcrest Square Center directly across Seymour Avenue eventually forced Swifton Commons into bankruptcy. Despite efforts by the City of Cincinnati to retain the center, it continued to decline. A local religious institution purchased the center in 1998 and plans to redevelop the site with institutional and commercial land uses.

Hillcrest Square

The Hillcrest Square Shopping Center was built in 1977, at a time when the businesses in the district suffered low retail sales in an over-saturated retail market. As a result, the new Hillcrest Center experienced frequent lease turnovers. The frontage lots along Reading Road and Seymour Avenue were sold to raise capital. As these lots were developed visibility of the shopping center was reduced. The

relocation of Kroger Company from Swifton Commons into Hillcrest Square and improvements to the signage and façade have improved the center's outlook. Under it's new management, the center is 100% leased and has the most successful retailers in the district.

Seymour Plaza

The Seymour Plaza shopping center (figure 4) has been the home of various national and local businesses. Zayre's Department Stores anchored the Seymour Plaza in its most productive years, the late 1970's to mid 1980's. When Zayre closed Seymour Plaza went into decline. Attempts to revive the center have been unsuccessful. Today it is under-leased.



Figure 4
Seymour Plaza Shopping Center

Woodward High School

Cincinnati Public School's short-term plan for Woodward High School (figure 5) includes land and streetscape improvements along Seymour Avenue and Paddock Road to enhance the sculpture on the front lawn of the campus. Woodward has an outdoor track that is used by area residents. Long-range plans include the collaboration of school and community representatives in shaping Woodward's future programming initiatives.



Figure 5 Woodward High School

Cincinnati Gardens

Cincinnati Gardens opened late in 1948. The Gardens has been home to many sports teams including the Cincinnati Royals (National Basketball Association) 1958-1972, the Cincinnati Mohawks (International Hockey League), the Cincinnati Silverbacks (Major Indoor Soccer League) and now the Mighty Ducks (American Hockey League). This arena was built for the Cincinnati Mohawks who dominated the International Hockey League from 1952 through 1958 and won the Turner Cup in five of their six seasons. The Cincinnati Gardens was deemed "The Gardens" because it modeled the Maple Leaf Garden in Toronto. It is rare in today's multi- sports arena to have a minor league Hockey Team playing in a building built specifically for hockey, but the Mighty Ducks do so. While the Cincinnati Gardens is quite old and lacks all the luxuries of many of the newer arenas, it remains an excellent place to watch a hockey game. The atmosphere is great, tickets are cheap, and there are very few bad seats.11

Roselawn Park

Roselawn Park was developed in the late 1930's under the direction of the Cincinnati Park Board. The official dedication of the Park occurred in 1950. In 1951, the Cincinnati Recreation Commission (CRC) purchased 15 acres of the park and developed two baseball fields and one softball field. In 1962, CRC and the Cincinnati Park Board added two additional softball fields and became joint operators of the park.

The CRC completed construction of the third ball field in March 1999. Upgrades to the park attract national and international little league, softball and non-professional baseball to the Cincinnati area. Additional improvements to lighting and electrical upgrades in March 2000 prepared the park for major competitions. In July 2000 the park hosted its most noteworthy client, the National Amateur Baseball Federation (NABF) Twelve and Under World Series.

IAMS Business & Research Park

In 1985, the City of Cincinnati and the Institute of Advanced Manufacturing Sciences (IAMS) developed the abandoned Longview Mental Hospital, site west of Paddock Road, south of

Seymour Avenue. The property has been developed for five private companies providing 347,500 square feet of new research, manufacturing and commercial space. Future plans call for the construction of a 20,000 square foot building for Modern Machinery Company. The six developments represent more than \$36.2 million in private investment and 870 jobs in Cincinnati. IAMS anticipates developing remaining vacant land within the IAMS Park over the next three years.

Pauline W. Lewis Center

The Pauline W. Lewis Center (formally Longview Hospital) is a state psychiatric hospital that has been part of the Bond Hill and Roselawn communities for several years and is a major employer in the area. The recent changes in hospitalization practices for the mentally ill have reduced the number of residents at the facility. The Ohio Mental Health Department plans to relocate the clients from the existing dormitories into newly constructed dormitories at the northern end of the State's property. The estimated project cost of the Lewis Center improvements is \$39.5 million.

II Excerpt from the web site "Ballparks by Munsey and Suppes" (www.ballparks.com).

Existing Conditions

Demographics

The demographic data for the Bond Hill and Roselawn communities from 1980 to 1990 shows that the general population declined slightly while the number of persons below the poverty level rose substantially.

The Bond Hill and Roselawn communities' population decreased five and two percent, respectively, from 1980 to 1990. Married couples with children also decreased in Bond Hill by 30 percent and in Roselawn by 10 percent. The number of female heads of household increased over 35 percent in both communities; those without husbands and below poverty level increased by 61 percent in Bond Hill and 47 percent in Roselawn. In 1990. African Americans accounted for 87 percent of the Bond Hill population and 52 percent in Roselawn, a significant shift from the white majority of the 1950's through the 1980's. The 1990 median household income in Roselawn was \$30,260 and was \$23,016 in Bond Hill, as compared to the City average of \$19,999.

Demographic data indicates a pattern of change characteristic of inner city neighborhoods. These population trends and the decline in retail sales suggest that communities closest to the Seymour Avenue business district do not support the retail space existing in Swifton Commons, Swifton Plaza and Hillcrest Square Shopping Centers. This fact was also pointed out in a study of the area conducted by Marketing Developments, Inc. in 1997. Despite this trend, the Seymour Avenue business district is attracting new business and showing new life in some of its retail shopping centers.

Traffic and Circulation

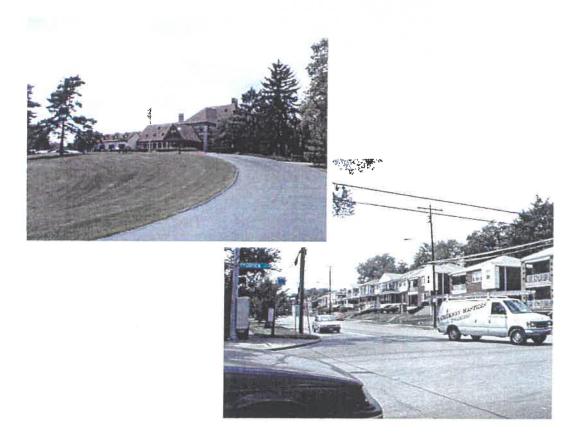
The major business arteries in the Seymour Avenue study area include Seymour Avenue, Paddock Road, Reading Road and Langdon Farm Road. East/west Seymour Avenue is intersected by north/south Reading Road (State Route 42). One of the most heavily traveled routes in the City that carries approximately 40,000 cars per day, Reading Road provides access to Ronald Reagan Cross County and Norwood Lateral Highways and Interstate 75.

Future transportation initiatives that affect the Seymour Avenue business area are:

 The State of Ohio is expected to begin construction of the Paddock Road improvement project in the spring of 2001. This project includes widening Paddock Road from 66th Street north to North Bend Road, installation of a new bridge over I-75 and replacing traffic signals and street lighting.

- Widening Paddock Road to five lanes from 66th to Seymour Avenue and from the I-75 Southbound Ramp to North Bend.
- Widening Paddock Road to six lanes from Seymour Avenue to the I-75 Southbound Ramp, and providing for left turns from Summit to southbound Paddock Road.
- Widening Seymour Avenue to five lanes from the I-75 overpass to a point between Steger Drive and Glen Meadow Lane and adding two right turn lanes from westbound Seymour Avenue to northbound Paddock Road.
- Widening of Seymour Avenue to five lanes from the State project limits east to Glen Meadow is planned to provide left turn lanes for the new intersection formed on Seymour Avenue at Glen Meadow for the new Postal Service facility. Construction of the Postal Service facility is expected in 2004. A traffic signal is also planned with pedestrian signals at that location.

OTHER PLANS





Roselawn Community Plan

The Roselawn Community Plan, approved by City Council in 1983, was developed by the Roselawn Community Council and the City of Cincinnati.

Strategies identified in the Roselawn Plan relative to the Seymour Avenue study area are to:

- Minimize under-utilized autooriented zoning districts to maintain current commercial image. To do this, the Roselawn Plan recommends a zone change of all B-4 properties along both sides of Reading Road north of Seymour Avenue to B-2 and B-3. The Seymour Avenue Plan does not recommend these zone changes because the dynamics of the area have changed since 1983. Currently, the B-4 properties contain two fast-food restaurants and a car wash that require B-4 zoning.
- Improve the Seymour Avenue/ Paddock Road intersection to allow left turns from Seymour Avenue onto Paddock Road. The Seymour Avenue Plan supports this improvement.

 Increase residentially zoned land and decrease commercial zones so as to discourage further strip development along Reading Road. The Seymour Avenue Plan does not recommend changes for residential or commercial zones in the area. It does, however, recommend development of single family housing on the unused Mill Creek Psychiatric Center property on Paddock Road and the conversion of Seymour Plaza from predominately retail into distribution offices with storage.



Figure 6
Site for proposed Office/Distribution Center

Bond Hill Urban Design Plan

In 1980, the City contracted with Pflum, Klausmeier and Wagner Consultants, to prepare an urban design plan for the Bond Hill neighborhood business district. The goal was to develop a

neighborhood-oriented business district along California Avenue, integrating it with the surrounding neighborhood in both scale and character. This plan does not include strategies relative to the Seymour Avenue area.

Bond Hill Community Plan

Completed in 1978, the Bond Hill Community Plan is the product of collaboration between the Bond Hill Long-Range Planning Committee, Master of Community Planning Students at the University of Cincinnati, City Planning Department Staff, and various other City departments. The plan calls for a number of localized zone changes, but none in the vicinity of Seymour Avenue.

The Plan recommends open space and recreational areas and a proposed regional playing field on a portion of the Pauline W. Lewis property.

The plan encourages the use of bike paths as a means of intra-community transportation. Some of the proposed bike paths crossed through the areas surrounding Woodward High School, through Swifton Shopping Center, along Seymour Avenue and through the parks proposed on the Pauline W. Lewis property.

The Seymour Avenue Plan does not recommend any of the proposals suggested by the Bond Hill Plan.

Reading Road Corridor Study

The Reading Road Corridor (RRC)
Plan study area extends from the City
of Reading's northern boundary south
to the Norwood Lateral, I-71 and
Reading Road intersection. The City of
Reading and Hamilton County
Development Co., with the assistance
of PKG Consultants, initiated the RRC
and coordinated with Cincinnati's Bond
Hill and Roselawn communities and
Sycamore Township.

The RRC Plan recommendations that relate to the study area are:

 Designate the Reading Road/ Seymour intersection, and adjacent properties, as an Urban Renewal Area. The Seymour Avenue Plan does not support this recommendation, due to community opposition to the use of eminent domain. It does recommend a Community Reinvestment Area (CRA) for the Seymour Avenue Business District. The plan supports two separate CRA's for the Bond Hill and Roselawn communities.

- The use of Tax Increment Financing (TIF) to fund infrastructure improvements for proposed retail and residential uses. The Seymour Avenue plan incorporates TIF funding.
- The use of tax exemptions and payments in lieu of taxes to encourage private investment already occurring in the area. The Seymour Avenue plan recommends tax exemptions.
- Island at the intersection of Reading Road and Seymour Avenue to serve as a Business District identifier. The landscaped island at the Seymour/Reading Road intersection, as well as two others gateway improvements at Paddock Road and Langdon Farm, are key elements in the Urban Design recommendations of the Seymour Avenue plan.

Olympic Village

Cincinnati 2012, Inc. is developing its bid for United States Candidate City designation for the 2012 Olympic Games. An important element of the bid is providing an Olympic Village to house approximately 15,000 athletes and support services for them during the Olympic and Para-Olympic Games. The Cincinnati 2012 Committee selected two potential Village sites containing at least 275 contiguous acres. One of the two sites is located within the study area bounded by Paddock and Reading Roads, Seymour Avenue and Elizabeth Street.

The Neighborhood Plans will determine Olympic and post-Olympic uses and will serve, as a guide for siting of Olympic village facilities required by the International Olympic Committee (IOC). Planning for the Olympic Village is an important strategy in implementing the Seymour Avenue Business District Plan.

The Village program is divided into two secured areas: The Residential Zone, where athletes and officials are housed and the International Zone, where Olympians socialize and access day-to-day services, much of which can be provided by existing facilities along Seymour Avenue, such as Woodward High School and Swifton Commons.

Sydney, Australia, host of the 2000 Olympic games, introduced a new concept for athletes' housing. About one third of the athletes were housed in newly constructed, single-family homes, each with the capacity to

temporarily house over twenty persons in accordance with IOC guidelines. Other community goals may be realized through Olympic planning efforts. These include development of and improvements to community schools, recreation centers, athletic and training facilities, infrastructure, roadways and historic landmarks. After the Olympics, temporary partitions dividing garages and master suites into two to four bedrooms can be removed; and pre-sold, single-family homes remain as a part of a master-planned community and an Olympic legacy.

This housing concept tested in Sydney is consistent with a primary Bond Hill and Roselawn Community goal: To increase market and above-market rate single-family housing.

Implementation Strategies - Introduction

The Seymour Avenue Business District Redevelopment Strategy 2000 Plan suggests policies that:

- Enhance the Seymour Avenue corridor.
- Take advantage of the significant influx of new jobs created by the proposed United States Postal facility and the continued development at the IAMS Research and Technology Park.
- Maximize the impact of the existing entertainment and recreational anchors along the corridor— Cincinnati Gardens, and the newly expanded Roselawn Baseball Complex.
- Focus retail uses in the area to properties north of Seymour Avenue. A marketing study

prepared for the Reading Road/Seymour Avenue shopping trade area recommended consolidating the Seymour Avenue area retail businesses into a revitalized, better-organized Swifton Commons and Hillcrest Square, designating other areas for reuse.

- Install streetscape and safety enhancements that will improve the retail customer environment along Seymour Avenue.
- Redevelop Swifton Commons with a mix of institutional and commercial uses.

These policies are illustrated in the concept map (figure 7), which shows the development strategies, and the Urban Design map (figure 8), which identifies street improvements.

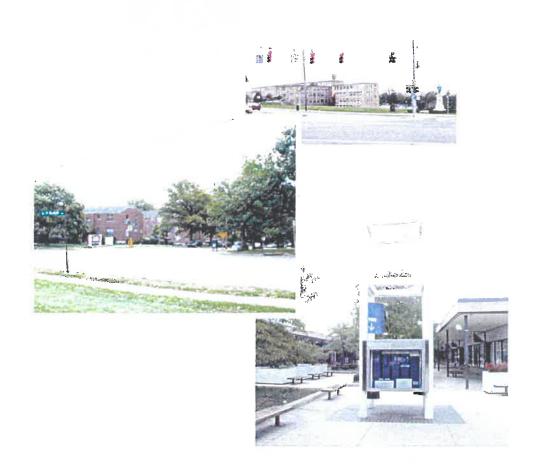
Two of the key strategies in the plan are the development of the unused Mill Creek Psychiatric Center site on Paddock Road and the redevelopment of Swifton Commons. The Mill Creek site (figure 9), approximately 30 acres is suitable for low-density residential (figure 10).

Implementation of these strategies will require a collaborative effort among business and property owners, community stakeholders and the City.

A detailed outline of the Department of Economic Development's tools for the implementation of the business development strategies is included in Appendix A of the Plan. An outline of the possible implementers for many of the strategies is included in Appendix B of the Plan.

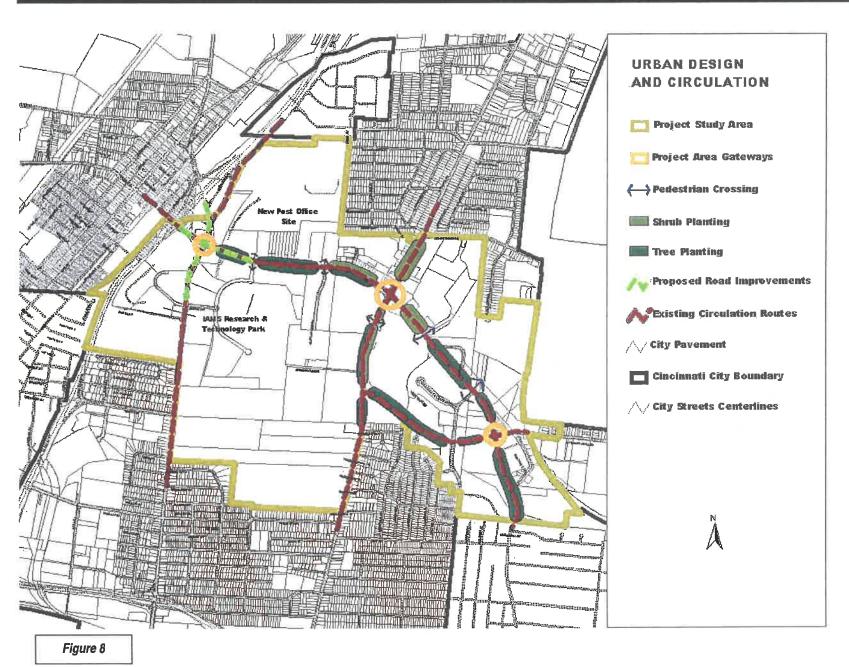
Implementation Strategies - Concept Plan - 2 H - 5.5° 1910 VA - 5 SYA 1139 KIND OF THE REAL PROPERTY OF T ade sommen som 98.88.88.88.88.86°04 Semi-Public Zone **Commercial Zone** Relocation Site for SECENDENSESSON Redevelop Seymour Plaza for Pauline W. Lewis Center ASPendance Contraction Work with the Ohio Department of Office/Distribution Center CHRESTORES SANS Commercial Zone Mental Health to consolidate it's operations at the Pauline W. Lewis 20822008 Provide landscaping on Kenova Semi-Public Zone Improve interior traffic circulation Center to the northern portionof Street to buffer residential to from in Hillcrest Plaza from Losantiville the site. ACRES SANGE Assist in the preparation of a 60-acre commercial uses at Seymour Plaza. Road to Seymour Avenue MADSON 2003 site for new U.S. Post Office Facility. Site of the new U.S. Post Office Provide building improvements Relocate Ohio Department of Luby Provide building facade improvements Mail Processing Center Transportation and Army Reserve to including facade restorations work with Ohio Department of Mental Institutional-Community Health in consolidating its operations Zone Provide landscaping at east Seymour Plaza edge of the New Post Office site to buffer existing residential Redevelop site into a mix of institutional and commercial from Post Office operations. uses. War to the said IAMS Research and Technology Park Improve track and field facilities **High Tech-Industrial Zone** Hillcrest Square at Woodward High School. Continue to work with IAMS and Duke-Weeks Realty to Institutional-Office Zone encourage new investments into ill Creek Psychiactric Center IAMS Park (Not in Use) Support the conversion of Crest Hills Roselawn Park School site for institutional office use if the opportunity arises Swifton Commons **Single-Family Zone** Encourage single-family Recreational/ homeownership **Entertainment Zone** Improve parking lot, restrooms. picnic area and visibility of 1238anyene, entrance at Roselawn Park **Residential Zone** Maketewah Country Club Maintain High density Install a running/walking track f sangestag f residential uses. at Roselawn Park. 42.24% 2.454 Q Work with property owners to 4.00 octobr 1 assemble and market a 2.5-acre 180000 1800 Cincinnati Gardens redevelopment site for 5.9812 entertainment 2 3525-0500 **Recreational Zone** on gares, which are and a collection of the coll Preserve the maximum amount of land area for open space Sign of the state * Sexuse adverse weeks recreation such as a golf facility 26 530 0 'cx2x222x20cx2 0 0 0 0 Updated 10-23-00

IMPLEMENTATION STRATEGIES





Implementation Strategies - Urban Design Plan



Implementation Strategies - Mill Creek Center Redevelopment

MILL CREEK PSYCHIATRIC CENTER





Figure 9

Typical detached single-family and condominium residential subdivision plan maximizing the Mill Creek Psychiatric Center Site



Implementation Strategies

Safety

Safety strategies address the concerns of the community that visitors do not feel comfortable while shopping or dining in the district because the area is frequented by teenagers truant from school and loitering around the businesses. The safety strategies include:

- Establish police bike patrols between the hours of 2:00 PM and 12 midnight with two neighborhood officers for both the Roselawn and Bond Hill communities.
- Install street lighting for pedestrian safety and visibility on Seymour Avenue from Glenmeadows Lane to Swifton Commons and on Reading Road from Woodward High School to Losantiville Road.
- Encourage the Cincinnati Public Schools and the Cincinnati Recreation Commission to develop enrichment programs for before school and after school periods for student at Woodward High School and Crest Hills Junior High School

Business Development

Business development strategies provide incentives for growth and

development of new and existing businesses.

- Work with Ohio Department of Mental Health to consolidate its operations and to relocate the Ohio Department of Transportation and Army Reserve facilities.
- Provide public improvements necessary to prepare a 60-acre site suitable for the new U.S. Postal Service facility.
- Establish a Community
 Reinvestment Area (CRA)^{III} for the
 Seymour Avenue business area.
- Support CRA designations for business areas in the Bond Hill and Roselawn Communities on Reading Road near Summit Road and California Avenue. Businesses on Paddock Road near California Avenue could be included.
- Work with Swifton Commons property owners to redevelop the shopping center into a mix of institutional and commercial uses.

- Uses may include offices for the Community Action Agency (CAA) and a new branch of the Hamilton County Library.
- Work with property owners to market in-fill development opportunities to commercial/retail developers on the front lots on Reading Road and Seymour Avenue at Hillcrest Square and Seymour Plaza shopping centers.
- Assist existing businesses with building/tenant improvements and business growth, including a business façade improvement program.
- Work with owners of the Seymour Plaza shopping to redevelop the center into offices and storage for merchandise distribution.
 Redevelopment includes necessary public improvements and access plans.
- Work with property owners to assemble and market a 2.5-acre redevelopment site for entertainment and supporting uses on the south side of Seymour Avenue at Langdon Farm Road to support Cincinnati Gardens and Roselawn Park activities.

III A CRA is a state-sponsored tax abatement incentive for businesses, allowing businesses to abate tax increases resulting from improvements. The CRA legislation designates the specific area boundary for the tax abatement and lists each eligible property within the boundary by its parcel identification number.

Implementation Strategies

- Continue to work in conjunction with IAMS and Duke-Weeks Realty to market and, when applicable, prepare incentive packages to encourage new investments within the IAMS Park sites east and west of Paddock Road.
- Encourage business owners to work with the City of Cincinnati Economic Development Department to participate in the financial incentive programs.
- Supporting the conversion of Crest Hills School site for institutional/ office uses if the site becomes available.

Strengthen Communications

Support a collaborative effort between the business and property owners to oversee the development of the district.

Strengthen Residential Character

Roselawn and Bond Hill have a long history of strong residential ownership. Just as in the inner city, residential homeownership has declined in the new housing market. Roselawn and Bond Hill are fortunate to have sites available for new housing and wish to capitalize on the opportunity by:

- Redeveloping the Mill Creek Psychiatric Center Site south of 66th Street on Paddock for owneroccupied market rate housing.
- Providing landscaping to serve as a buffer between residential uses on Kenova Street and the proposed Post Office site on Seymour Avenue and the proposed office and storage for a merchandise distribution center development at Seymour Plaza.
- Improving the track and field facilities at Woodward High School for use by community residents.
- Install a running/walking track facility at Woodward High School.

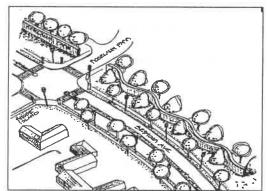


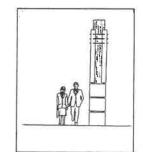
Figure 13
Pedestrian Crossing Concept
at Entrance to Roselawn Park

 Improving visibility of the entrance, surface parking lot, condition of the restrooms and picnic shelter at Roselawn Park (figure 13).

Identity

The Seymour Avenue business district is a unique mixture of retail, entertainment, residential and technology-based uses. An identity that captures its unique character can be realized through the implementation of the following urban design concepts:

 Installing gateways at Seymour/ Paddock, Seymour/Reading and Seymour/Langdon Farm Road intersections. Pylons with neon lighting accenting the top area are desired (figures 14,15,16, &17).



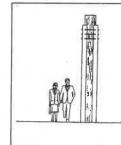


Figure 14
Pylon Design Concepts

 Enhancing the public right-of-way and creating an identity for the corridor through gateway and

streetscape improvements from Paddock Road to Langdon Farm Road.

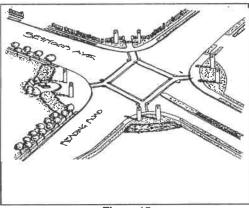


Figure 15
Gateway at Reading and Seymour

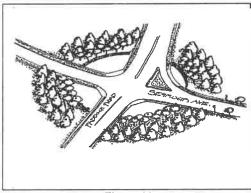


Figure 16
Gateway at Paddock and Seymour

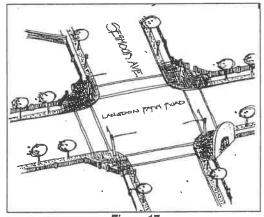


Figure 17
Gateway at Langdon Farm and Seymour

 Installing trees in both the industrial and residential area and shrubs along the commercial areas on Seymour Avenue and Reading Road.

Aesthetics

All business districts must have plans for maintaining their appearance and attractiveness to potential customers. We recommend that stakeholders in the community work with the following organizations to enhance the area:

 Work with "Keep Cincinnati Beautiful" to establish a Beautification Plan for the Seymour Avenue Business District.

Implementation Strategies

Work with the Cincinnati
Department of Public Services to
maintain street repairs and
cleaning.

Circulation

The existing and new developments along the Seymour Avenue corridor (i.e. development at IAMS Park and soon the new Post Office) require vehicular and pedestrian circulation improvements. This plan supports the ongoing efforts of the city and state and suggests additional measures including:

Support the widening of Seymour Avenue from mid-way between Steger and Glenmeadows to just east of Glenmeadows to five lanes. Install a traffic light at the Glenmeadows and Seymour Avenue intersection to accommodate the additional traffic generated by the new U.S. Postal Service facility planned for 2004 (figure 18).

Implementation Strategies

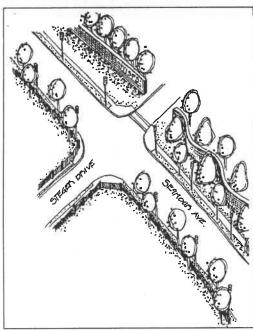


Figure 18
Streetscape Design Concept at Entrance
to Proposed Post Office Facility

- Install thermoplastic pavement markings for all crosswalks and stop lines in the study area to increase driver awareness of crossing points.
- Work with Queen City Metro to utilize a defined bus route along the eastern portion of the Swifton Commons site.
- Review traffic signal timing in the study area, particularly at the intersections of Langdon Farm

Road and Reading Road and Paddock Road and Reading Road to reduce the unnecessary delays.

- Improve street and sidewalks at Sternblock Lane.
- Work with the Hillcrest Plaza owners to improve the interior traffic circulation from Losantiville Road to Seymour Avenue.

CREDITS







The City of Cincinnati wishes to thank the following persons for their participation and efforts during the community forums sessions for this plan.

Distinguished Guests

The Honorable Steven J Chabot USH	louse Of Representatives
-----------------------------------	--------------------------

The Honorable Mike Dewine US Senate

The Honorable Mark Mallory
The Honorable Sam Britton
Councilwoman Alicia Reece
State Representative
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Ms. Rose Nelson	Bond Hill Community Council
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Mr. Sonny Lewis	Bond Hill CURC
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Ms. Rea Walde	Bond Hill CURC

Roselawn Community Members

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Mr. Steven Kirschner	Roselawn Community Council
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Mr. Mark Aver	PNC Bank Bldg
Ms. Cathy Bailey	US Postal Service
Mr. Chuck Bell	Greg Brown Insurance
Mr. John Bibby	W Bernard Kyles
Mr. Boran Bin	Laundromat
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Ms. Denise Callison	Equity Investment Group
Mr. Ed Diller	Taft Stettinius & Hollister
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Business and Property Owners Cont'd

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Mr. Clifford Fennell Rachel's Bar-B-Que & Soul

Mr. Chris Finney **Corporate Tower** Mr. Mike Garfunkel

Mr. Craig Genouese Deffenbaugh Industries Inc

Mr. Dan Gibson Hillcrest Square Mr. Walt Gibson A-1-Tri-State Colonial Village Mr. Joshua Harkavy

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Ms. Rachel Lewis Rachel's Bar-B-Que & Soul

Mr. Damen Lynch, Jr. New Jerusalem

Rev. Damon Lynch III **New Prospect Baptist Church**

Mr. Ed Louing Springfield Restaurant

Ms. Laverne Mayfield **GCOHC**

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Mr. Benjamin Nwanko Mr. Al Olverson, Jr.

A.B. Miree Academy Mr. David Parker Popeye's Chicken Mrs. Kellye Parker Popeve's Chicken Ms. Cynthia Price Sisters' Fashons

Mr. Steven Reece Reece & Reece Executive Suites Mrs. Barbara Reece Reece & Reece Executive Suites

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Mr. Santana Waldon Deveroes

Mr. Jim Walker Bar-B-Que & Soul

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Ms. Marge Willis Swifton Commons
Mr. Jim Womble Shell Station

Mr. Oscar Wrigh Wrighs Rental Service Mr. Tim Yeomans Green Motor Sales

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The City Planning Department wishes to acknowledge all members of the City Council for their support of this plan on November 22, 2000.

The Honorable: Mayor Charlie Luken

Mayor Charlie Luken

Paul Booth

Phil Heimlich

Alicia Reece

Vice Mayor Minette Cooper

Pat DeWine

Todd Portune

James R. Tarbell

Charles Winburn

APPENDIX A





Economic Development Tools

Tax Financing

Tax Increment Financing (TIF) -State legislation allows the City to accept service payments in lieu of property taxes from a business/developer to fund public improvements, such as streetscapes, roadway construction/repairs and land acquisition that would benefit a specific project or an area determined to be eligible as an urban renewal area. A business/developer would be required, through an agreement, to make service payments for the incremental revenue equal to the amount that would have been paid in additional real property tax on the improvements and/or the parcels for the City-authorized tax exemption. The project must have a public purpose and generate sufficient incremental revenue to cover the cost of funding eligible improvements.

Tax Exemptions/Tax Credits

Enterprise Zone – The Enterprise Zone Program offers tax exemptions as an incentive to businesses that remain, expand or relocate to the City and meet specific criteria. Under an enterprise zone agreement, the City exempts a business from payment of the City/County portion of the

increased personal and real property taxes (approximately 40% of the total taxes paid). City Council-approved program policies make retail projects eligible for enterprise zone benefits if they are located in the designated federal empowerment zone. Retail benefits may be considered in other areas depending upon market conditions, existing service gap, reuse of vacant property, financing gaps, or the project's inclusion in a community plan.

Community Reinvestment Areas
(CRA) – Community Reinvestment
Areas are areas in which property
owners can receive tax incentives for
investing in real property
improvements. The CRA program is a
direct incentive tax exemption program
benefiting property owners who
renovate existing properties or
construct new buildings. Any real
property within established CRA
boundaries could qualify for tax
abatement based on the value of the
improvements made to the property.

Cincinnati Job Creation Income Tax Credit – The City's Job Creation Tax Credit was established for companies that create at least 25 jobs in the City within 3 years of adoption of an agreement between the company and the City of Cincinnati. The City Income Tax Credit Program is contingent upon participation in the State of Ohio Income Tax Credit Program and is subject to City Council approval. The jobs created must be, on average, at least 200% of minimum wage and the jobs must be retained longer than the period of an agreement. The amount and term of the credit is equal to the amount and term of the State tax credit, or up to 75% of the earnings tax from the new employees for up to 10 years.

Small Business Financing

Small Business 504 Program –
Provides long term, fixed-rate and fixed-asset financing for small businesses. Eligible businesses must have sufficient collateral to secure the loan, adequate cash flow to repay debt and net worth of \$6 million. Funds can be used for acquisition of land; buildings and/or equipment, construction, renovation and some professional fees. Typical program structure: 50% private lender, 40% SBA/CLDC and 10% equity. One job must be created or retained per \$35,000 of SBA loan proceeds.

Cincinnati Small Business Loan Fund - The loan fund encourages growth and expansion of eligible businesses by addressing the financing needs. The goal is to leverage public loan funds with private sector financing. Eligible businesses must be profitable and able to repay all financing required for the project, have collateral to secure the loan, comply with federal guidelines regarding the loan and create/retain one job per \$10,000 borrowed. Funds can be used for land and building acquisition, building renovations, leasehold improvements, working capital and equipment. Businesses may borrow up to \$100,000 from the Cincinnati

Small Business Loan Fund. Larger loans are based on availability of funds and are at the discretion of the City.

Linked Deposit – Enables eligible businesses to borrow \$2,500 to \$150,000 for a maximum of five years at a rate 2% lower than conventional bank financing. Participating area banks agree to make a Link Deposit loan in exchange for the City placing a certificate of deposit with a lender at a ratio of one dollar for every dollar that is lent under the program. Eligible businesses must be for—profit, located in the City and employ fewer than 50 persons. Annual sales must be less than \$5 million and net worth no greater than \$250,000.

Funding Grants

Neighborhood Business District
Improvement Program (NBDIP) —
The goal of the NBDIP is to build upon
the economic vitality of Cincinnati's
existing neighborhood business
districts (NBD). The program targets
the retention and expansion of existing
businesses, creation of new
businesses, increase of business and
service mix, improvement of
infrastructure and increase in
employment opportunities. Project
proposals are submitted to the
Department of Economic Development

and are evaluated in a competitive process utilizing Cincinnati **Neighborhood Business Districts** United (CNBDU), a citizen advisory group of neighborhood business representatives that assist the City Administration on neighborhood business district issues. Each community may submit two NBD Improvement Program requests for each NBD, one major and one minor. Major projects do not have a cost limit; however, most projects have averaged \$150,000. The minor should be limited to approximately \$30,000. Projects must be located within a recognized business district and leverage private financing. They require community council notification.

This sheet summarizes some of the tools the Department of Economic Development frequently uses to respond to the needs of businesses and does not include federal or state programs. The Department analyzes business needs on a case by case basis and identifies those local, state and federal programs that a business is eligible for and which best respond to their respective needs.

APPENDIX B







Appendix B

Funding Strategies

ng Strategies Issue	Site/Location	Proposed Use/Redevelopment Strategy	Possible Implementing Entity
Safety	Entire District	Bike patrol between the hours of 2 p.m. and midnight	Safety
	Seymour Avenue from Glenmeadows Lane to Swifton Commons and Reading Road from Woodward High School to Losantiville Street.	Install street lighting	City and property owners
	Vicinity of Woodward High School	Encourage the Cincinnati Public Schools and the Cincinnati Recreation Commission to develop enrichment programs for before school and after school periods for student at Woodward High School and Crest Hills Junior High School	Woodward High School, City and Crest Hills Junior High.
Business Development	Entire District	Establish a Community Reinvestment Area	City
121	Swifton Commons	Work with Swifton Commons property owners to redevelop the shopping center into a mix of institutional and commercial uses. Uses may include offices for the Community Action Agency (CAA) and a new branch of the Hamilton County Library.	Property owner, City

Issue	Site/Location	Proposed Use/Redevelopment Strategy	Possible Implementing Entity
	Reading Road and Seymour Avenue Frontage at the Hillcrest Square and Seymour Plaza	Work with property owners to market in-fill development opportunities to commercial/retail developers.	Property owners, tenants, City
		Assist existing businesses with building/tenant improvements and business growth to include a business façade improvement program.	
	Seymour Plaza	Work with owners of the Seymour Plaza shopping to redevelop the center into offices and storage for merchandise distribution. Redevelopment includes necessary public improvements and access plans.	Property owner, developer
	Langdon Farm Road/Seymour Avenue NW Parcels	Work with property owners to assemble and market a redevelopment site. Any potential development should compliment Cincinnati Gardens and Roselawn Park.	Property owners, developers
	Pauline Warfield Lewis Center/Army Reserve Facility.	Work with Ohio Department of Mental Health to consolidate its operations and to relocate Ohio Department of Transportation and Army Reserve facilities.	City, USPS, State of Ohio
	U.S. Post Office Site	Provide necessary public improvements to prepare a 60-acre site suitable for the Post Office's new facility.	City,

Appendix B

Issue	Site/Location Proposed Use/Redevelopment Strategy		Possible Implementing Entity	
	Institute of Advanced Manufacturing Sciences (IAMS) Business Parks east and west of Paddock Road	Continue to work in conjunction with IAMS and Duke-Weeks Realty to market and when applicable, prepare incentive packages to encourage new investments.	IAMS, Duke-Weeks Realty, City	
	Entire District	Encourage business owners to work with the City of Cincinnati Economic Development Department to participate in the City's financial incentive programs.	Business and properties owners	
Residential & Center, SE of	Mill Creek Psychiatric Center, SE of Paddock Road and 66 th Street	Owner-occupied housing development	Private Developer, City	
÷	Rear of properties on Kenova Avenue and abutting the Seymour Plaza site	Provide landscaping to serve as a buffer	Private developer, City, U.S.P.S.	
	Crest Hills School site	Support redevelopment for institutional/office uses		
	Woodward High School	Improve the track and field facility for public use.	Cincinnati Public Schools, City	
	Roselawn Park	Improve entrance, parking lot, restrooms and picnic shelter. Install a running/walking track facility.	City	

Issue	Site/Location	Proposed Use/Redevelopment Strategy	Possible Implementing Entity
Identity Seymour Avenue right-of-ways		Enhance public right-of-way and create an identity for the corridor through gateway and streetscape improvements from Paddock Road to Langdon Farm Road. Install gateways at Seymour/ Paddock, Seymour/Reading and Seymour/Langdon Farm Road intersections. Request pylons with neon lighting accenting the top area.	City, Property owner
	Industrial, residential and commercial frontage areas	Install trees along the industrial and residential areas and shrubs along the commercial areas.	City, Property owner
Aesthetics	Entire District	Establish a Beautification Plan	Keep Cincinnati Beautiful
	Entire District	Maintain street repairs and cleaning	City Public Service Department
Circulation	Seymour Avenue between Stager and Glenmeadows Lane	Widen roadway to five lanes Install a traffic light at the Glenmeadows and Seymour Avenue intersection.	City
	Reading Road onto Langdon Farm and from Seymour Avenue onto Reading Road	Install thermoplastic pavement markings for all crosswalks and stop lines in the study area to increase driver awareness of crossing points.	City
	East portion of Swifton Common site (rear parking area)	Define the Queen City Bus route	Queen City Metro, Property owner

Issue	Site/Location	Proposed Use/Redevelopment Strategy	Possible Implementing Entity
	Entire district, particularly at the intersections of Langdon Farm Road and Reading Road and Paddock Road and Reading Road to reduce unnecessary delays	Review traffic signal timing.	City
	Sternblock Lane	Street and sidewalk improvements	City
	Hillcrest Plaza	Improve internal traffic circulation from Losantiville Road to Seymour Avenue.	Property owner
Strengthen communication among stakeholders	Entire District	Support a collaborative effort between the business and property owners to oversee the development of the district.	Business owners, Property owners, Roselawn and Bond Hill communities

APPENDIX C





AN INFORMATION LEAFLET ON THE ZONING CODE OF THE CITY OF CINCINNATI, OHIO

Department of Buildings and Inspections

City Planning Department

What are Zoning and City Planning?

Zoning is a governmental program involving the separation of a city into districts or zones and the regulation of building development and the uses of land and buildings in such districts. Zoning is accomplished through the exercise of the police power of government. Its general goal is the preservation and protection of the public health, safety, and welfare. Under zoning, each individual property owner, to some degree, surrenders the right to develop and use his property in any way he wishes, and in return receives protection through the enforcement of similar controls on the property of his neighbors.

City Planning is a much broader activity than zoning. Planning involves the development, following research and analysis of data, of programs, plans and policies for the creation of a better community. The typical city plan emphasizes physical development--land and building uses, streets, parks, public buildings, educational facilities, utilities, public transportation, etc. However, non-physical factors also are taken into account in the modern plan population trends, economic forecasts, and social problems of the municipality. Zoning is one of the methods used to effectuate a plan – to help achieve the goals in planning. A zoning ordinance is based largely on the community's land use plan, which is an important part of the comprehensive city plan. As a general rule, therefore, the development of a city plan should precede the enactment of a zoning ordinance —althrough this often is not the case.

It also should be made clear at this time that zoning is quite different from municipal building codes, which prescribe in great detail the materials, methods, and techniques to be used in construction of buildings. Zoning also is in no way related to private restrictive covenants which are often inserted in deeds to property in order to control minimum house costs, architectural styles used in construction, land uses and other matters and are legally enforced by private owners or community associations.

A Zoning Code is designed to guide the use of land and the location of buildings in a way that will enable private development to take place in a manner consistent with the general welfare of the community. It is designed to stabilize property values and to achieve an orderly pattern of land uses for the City. The code consists of a text and a map. The text defines the districts and their characteristics, and sets down rules for the administration of the ordinance, while the map indicates the location and boundaries of the various districts or zones.

AN INFORMATION LEAFLET ON THE ZONING CODE OF THE CITY OF CINCINNATI, OHIO

Department of Buildings and Inspections

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SUMMARY OF ZONING CODE DISTRICTS

In the following is a brief description of the most prominent land uses allowed in the district. For more complete information and requirements, see Zoning Code.

R-1A	Single-Family Large Lot District	Requires 20,000 square foot lot; churches, schools, private golf, swim, and tennis
0		clubs, and public recreational uses.
R-1	Single-Family Low-Density District	Requires 10,000 square foot lot; churches, schools, private golf, swim, and tennis clubs, and public recreational uses.
R-2	Single-Family Medium-Density District	Requires 6,000 square foot lot; public buildings, museums, and libraries.
R-3	Two-Family District	Requires 5,000 square foot lot for one-family or 8,000 square foot lot for two-family, public and private recreation, public buildings, museums, and libraries.
R-4	Multi-Family Low-Density District	Allows 17 to 21 units per acre; child day-care, nursing homes, homes for adjustment, and limited medical offices.
R-5	Multi-Family Medium-Density District	Allows 29 to 36 units per acre; child day-care, nursing homes, homes for adjustment, juvenile detention homes, limited medical offices, non-profit offices, and private clubs.
R-6	Multi-Family High-Density District	Allows 43 to 72 units per acre; nursing homes, homes for adjustment, juvenile detention homes, fraternities, rooming housing, limited medical office, non-profit offices, and private clubs.
R-7	Multi-Family High-Density District	Allows 79 to 108 units per acre; nursing homes, homes for adjustment, juvenile detention homes, fraternities, rooming houses, limited offices, and private clubs.
R-V	Residence View District	Allows 29 to 36 units per acre; churches, and schools. Special setbacks to provide view protection.
R-B	Residence-Business Mixed-Use District	Multi-Family residential, rooming houses, homes for adjustment, public and private recreation, offices, grocery stores, barber/beauty shops, arts and crafts, and self-serve laundry.

RF-1	Riverfront Recreational-Residential- Commercial District	Single and two-family dwellings, agricultural uses, churches, public and private recreation, harbors, marinas, boat sales and service, recreational vehicle parks, and amusement parks.
I-R	Institutional-Residential District	Hospitals, colleges, scientific research facilities. Residential, recreational, office, business, and industrial uses permitted by the most restrictive zone district abutting or across the street.
O-1A	Suburban Low-Density Office District	Allows multi-family at 29 to 36 units per acre; business and professional offices, banks, studios, funeral homes, homes for adjustment, and juvenile detention homes.
O-1	Suburban High-Density Office District	Allows multi-family at 79 to 108 units per acre; business and professional offices, banks, studios, funeral homes, laboratories, homes for adjustment, juvenile detention homes, rooming house, and hospitals.
0-2	Urban Office District	Multi-family, loft dwelling units, offices, restaurants, banks, and limited business services.
B-1	Neighborhood Business District	Offices, grocery stores, meat, and product markets, drug stores, clothing store, banks, barber/beauty shops, self-serve laundry, and parking lots.
B-2	Community Business District	Offices, laboratories, retail sales, eating and drinking places, banks, theaters, veterinary clinics, bakeries, funeral homes, and advertising signs.
B-3	Retail-Wholesale Business District	Offices, laboratories, retail sales, eating and drinking places, banks, theaters, printing establishments, wholesale distributors, warehouses, hotels and motels and advertising signs.
B-4	General Business District	Offices, retail sales and service, eating and drinking places, commercial recreation, building trades, retail lumber, hotels and motels, gasoline sales, auto sales and service, limited light manufacturing, and advertising signs.
DD	Downtown Development District	Dwelling units including loft units, public buildings, stadiums, offices, retail sales, personal services, and theaters. Uses allowed in limited area are hotels, bakeries, microbreweries, light manufacturing and transportation stations, and terminals.