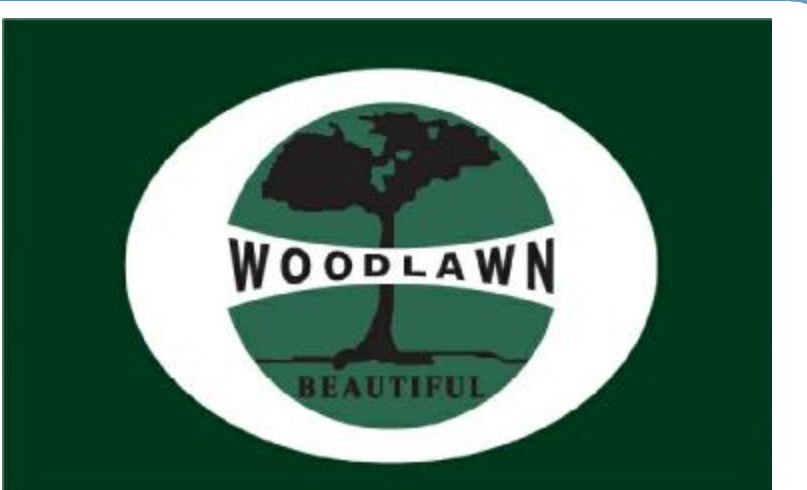
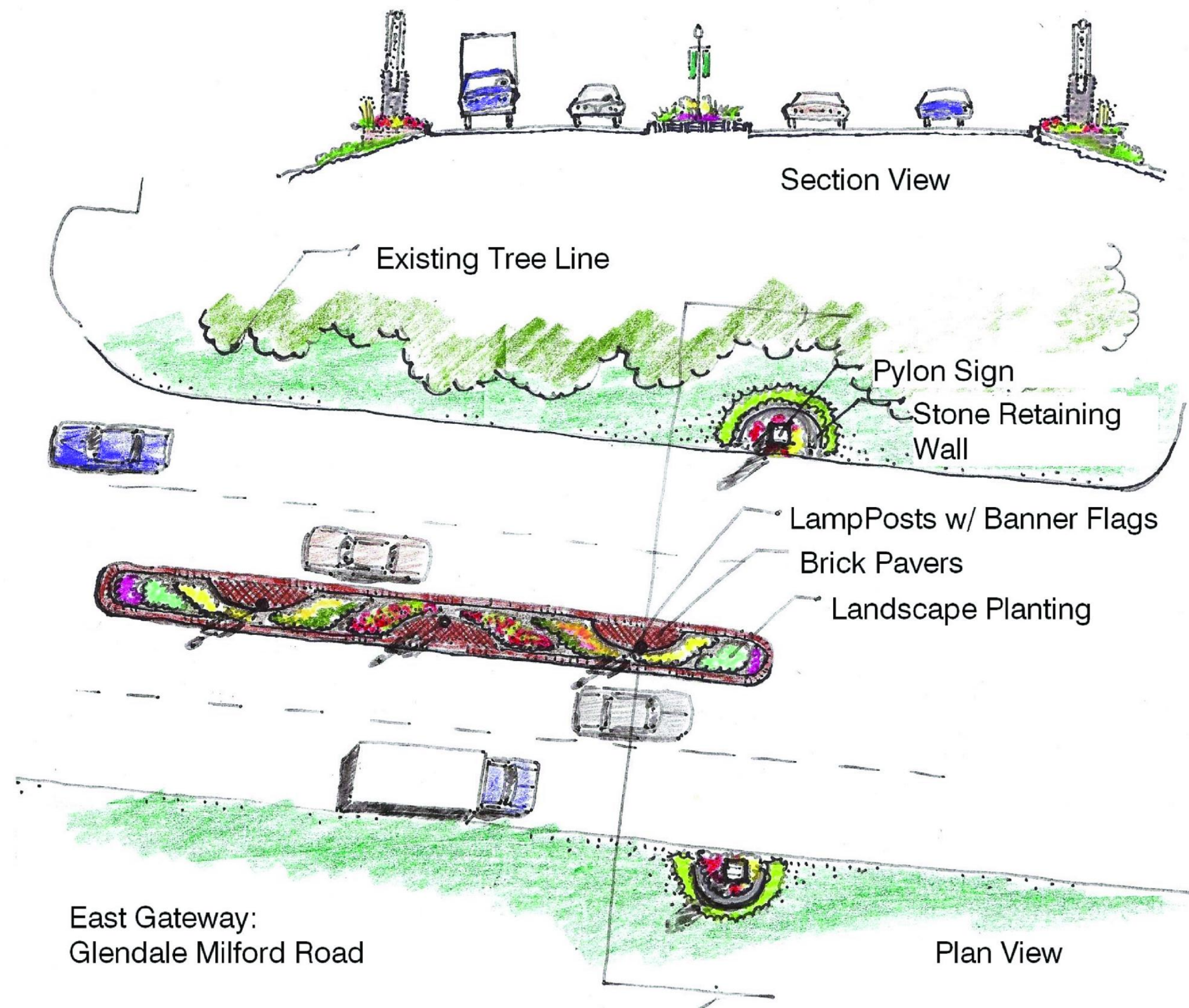


Project Key Plan

Woodlawn Streetscape and Gateway Design Plan - February 2009

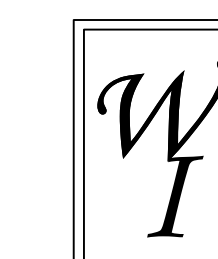




FACING WEST



CDS ASSOCIATES, INC.
Knowledge • Expertise • Innovation



Williams International, Inc.



BROWNSTONE
DESIGN

M2: East Gateway - Glendale Milford Rd.

Woodlawn Streetscape and Gateway Design Plan - February 2009





Village of Woodlawn Master Plan

Adopted September 2007

Prepared for:

**The Village of Woodlawn,
Ohio**

Prepared By:



895 Central Avenue, Suite 800
Cincinnati, Ohio 45202
513.272.5533
www.jacobs.com

Acknowledgements

Master Plan Steering Committee

John Amneus	Brian Poole
Paul Bates	Willie Norton
Dave Brown	Rick Mynatt
Marjie Dogan	Robert Mynatt
Dolores Howard	Bert Ranson
Peter Knox	Gwen Taylor
Evonne Kovach	Raymond Terrell
Pamela Parrish	

Village of Woodlawn Council

The Hon. Raymond Terrell, Mayor	Willie J. Norton
Brian Poole, Vice Mayor	Bersetha Ranson
Johnnie Rabb	John M. Turner
Paul Hogue	

Jacobs Edwards and Kelcey Project Staff

Della G. Rucker, AICP
Sarah L. Headlee
Mark Kirby, ASLA
Paul A. Culter, AICP

Contents

	<u>Page</u>
1. Introduction	1
2. Existing Conditions	3
3. Concept Areas Analysis	23
5. Selected Public Feedback	51
6. The Master Plan Vision	63
7. Plan Element #1: Vibrant Residential Communities	65
8. Plan Element #2: Destination Springfield Pike	81
9. Plan Element #3: Successful Industry	107
10. Plan Element #4: Welcome to Beautiful Woodlawn	115
11. The Implementation Matrix	129
Appendix A: Results of Public Participation Activities.....	A

List of Figures

	<u>Page</u>
Figure 1: Regional Location.....	7
Figure 2: Existing Land Use	9
Figure 3: Existing Zoning	11
Figure 4: Environmental Constraints	13
Figure 5: Slope Analysis	15
Figure 6: Existing Sanitary Sewer	17
Figure 7: Existing Water Lines.....	19
Figure 8: Regional Context.....	21
Figure 9: Concept Areas.....	35
Figure 10: Plan Element: Vibrant Residential Neighborhoods	71
Figure 11: Plan Element: Vibrant Residential Neighborhoods: Riddle Road	73
Figure 12: Plan Element: Vibrant Residential Neighborhoods - Towne Commons	75
Figure 13: Concept: Hadley Building Upgrades	93
Figure 14: Concept: Site Redevelopment	99
Figure 15: Concept: Redevelopment - Park/Fire Department Site	103
Figure 16: Plan Element: Successful Industry	113
Figure 17: Plan Element: Introducing Beautiful Woodlawn	121
Figure 18: North Springfield Pike	123
Figure 19: South Springfield Pike	125
Figure 20: Glendale-Milford Road.....	127

1. Introduction

The Village of Woodlawn Master Plan was commenced in 2006. The Master Plan was designed to help the Village's officials, administration, residents and business operators develop a shared understanding of Woodlawn's future needs and the best strategies for ensuring a successful future. Like many older suburban communities, Woodlawn benefits from a number of assets, but it also faces a number of challenges, both today and into the future. The Village understood from the beginning that their Master Plan must achieve several goals:

- The Master Plan must be based on a clear-eyed, realistic evaluation of the Village, including its assets, its challenges, its regional context and the likely impacts of these issues over the coming 10 to 20 years.
- The Master Plan must draw on the meaningful, active feedback of the Village's stakeholders, including its residents, its business operators and its own municipal staff.
- The Master Plan must develop a vivid statement of its Vision for its future - a statement that encapsulates the direction in which the Village intends to grow.
- The Master Plan must design an ambitious but achievable program of improvements that will give the Village the capacity and the methods for achieving that Vision.
- The Master Plan must lay the groundwork for its implementation by developing a specific plan of action for making its recommendations become reality.



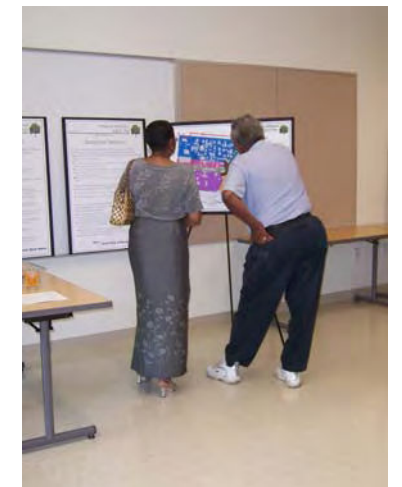
This document reflects the best efforts of a large number of Woodlawn residents, officials, business operators and others to meet these high goals.

Planning Process

The Village of Woodlawn Master Plan process began with the retention of Jacobs Edwards and Kelcey in early 2006 and the appointment of a Steering Committee that was designed to represent a broad cross-section of the community. The Plan process was guided through regular meetings between JEK staff and the Steering Committee. The Steering Committee was responsible for reviewing the community's existing conditions, formulating the Plan Vision, and developing Plan elements that fit the community's needs. The Steering Committee met regularly for over a year and participated in the development or review of every aspect of this Plan.

The planning process involved several integral elements, which were based on professional best practices and the specific needs of the Village. These included the following:

- Regular working meetings with the Steering Committee.
- Compilation of existing conditions data and completion of a Market Analysis.
 - The solicitation of feedback from members of the larger community through one-on-one interviews, focus groups and a Public Vision Open House in July 2006.
 - The development of a Vision statement and a statement of Goals that provide a clear policy foundation for the Plan's recommendations
 - The development of a number of recommendations organized around four thematic Plan Elements, which include housing, Springfield Pike revitalization, industrial sector maintenance and public image. Each of these Plan Elements is derived directly from the Goals and earlier feedback, and is specifically designed to meet one or more of the Vision's statements.
 - The development of an Implementation Matrix that provides recommended priorities, timeframes, partners and funding opportunities for specific recommendations.
 - The creation of a draft and final Master Plan document that presents the final versions of these elements, as reviewed and revised by the Steering Committee.



A Final Word

A Master Plan is critical to a community's success because it facilitates a coordinated effort to realize the community's potential. However, a Master Plan document alone does not make success happen.

A Master Plan is a tool - it helps the community organize its needs and decide on its actions, and it can lay the groundwork for making great things happen. But the Master Plan alone does not create a better community. Woodlawn residents know this because Woodlawn has been the subject of other plans -- some grand, some modest. But across those plans, the only proposals that have been achieved have been the ones that people in the community chose to champion. Master Plans are successful if they give people a strategy and direction to make something happen, but the Master Plan is worth little more than paper if the community's people do not carry it forward.

Woodlawn will achieve its Vision if the full range of its stakeholders makes a consistent, long-term effort to make the Master Plan's recommendations become reality. Reaching that Vision is seldom easy, and there will be multiple frustrations. This process, however, has demonstrated that Woodlawn's residents and officials are willing to do the hard work necessary to achieve the Vision. Maintain that commitment, and the Vision will become reality.



2. Existing Conditions

This chapter summarizes the existing characteristics of the Village of Woodlawn and surrounding areas at the time of this Plan's initiation. Existing Conditions analysis identifies physical characteristics, such as existing land use and locations of natural features, as well as market structure and other regional plans that may impact Woodlawn. This information was used by the Steering Committee to guide the development of the revised Vision and Major Issues and the Preferred Land Use Plan.

Some of the sections below contain a figure reference in the heading. The figures are generally provided on the following page.

Regional Location and History of Development (Figure 1)

The Village of Woodlawn is located in north-central Hamilton County, on the near west side of the Mill Creek/ Interstate 75 Corridor that extends from Cincinnati north through Hamilton County. Woodlawn is largely surrounded by other small municipalities, including Glendale to the north; Evendale to the east and Wyoming and Lincoln Heights to the south. The Village is bordered to the west by Springfield Township, which includes several mature subdivisions and the nearby Winton Woods Park operated by the Hamilton County Park District. The Village of Woodlawn is approximately 14 miles north of downtown Cincinnati along Interstate 75, which is a major national transportation route between Detroit, Michigan and Miami, Florida. Interstate 75 does not cross Woodlawn's boundaries, but I-75 Exit 14 (Glendale-Milford Road) is located just outside the Village's eastern boundary. Woodlawn is connected to the Greater Cincinnati region by two primary regional surface routes. Ohio Route 4, also known as Springfield Pike, serves as the Village's historic spine, extending northerly through the Village's primary commercial district between Wyoming to the south and Glendale to the north. Woodlawn's primary east-west route is Glendale-Milford Road, which extends east-west through Woodlawn (terminating in the Village), the Village of Evendale and the City of Blue Ash. Other east-west roads include Riddle and Grove streets.

With an estimated 2005 population of approximately 2,700 residents, Woodlawn's development history is similar to that of many other central Hamilton County suburbs. Settlement within Woodlawn's current boundaries began as early as the 1870s, as working-class Cincinnati residents began to take advantage of the area's new railway access to establish homes outside of the urban area. The informal settlement grew from approximately 200 people in the 1800s to 1,320 residents when it was incorporated as Village in 1941.¹ During the same period, industrial activity in north-central Hamilton County also accelerated, and Woodlawn's new residents found employment at

facilities such as the Wright Aircraft Factory, which later became General Electric Aviation, and the Winton Woods and Sharon Woods facilities that Procter & Gamble built in Springfield Township and the City of Sharonville. Beginning in the 1960s, Woodlawn also began to develop a sizeable base of smaller industrial and distribution facilities, and most of these businesses were sited to maximize their access to the new interstate system, concentrating in the northeastern quadrant of the Village. Development along Springfield Pike also increased during this time period, as automobile commuters and residents began to demand local services and stores. As a result, Springfield Pike developed in the same manner as many post-World War II shopping districts, with an emphasis on utilitarian buildings that were as easy as possible to access via automobile.

Woodlawn's current development patterns demonstrate much of this history. Woodlawn has a small concentration of 19th - century homes in the Marion/Chester Road vicinity, but much of Woodlawn's current single family housing stock dates from the post-World War II period, as outmigration from the urban core accelerated. Concentrations of these later residential areas can be found on the north side of Riddle Road and in the Mayview Forest area, while a small, newer development is located east of Chester Road at the southeastern corner of the Village. Recent additions also include three apartment complexes that were constructed on Springfield Pike near the Glendale border in the late 1990s and early 2000s. Industrial development is largely concentrated in the northeastern quadrant of the Village, extending from the border with the Village of Glendale south beyond Glendale-Milford Road along Chester Road, although individual industrial sites occur along Springfield Pike and small pockets of industrial properties are located on Novner, Terrace and Barron drives at the south end of Springfield Pike. Commercial development is largely concentrated along Springfield Pike, with the older commercial area south of Riddle Road generally demonstrating the utilitarian, auto-oriented development patterns of the mid-20th century.

Woodlawn has an extraordinarily large amount of park, recreation and open space for a community of its size. Nearly one-quarter of the Village's land mass is occupied by Glenwood Gardens, a portion of a former farm that was donated to the Hamilton County Park District and opened as a largely passive recreation facility in 2001 (another portion was sold for private redevelopment). The Village also has more than 25 acres of Village-owned park land, mostly concentrated along Woodlawn Boulevard near the Village Administration Building and Police Department. In 2005, the Village also became the home of the Ohio National Guard Woodlawn Training & Community Center, which sits at the southeast corner of this municipal area and provides indoor recreation, fitness and meeting facilities for the Village's use.

¹ *The Bicentennial Guide to Greater Cincinnati: A Portrait of Two Hundred Years* (The Cincinnati Historical Society, 1988). Volume 2, page 590.

Existing Land Use (Figure 2)

Land use, as the term is used in planning, refers to the primary activities that humans pursue on a given parcel of land. It is essential to note that an existing land use map is based on a categorization of current uses. Land use categories do not indicate either existing zoning or any planned future land use. Current zoning for any given property may be entirely different from the existing land use; zoning only comes into effect when a property changes its land use through development, redevelopment or a change in use. Similarly, land uses that may be planned for the future do not necessarily reflect the existing land use.

The following land uses are currently designated within the Village:

Land Use	Acres	% of Total
Single Family Residential	347.38	23.65%
Two-Family Residential	2.98	0.20%
Multi-Family Residential	63.56	4.33%
Commercial	59.96	4.08%
Light Industrial	254.10	17.30%
Heavy Industrial	129.73	8.83%
Institutional	42.86	2.92%
Mixed Use	0.84	0.06%
Park and Recreation	324.29	22.08%
Public Utility / Public Service	103.85	7.07%
Vacant	139.07	9.47%
TOTALS	1,468.61	100.00%

Existing land use classifications are based on data obtained from the Cincinnati Area Geographic Information Service (CAGIS) network and on-site analysis.

Existing Zoning (Figure 3)

Zoning is the primary mechanism used by local governments to legally regulate the permissible types of land uses and the manner in which those land uses are distributed throughout the community. While zoning is often used as a reactive tool (most rezonings result from the request of an applicant), it can be proactively used to implement the policies of a land use or master plan. It is important for any community to enforce an up-to-date set of zoning regulations that permit the community to implement plans and studies that guide their future. Communities with outdated

regulations often find that they are put in difficult position of denying a project that they desire, or accepting a project that they do not necessarily want.

The current Village of Woodlawn Zoning Code was last revised in May 2007 with the addition of the Springfield Pike Overlay District. The Zoning Code establishes minimum standards for application throughout the Village by means of Districts or Zones. The districts included in the Woodlawn Zoning Code are as follows:

- (RS) One-Family Low Density Residence
 - (R2) One-Family Low Density Residence
 - (R3) One-Family Medium Density Residence
 - (R4) One-Family Variable Density Residence
 - (RM) Multi-Family Residence
- (O.S.) Open Space
 - (C.C.) Civic Center
 - (D-1) Downtown Business
 - (I-P)Industrial Park
 - (PUD) Planned Unit Development
 - (GMOD) Glendale-Milford Overlay District
 - (SPOD) Springfield Pike Overlay District

Each zoning category sets minimum requirements for such items as building height, parcel dimensions, building setback, and parking requirements. The code also establishes minimum buffering requirements between differing land uses, requirements for signs and a variety of other factors.

Environmental Constraints (Figure 4)

Figure 4 illustrates the location of floodways, flood plains, water bodies and wetlands. Such features are often referred to as environmental constraints because they may limit the amount or type of development that is advisable in a specific location.

Although many of Woodlawn’s neighboring communities struggle with flooding, and although many Woodlawn residents and businesses have complained of localized flooding after wet weather events, Woodlawn has very few areas that are highly susceptible to flooding or have inherently poor soil drainage. The floodway and the 100-Year flood plain associated with the West Fork of the Mill Creek and a tributary flowage in the Jones Alley area are very narrow and do not appear to impact any intensively developed areas. Officially-designated floodways and flood plains are established by the Federal Emergency Management Agency (FEMA) based on hydrogeologic modeling. A floodway is the area adjacent to an open waterway that is subject to flooding when there is a significant rain, while a flood plain is an adjoining area that has some chance of experiencing flood conditions every year. Statistically, a 100-Year Flood Plain has a 1% chance of flooding in any given year.

Flood Plain designations provide the official basis for FEMA’s determination of a property owners’ eligibility for flood insurance.

Figure 3 also identifies the small water body that creates the existing discontinuity in Linden Avenue.

Slope Analysis (Figure 5)

Figure 5 illustrates the relative slope of land in any given location. Degree of slope is determined by the amount of change in elevation between points on adjoining 10-foot topographic contours, as recorded by the United States Geological Service. Although portions of Hamilton County have generally hilly terrain, Woodlawn is generally flat. The few notable exceptions are associated with localized drainage systems, such as the small gorge adjoining the West Fork of the Mill Creek in the Glenwood Gardens vicinity. There is also a relatively steep slope along the east side of Springfield Pike near the southern border. This slope separates a narrow strip of frontage along Springfield Pike from the majority of land in these parcels, which are located below the Springfield Pike grade and adjoin the West Fork of the Mill Creek. Other areas of steep slopes occur in the relatively undeveloped area south of Grove Road and from east of Ronnie Road to Woodlawn Boulevard.

Existing Sanitary Sewer and Water Network (Figure 6 and 7)

Figures 6 and 7 illustrate the general location of water and sanitary sewer conduits within the Village of Woodlawn. As in most Hamilton County communities, the Village’s water and sewer systems are provided, maintained and updated by the Metropolitan Sewer District of Greater Cincinnati (MSD).

As Figure 6 (Existing Sanitary Sewer) indicates, most Woodlawn properties have access to the sanitary sewer system, but there are two areas within the Village that are not connected to this system. The small number of houses on Chatsworth and Warren avenues do not have sewer access. The other area that does not have access to a sanitary sewer main is the Mayview Forest large-lot residential area, which has relied on private septic systems since its platting in the 1950s. Although the topic of extending sewer mains to this area has been raised periodically, lack of interest from residents and the high cost of extending sewer mains to low-density residential areas have prevented any sewer extensions. There have been no known environmental contamination concerns in this area. Water lines were recently extended along the western portions of Grove Road as well.

Figure 7 (Existing Water) indicates that virtually the entire Village has access to public water, including the two areas described above. The only exception appears to be the lots adjoining the western portions of Grove Road, which includes approximately eight private residences.

Regional Context (Figure 8)

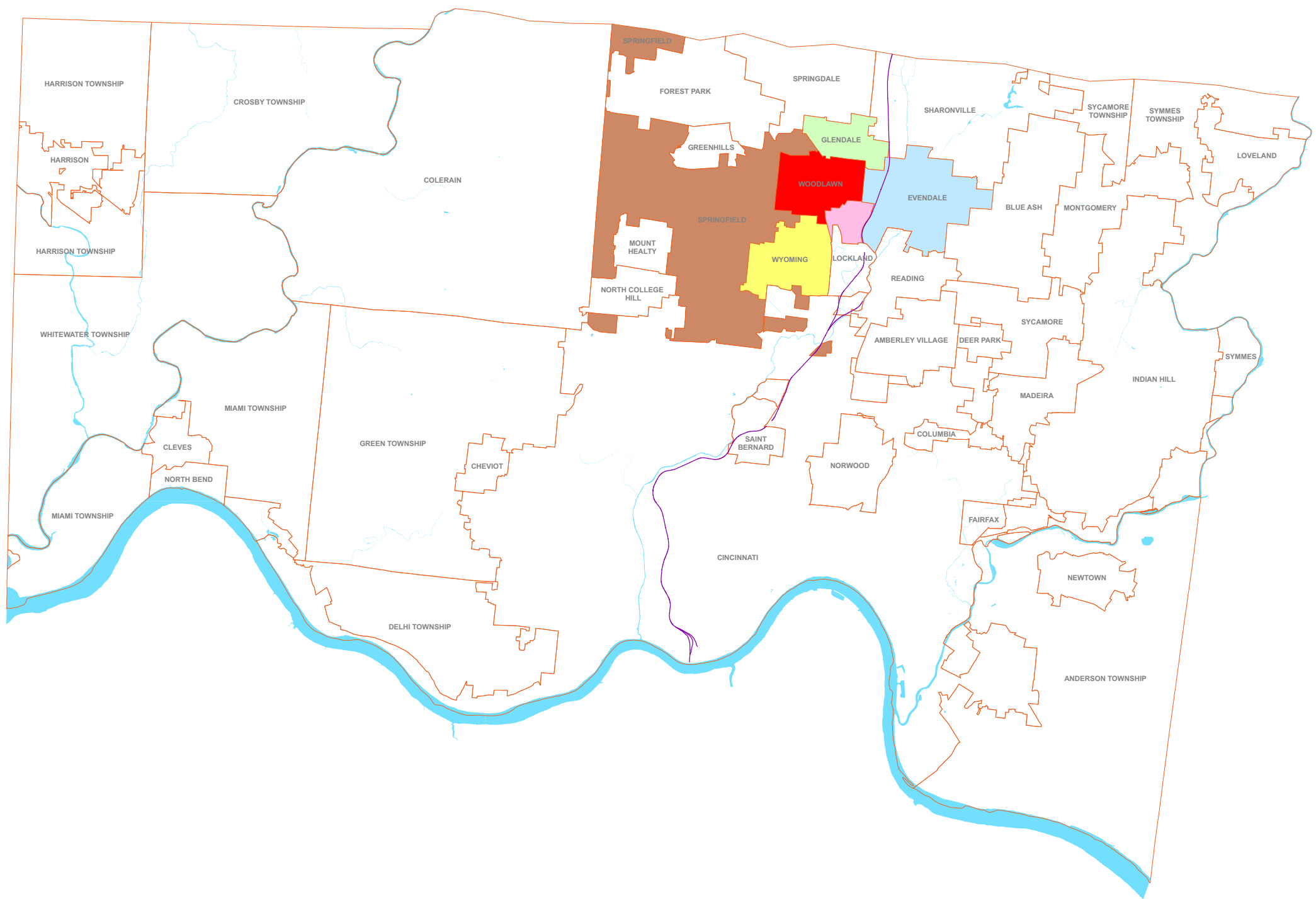
For a small community within a diverse metropolitan area, understanding how the community may be impacted by events in other nearby communities is essential. Figure 8 presents a schematic summary of issues in surrounding communities as reported via interviews with officials of surrounding communities during May and June of 2006. Not all of these issues may still be active, although the broader trends generally continue. Issues from these interviews were organized around five primary themes:

- **Economic:** Potential economic impacts that may result from existing, proposed or potential developments in surrounding communities, as well as the potential impacts of developments in surrounding communities on Woodlawn businesses.
- **Identity:** Two of Woodlawn’s neighbors, the Village of Glendale and the City of Wyoming, have strong, positive regional identities, and other nearby communities are also attempting to distinguish themselves within the region. This theme also identified locations within the Village that have the potential to strongly impact Woodlawn’s local and regional perception.
- **Park and Open Space.** As noted previously, Glenwood Gardens is a regional park administered by the Hamilton County Park District, and the park draws users from outside the Village of Woodlawn. Additionally, the Village of Glendale has owned an open space buffer inside the Woodlawn boundaries for several decades.
- **Transportation.** Woodlawn is heavily impacted by its access to the regional surface transportation network. Existing conditions and proposed improvements to transportation networks outside of Woodlawn can have a profound impact on the Village.
- **Trails.** Woodlawn is located in a key location within the Mill Creek Valley’s existing and proposed network of recreational trails. These trails have the potential to bring new visitors and economic opportunities to Woodlawn, and they can also benefit Village residents’ quality of life. However, some portions of these trails go through areas that are currently less attractive and less user-friendly than may be preferred.

NOTE: Some streets shown on the following figures are “Paper” streets – streets that are not officially platted. These include Jones Alley and Linden Avenue. These streets are placed on the map for viewer reference, but do not imply any Village responsibility for their maintenance.



Village of Woodlawn Master Plan



Legend

I - 75

Jurisdictions

Hamilton County Communities

Adjacent Communities

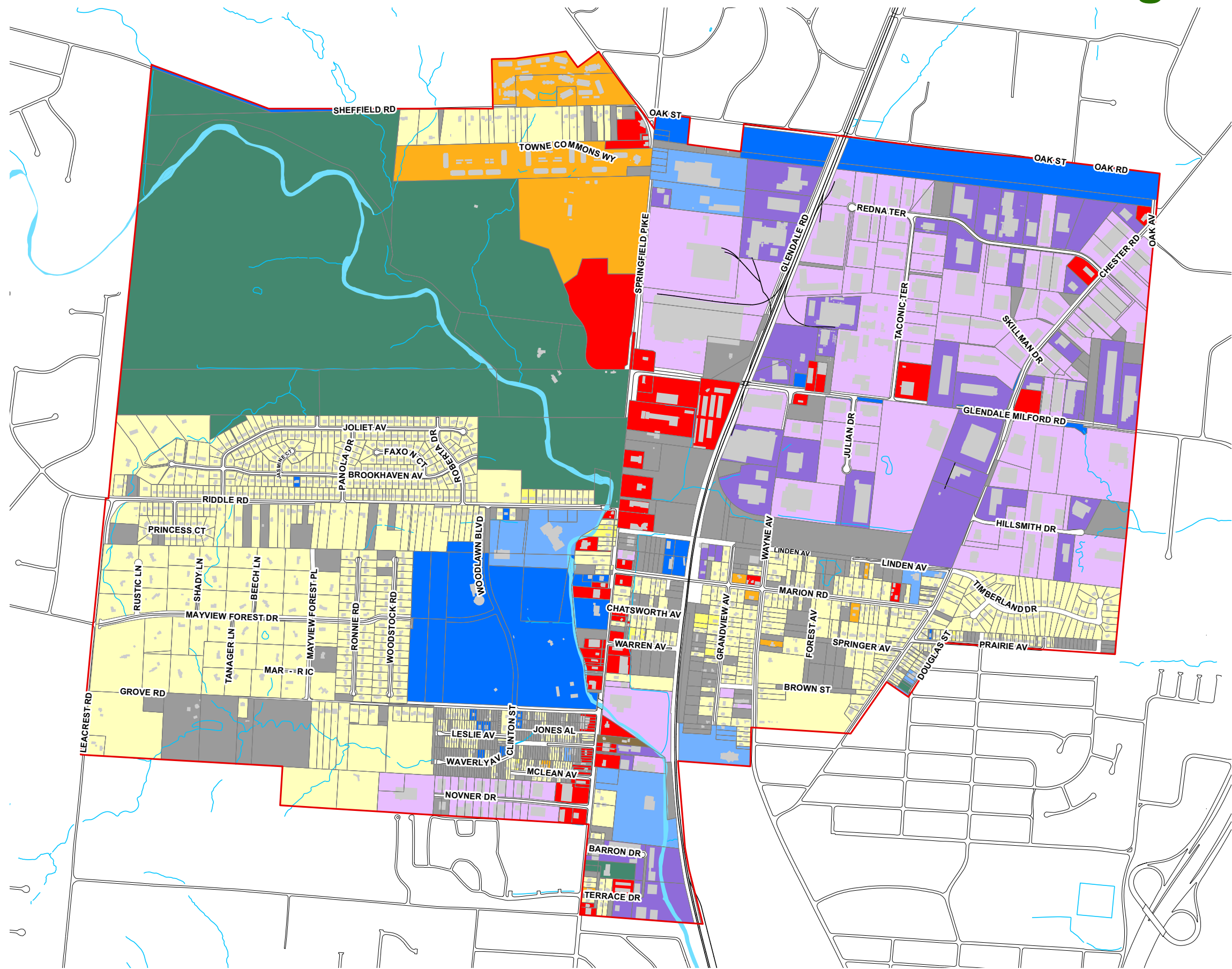
- Woodlawn
- Glendale
- Evendale
- Lincoln Heights
- Wyoming
- Springfield Township

Figure 1:
Regional Location

July, 2006



Village of Woodlawn Master Plan



Legend

Woodlawn

Land Use

- Single Family Residential
- Two-Family Residential
- Multi-Family Residential
- Mixed Use
- Commercial
- Light Industrial
- Heavy Industrial
- Education / Institutional
- Public Utility / Public Service
- Park and Recreation
- Vacant

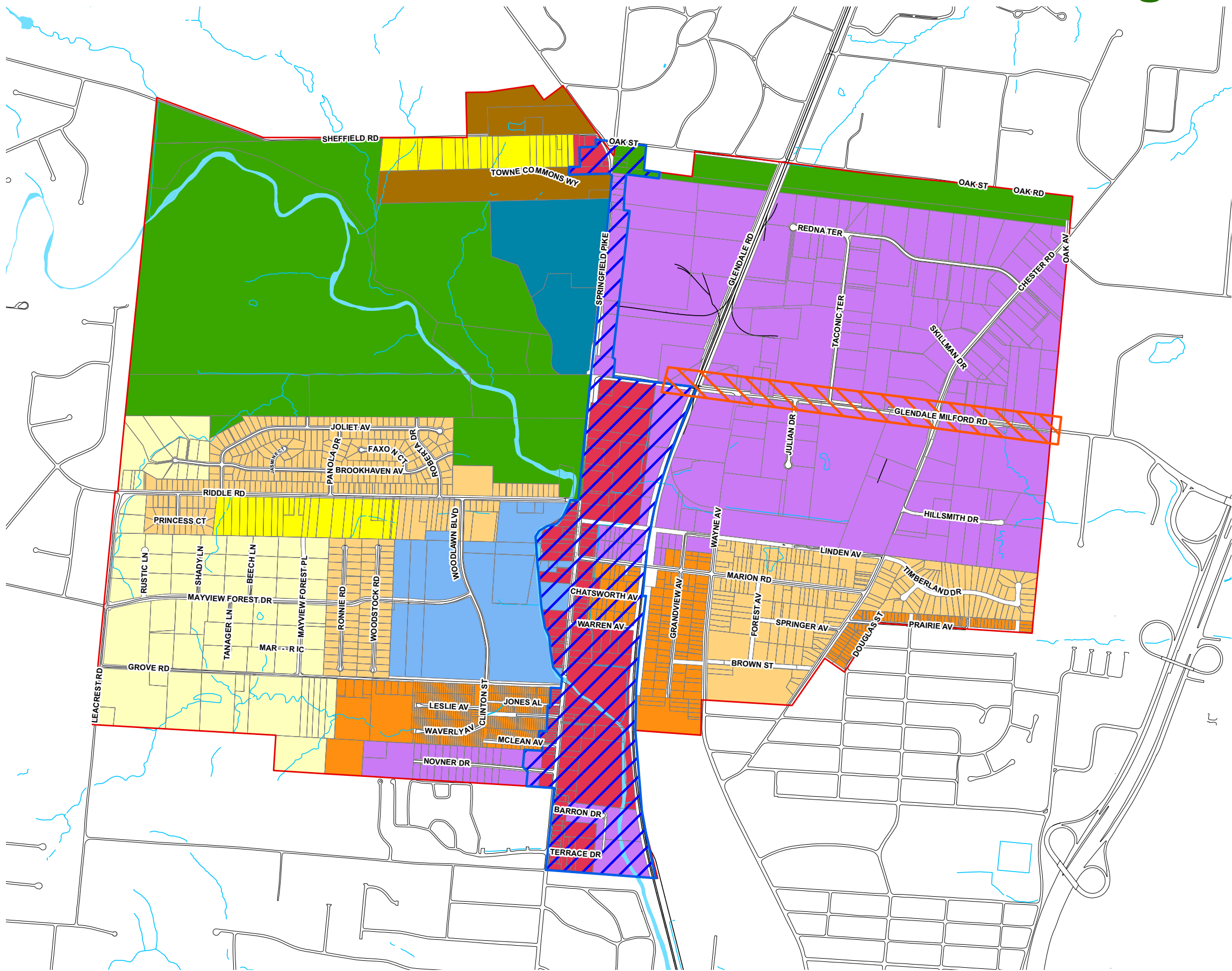
Figure 2:
Existing Land Use

April, 2006





Village of Woodlawn Master Plan



Legend

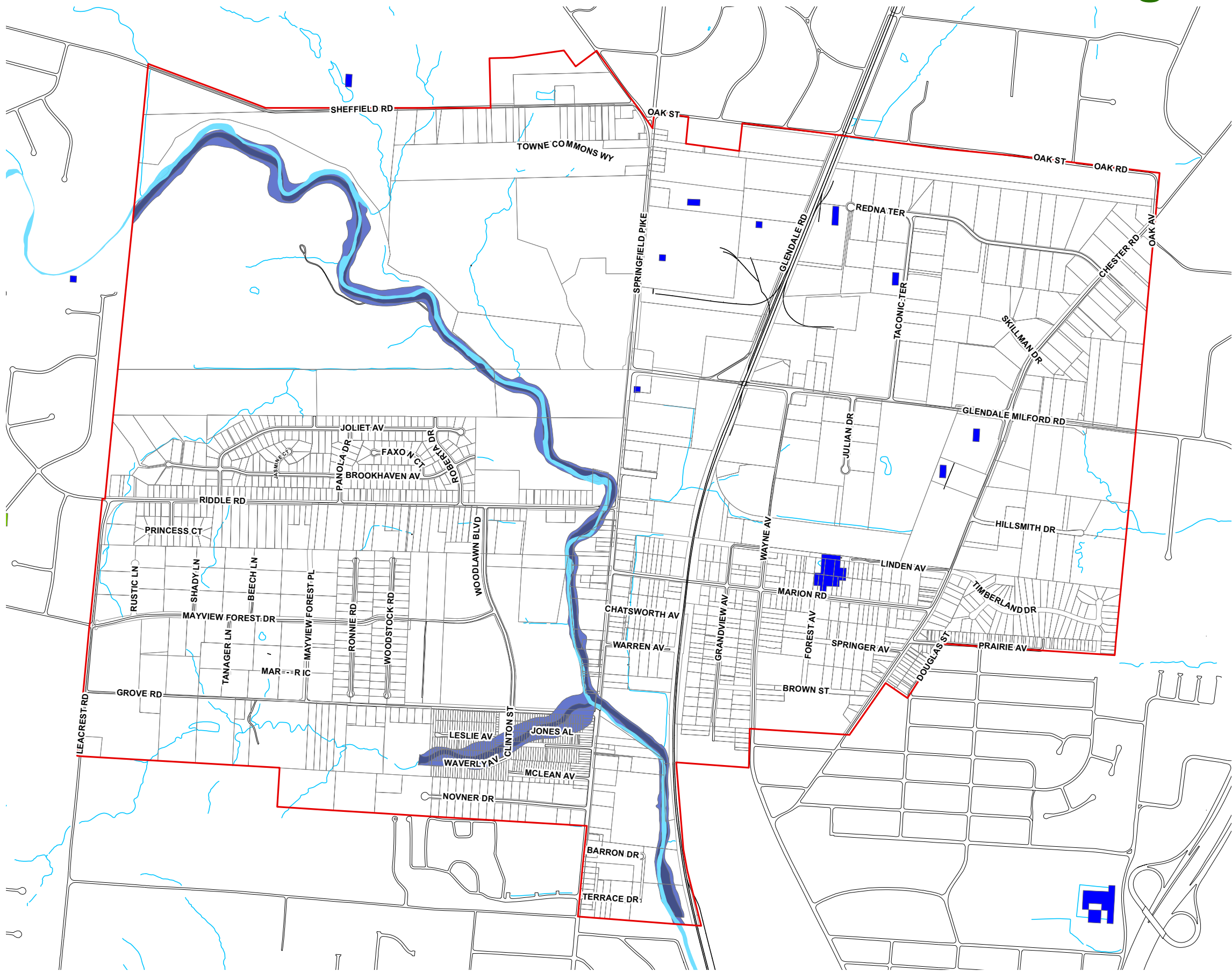
- (GM-OL) Glendale-Milford Overlay District
 - (SP-OL) Springfield Pike Corridor Overlay District
 - Woodlawn
- Zoning District**
- (RS) One-Family Low Density Residence
 - (R2) One-Family Low Density Residence
 - (R3) One-Family Medium Density Residence
 - (R4) One-Family Variable Density Residence
 - (RM) Multi-Family Residence
 - (O.S.) Open Space
 - (C.C.) Civic Center
 - (D-1) Downtown Business
 - (I-P) Industrial Park
 - (PUD) Planned Unit Development

Figure 3:
Existing Zoning

May, 2006



Village of Woodlawn Master Plan



Legend

- Woodlawn
- Floodway
- 100 Year Floodplain

Wetlands

- Open Water
- Shallow Marsh

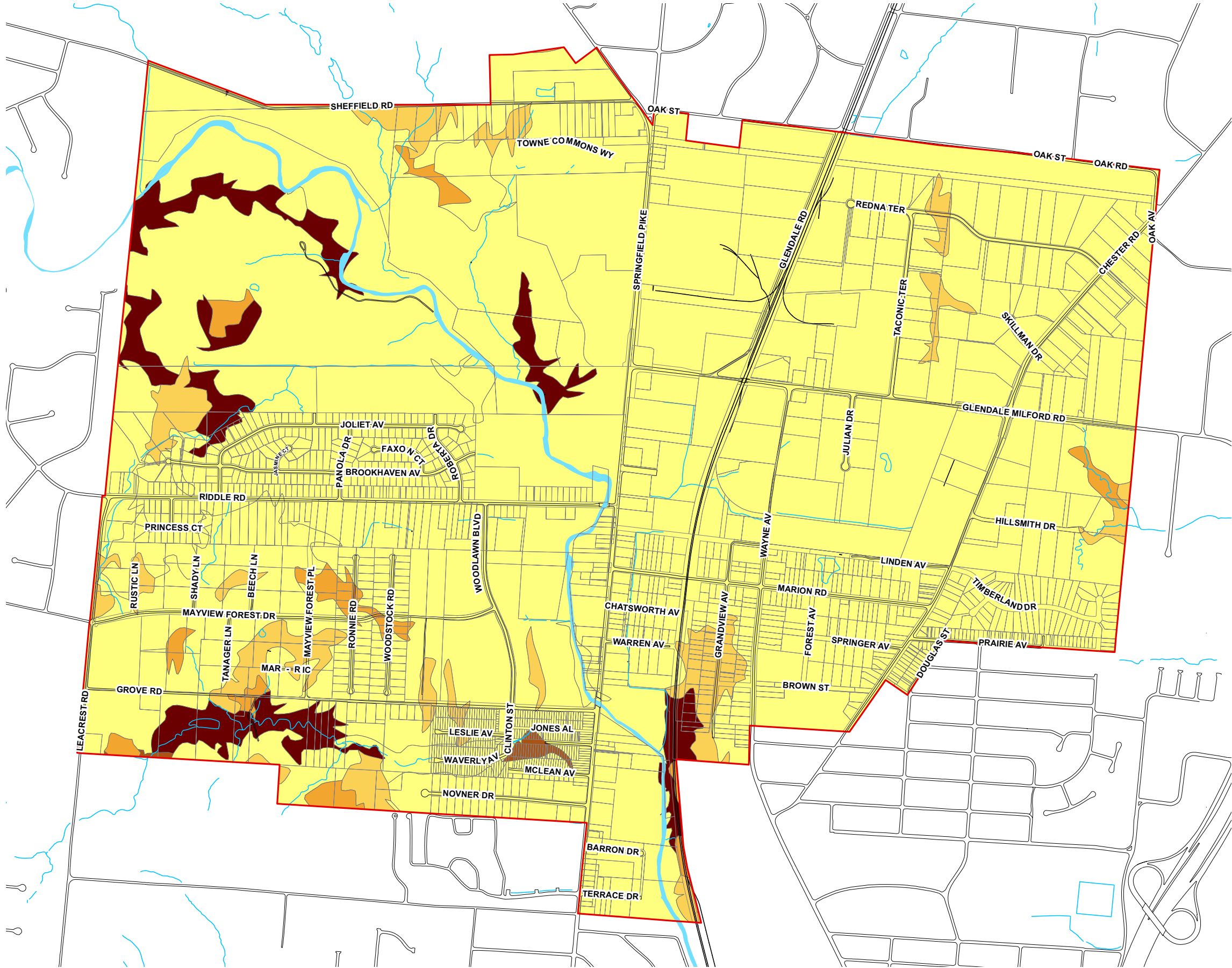
Figure 4:
**Environmental
Constraints**
May, 2006

Source: Ohio Department of Natural Resources





Village of Woodlawn Master Plan



Legend

Woodlawn

Percent Slope

- 10%
- 11 - 15%
- 16 - 20%
- 21 - 25%
- 26 - 30%

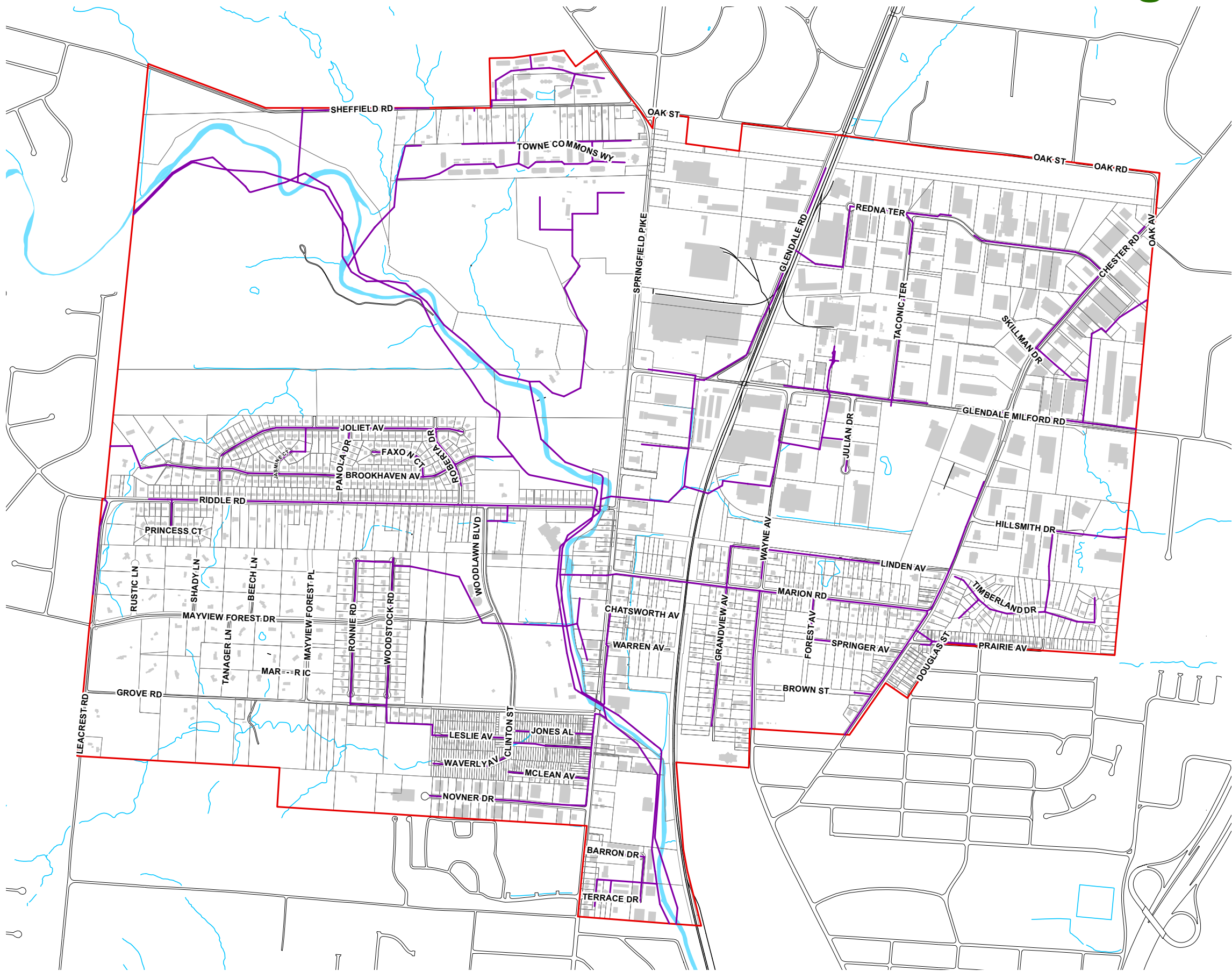
Figure 5:
Slope Analysis

April, 2006





Village of Woodlawn Master Plan



Legend

- Woodlawn
- Sanitary Sewer Lines

Figure 6:
**Existing
Sanitary Sewer**
April, 2006

Source: Cincinnati Area Geographic Information System

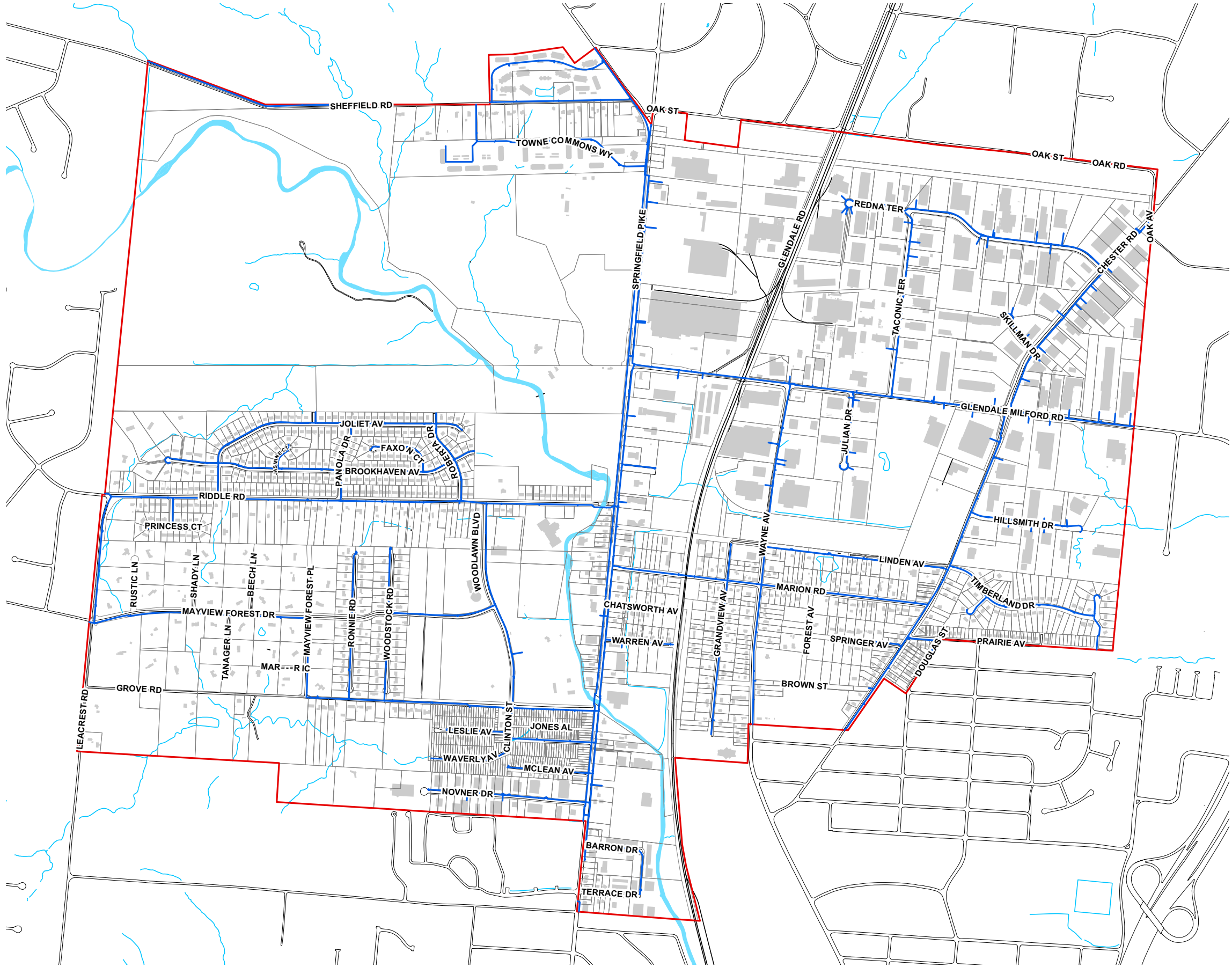
Edwards and Kelcey

0 500 1,000 2,000

Feet



Village of Woodlawn Master Plan



Legend

- Woodlawn
- Water Lines

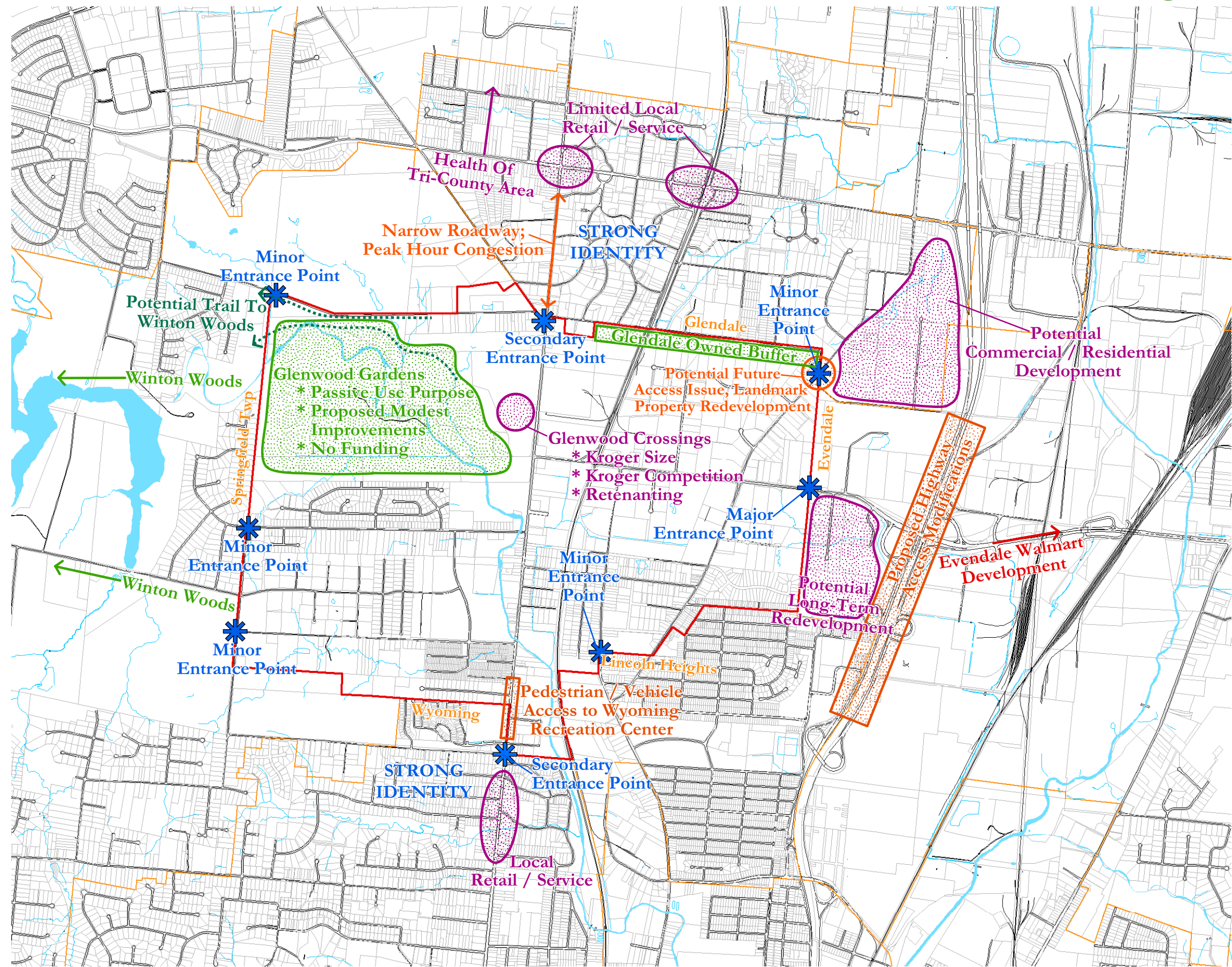
Figure 7:
**Existing
Water Lines**
April, 2006

Source: Cincinnati Area Geographic Information System





Village of Woodlawn Master Plan



Legend

Woodlawn

Theme

- Economic
- Identity
- Transportation
- Park and Open Space
- Trails

Figure 8:
Regional Context

July, 2006





3. Concept Areas Analysis

Like most communities, Woodlawn is not a monolith but includes a large number of separate areas that have different land uses, design characteristics, strengths, challenges and potential future needs. In May 2006, the Steering Committee identified 11 separate subareas of Woodlawn and outlined the boundaries of these Concept Areas. The Steering Committee also outlined some of the issues relating to these Concept Areas. An analysis of the Concept Areas is provided below; the areas are identified on Figure 9 at the end of the chapter.

Glenwood Gardens

Description: Glenwood Gardens is a passive-use park owned and operated by the Hamilton County Park District. The park covers over 320 acres. Users arriving by car access the park through a gateway off of the driveway that extends from the intersection of Glendale-Milford and Springfield Pike. There is a well-landscaped parking area with ornamental lighting and a pathway that leads to the gate into the park. The Park gateway has several high-quality, attractive features, including the gate house itself, a circular pavilion with a fountain and a rock garden just south of the entrance. There is also a manicured garden with a small gazebo to the south of the entrance. A gift shop in a historic building stands north of the entrance, and beyond the gift shop is Highfield Discovery Garden, a children's area that includes several play buildings and structures and a garden-scale railway, among other features.

The most heavily used part of the park is the 40-acre area closest to Springfield Pike, which has a paved walking trail that covers a one-mile loop. This area at this time is in a predominately natural state, with some large stands of trees and a large amount of open grassland, including several prehistoric burial mounds. This portion of the park has interpretive signage, benches and an unpaved access point to the West Fork of the Mill Creek. The remainder of the property is in largely natural, undeveloped state, and consists predominately of meadows, tree stands and gravel-paved paths. Maintenance and volunteer education facilities are at the far northwest corner of the property off of Sheffield Road.

Assets:

- Glenwood Gardens was identified by the Steering Committee as one of the Village's most attractive features. This perception was also voiced by several Key Person and Context interviewees and by several survey respondents.

- The built and landscaped features of Glenwood Gardens are of extremely high quality design and materials.
- The park's gift shop provides a unique shopping environment for visitors that do not otherwise exist in the vicinity.
- Use of the park is free, with the exception of the purchase of a parking pass as required by the Hamilton County Park District. This excludes Highfield Discovery Garden, which requires a separate attendance fee.
- The Park is a generally peaceful environment, without the high intensity activities found in portions of other County parks, such as Winton Woods and Sharon Woods.
- The Park is perceived by several as giving Woodlawn a regionally-unique resource that can play a key role in a positive future identity.
- The Gardens are perceived as being very safe (they are regularly patrolled by Park Rangers).
- The Gardens provide some field trip opportunities for students. There may be some interest in expanding the property's programming.
- A multi-use paved trail extends the length of the Glenwood Gardens' Springfield Pike frontage. The trail is located away from the roadway for much of its length and is separated from the road by a stand of trees. This makes the trail more attractive and comfortable for users, although it limits its visibility to those passing by.

Challenges:

- The Park is not as widely known yet as other County parks. It has minimal directional signage from major area routes. It is relatively new to the regional park system.
- The entrance to the Park is not well signed from the Glendale-Milford/Springfield Pike intersection. The gateway sign is on the back of the driveway cul-de-sac and is not highly visible from the intersection. The corner of the Gardens facing Glendale-Milford is wooded and has no sign at the right of way. Due to the site's slope and wooded characteristics, placing a sign near the street would require significant site alterations.
- The passive nature of the Park limits its attractiveness to the general public. Although the walking trails are very popular with persons interested in walking for exercise, no other activities are available. Some persons have noted that the fact that small children cannot ride bicycles or tricycles on the trail limits their usefulness for families with small children.

- There is no place to grill food for a picnic, no fishing access and no playgrounds except for Highfield Gardens, which requires an additional fee.
- Current Hamilton County Park District policy appears to require any future improvements to Glenwood Gardens to be funded without significant additional tax monies. As a result, major improvements, such as new gardens or other features, may only be built if funding becomes available.
- The trail along Springfield Pike may be relatively unknown due to its buffering from the street.
- The name “Glenwood Gardens” does not reinforce that it is located in Woodlawn.

Potential Recommendations:

- Encourage the Park District to allow children of certain age groups to ride bikes as long as they are accompanied by their parents (6 years and under).
- Encourage the Park District to improve the facility’s directional signage.
- Encourage the Park District to improve the facility’s streetfront signage.
- Increase visibility of the trail in front of the property without compromising its comfort and safety.
- Encourage the Park District to consider installing a picnic area
- Work with the Park District to increase the amount and variety of programming.
- Promote the Park as a reason for living and working in Woodlawn.

Glenwood Crossings

Description: Glenwood Crossings is a shopping center complex with three outbuildings that is anchored by a Kroger grocery store. The center was constructed in 2000. The Center has two restaurant outbuildings and an outlot Hollywood Video Store and a gasoline station associated with the Kroger. Other tenants of the center include a beauty supply store, a dollar store, a

women’s clothing store and at least two vacant storefronts. The center was recently sold to a new owner, Casto Realty, who has expressed interest in re-tenanting but has provided little information to date regarding potential marketing strategies, tenant mix or price points. The sole new tenant that has occurred at this time is a Popeye’s Chicken franchise, which occupies the former Burger King facility.

Assets:

- The Kroger was used by most Village residents at the time the Comprehensive Plan Survey was completed. The Kroger also draws customers from surrounding communities that do not have a general grocery store or prefer Kroger over other similar establishments.
- The Kroger provides one of only two functioning gasoline stations along Springfield Pike between Springdale and Hartwell.
- The center is relatively well maintained and landscaped, and compliments Glenwood Gardens to the south and the apartment complexes to the north.
- The center can be accessed from Fieldstone Crossings (the southernmost apartment complex) via an internal access road and the existing trail segment between Glenwood Gardens and the apartment buildings.
- The center provides some opportunity for new businesses.

Challenges:

- The center looks fundamentally the same as most other Kroger-anchored developments in this area.
- The Kroger store itself is smaller than current industry standards.
- The tenant mix in the outlots and storefronts has appeared to trend downward in terms of price points since the center opened.
- The opening of the Super Wal-Mart in Evendale in 2007 may be expected to have a negative impact on the Kroger, as well as other shops.

Potential recommendations:

- Work with property owner to understand the trade area’s buying power and recruit high quality businesses.

Industrial Quarter

Description: The northeastern quarter of the Village of Woodlawn is occupied almost exclusively by a diverse range of for-profit operations, from light and heavy industries to warehousing, distribution, offices and other uses, including at least one professional training facility and a small number of specialty retailers. Most occupants appear to have regional or national trade areas and supplier networks, and there appears to be few instances of occupant businesses engaged in trade with other Woodlawn businesses. Properties are generally well-maintained, with a few isolated exceptions. Lot sizes vary widely, with some as small as one-half acre and others as large as 20 acres. Most individual parcels encompass between 1 and 5 acres.

Most of the Industrial Quarter properties have some landscaping, such as lawns and plantings around signs and entrances. Roadway infrastructure is generally minimal, particularly on the side streets. Some roads have curbs and storm sewers, but many do not. Many roads show evidence of deterioration, such as patched potholes, broken curbs, etc.

To the east, the concept area generally blends with an area of similar development in Evendale. There is one corporation limit sign and no gateway signs on Glendale-Milford Road, which is the primary arterial route for most Industrial sector occupants. Glendale-Milford Road has been adequately improved for vehicular traffic, but has no sidewalks, virtually no street trees except for those on private property, and several grass median islands that are unimproved or have minimal improvements.

One of the most recent construction projects within this Concept Area has occurred on the southeast corner of Glendale-Milford Road and Springfield Pike. From west of the railway overpass and south almost to the intersection of Riddle Road and Springfield Pike, approximately 25 acres of new development has added several facilities to the area, including regional distribution centers, personal storage, a bank, a gas station and other uses. New construction in the area has a wide grass and landscaped buffer adjoining the street, ornamental street signs and other landscaping amenities. Buildings are generally utilitarian but attractive. This area has been predominately built out at this time and remaining portions are mostly under construction. As of this writing, there is a vacant gas station on 0.6 acre at the southeast corner of this area and a vacant building formally housing a gas station and most recently, a restaurant on the northeast corner.

Assets:

- The industrial sector provides a more substantial tax base than is available to many Greater Cincinnati villages and small cities.

- The diverse range of businesses in the industrial quarter has the potential to provide long-term economic stability for the Village, since the district as a whole is not dependent on any specific industrial sector.
- The small size and generally non-specialized features of Woodlawn's industrial quarter buildings provide the opportunity for occupancy by a very wide range of industry, warehousing and business types.
- The Industrial Quarter's key selling point is its highway access via Glendale-Milford Road.
- The Industrial Quarter appears to be relatively stable at this time.
- The industrial area is relatively well-maintained and well landscaped.
- The industrial, commercial and flex-space properties constructed in the southeast quadrant of the intersection of Glendale-Milford Road and Springfield Pike is generally attractive.

Challenges:

- Industrial Quarter businesses generally have limited ties to Woodlawn in terms of social networks, politics, etc. Woodlawn's industrial quarter businesses generally choose their location on the basis of site and location requirements.
- Woodlawn does not adequately market its unique amenities to local businesses, such as recreation program memberships and local destinations.
- Industrial Quarter businesses are almost exclusively small businesses (as defined by number of employees) and are highly dependent on regional and national impacts, such as health care costs, fuel costs, outsourcing pressures and other factors.
- The small amount of feedback received to date indicates that most businesses have had little interaction with the Village in recent years. Key person interviews and survey results to date appear to indicate that most businesses have not spoken to a Village representative or participated in Village activities, with the exception of receiving police and fire protection, which were highly rated. This may indicate that businesses are generally satisfied with the quality of Village services.

- Condition of local streets and collectors within the industrial quarter appears to be dissatisfactory to at least some business operators. Paving and stormwater management appear to be causes of concern for several respondents.
- At present, vacancies in the industrial quarter appear to be filled only through the private sector. The Village has had little recent opportunity for proactive business recruitment to help fill vacancies with uses that will reinforce the Village. The exception to this trend is the industrial park property southeast of the intersection of Glendale-Milford Road and Springfield Pike. Attempts are underway to use the Village's web site to further facilitate this process.
- Although most of the concept area does not experience land use conflicts due to buffering and complementary adjoining land uses, there are land use conflicts between industrial and residential properties along the southern portion of Chester Road. Additionally, development of currently vacant land that is zoned for industrial use along the Linden Avenue segments north of Marion Road would have the potential to create additional conflicts between industrial and residential land uses.
- Although most of the Industrial Quarter's properties are well maintained and well landscaped, a few appear to have experienced some deferred maintenance. Unfortunately, several of the properties that have the most deteriorated appearance front on Glendale-Milford Road, which detracts from both the perception of the quality of their business and from the perception of quality for the entire corridor. It should be noted that the majority of Glendale-Milford Road businesses are well maintained. Areas of concern may include deteriorated building façades and parking lots, lack of grass or landscaped buffers between paved areas and the roadway, use of chain link fences, and extensive curb cuts.
- Some signage in the Industrial Quarter is poorly constructed, deteriorated and out of scale with their surroundings. There is limited signage available to direct visitors to industrial destinations on Taconic, Redna and other industrial streets.

Potential recommendations:

- Establish regular methods of communication between Village officials and industrial quarter businesses.
- Upgrade local and collector streets in industrial areas.
- Address stormwater concerns where they have been identified.
- Improve appearance of Glendale-Milford corridor, including public and private property.

- Establish initiative to promote Woodlawn's regional advantages.
- Evaluate opportunities to build supplier/customer networks among existing businesses.
- Evaluate opportunities to help Woodlawn small businesses better access regional and state economic incentives.
- Evaluate opportunities to make Village amenities available to business employees as a means of recruiting and retaining businesses.

Novner Industrial Area

Description: The Novner Industrial area is similar in use and composition to the Industrial Quarter. It is located at the extreme south border of the Village and is largely unseen from Springfield Pike. There are two utilitarian strip commercial buildings, one restaurant and one floor/carpet cleaning establishment in this concept area along Springfield Pike.

Assets:

- The Novner Industrial Area generates some income tax to the Village
- The Area is buffered from the adjoining residential property in the Village to the north.
- The area is not highly visible from Springfield Pike

Challenges:

- It is a small area, totaling less than 19 acres.
- The lots are extremely small by industrial standards, with a large number of lots measuring 1/3 of an acre or less, and the small number of remaining lots consisting of approximately 1 to 4.28 acres.
- The Novner location lacks the easy highway access available to the Industrial Quarter and North Springfield Pike.
- The Novner area is adjoined to the north and south by residential land uses.

- The area may have been designated as an industrial district by virtue of a court ruling, although specifics regarding that ruling are unknown and the ruling has not been identified in legal records searches to date.
- The area is reported to require a significant amount of attention from Village police and fire services.

Potential recommendations:

- Develop a gateway to the industrial district to increase its visibility.
- Seek opportunities to facilitate the redevelopment of the property, particularly the Springfield Pike frontage.
- Create stability for the businesses.

Fairlawn Terrace Residential Neighborhood

Description: The Fairlawn Terrace neighborhood consists of two 1950s and 1960s-era residential subdivisions and a small number of later properties. The majority of houses in these neighborhoods are one-story brick ranches. Most of the houses are in excellent condition, but they generally lack sidewalks and garages. This has been attributed to the fact that the neighborhood was not platted properly, and many buildings actually straddle property lines, creating substantial challenges for any new construction. Lots on the north side of Joliet Avenue and the east side of Roberta Drive abut Glenwood Gardens to the rear. The neighborhood is highly stable, with many original residents remaining in the homes.

Assets: Older residents.

- Strong sense of family structure.
- Well kept properties.
- Relatively dense development - highly walkable.
- Quiet subdivision.
- Property values have risen in recent years.

Challenges:

- Generation transition is underway.
- Older population may find it increasingly difficult to maintain property.
- Houses are smaller than current industry standard.
- Title/platting concerns constrain owners' ability to build certain improvements to their property, including most changes to the building footprint.
- Most of neighborhood is densely developed and does not provide opportunities for additional development
- Neighborhood has no common space or parks within it.
- Access to Glenwood Gardens requires travel on Riddle Road and Springfield Pike

Potential recommendations:

- Establish or facilitate access to programs to help seniors maintain their homes.
- Install a sign identifying the neighborhood's historic name.
- Construct sidewalks along Riddle Road to facilitate walking between subdivision and other destinations.
- Work with Glenwood Gardens to create "back door" access for residents.
- Consider unique options for eventual redevelopment of all or part of the Concept Area. Potentially beneficial strategies may include patio homes or other small living units.
- A homeowners association structure should be used to facilitate any clustered or attached homes redevelopment to ensure uniform property maintenance. A homeowners association could also benefit the continued viability of the existing structures by facilitating their use for older residents and persons who do not wish to maintain property.

South Springfield Pike Corridor

Description: The South Springfield Pike Corridor extends from Riddle Road south along both sides of Springfield Pike to the Village’s south corporation limit. The corridor includes a relatively narrow frontage of predominately small lots, with most of the deepest lots occurring between Riddle and Grove roads.

The corridor’s land uses are dominated by a mix of residential and commercial uses. Commercial uses vary widely and include a seasonal ice cream stand, small specialty retailers, medical offices and auto repair services. While some properties are well maintained, well landscaped and generally an asset to the community, the Corridor also includes several vacant and deteriorated buildings, a small number of buildings that have experienced deferred maintenance, several oversized signs and unused sign posts, several instances where grass has not been mowed or maintained adequately and at least one unpaved gravel lot. Most of the Corridor is relatively flat, but the lots south of the West Fork of the Mill Creek on the east side of Springfield Pike have steep easterly slopes, which lead to some rear industrial and commercial uses that are accessed by flag lot drives. There are a small number of residential properties on the west side of Springfield Pike. There are also two small dead-end streets, Chatsworth and Warren avenues, that extend from Springfield Pike east to the railway line embankment. These streets are narrow and poorly paved, and provide access to a small number of single family residences. These properties are not connected to the sanitary sewer system.

Near the center of this Concept Area is the Woodlawn Fire Department, which is adjoined by an approximately 1 acre public space with a sculptural fountain. The fountain is highly visible from the street, but is not currently operational. The concrete basins of the fountain have weeds growing in them, and the wide sidewalk surrounding the fountain has large cracks and chipped areas. There are no seating areas and no other structures other than a low concrete wall separating the paved area from the surrounding lawn. Behind the fountain is a largely unused open mowed space that features a circular paved pathway around a small hillock that is edged with boxwoods. The space is bordered to the rear by the tree line adjoining the West Fork of the Mill Creek. The circular pathway connects to a pedestrian bridge that crosses the creek and connects to the pedestrian/bicycle trail that roughly parallels the creek between the swimming pool and the soccer/baseball fields.

There is also a small unnamed pocket park-type space on the east side of Springfield Pike south of Grove Street that consists of a circular sidewalk extending from the main sidewalk, a small concrete planter and a flag pole. Although the sidewalk and the planter have been maintained, there are no other improvements and there is no indication of the purpose of this feature. This feature is privately owned and is not administered by the Village.

The Corridor has received some streetscaping attention in the form of gas light-style lamps, brick sidewalk accents and planters. Although the planters have been maintained, at least one of the lamps has been broken or removed and has not been replaced, and the brick pavers are heaved or have been damaged by other roadway or sidewalk work and have not been repaired. In at least two places, loose bricks were found lying next to the paved areas, and one planter at the driveway to Ryan’s All Glass is located in a shady location and is not growing. Several street corners have also been landscaped; some are well maintained but many are deteriorating, and it is not clear whether these improvements were intended to appear consistent.

Large segments of the Springfield Pike Corridor are lined with trees and other vegetative growth that line a steep hillside or screen adjoining land uses. In many cases, these features are well maintained and attractive, but in other locations trees and vegetation have been allowed to grow haphazardly. Most of these tree-lined sections are clean, but a few have collected garbage and other debris.

Springfield Pike is a busy thoroughfare that experiences a moderate level of truck traffic. Although Springfield Pike does have sidewalks on both sides, in most places this sidewalk is either directly next to the curb or separated from the curb by a grass strip less than three feet wide. With the exception of the intersection of Grove and Springfield Pike and the sidewalk segment in front of the fountain, the sidewalk is approximately three feet in width for most of the corridor. Sidewalks are generally solid, with the exception of heaved paver bricks noted in a few places previously.

The Wyoming Recreation Center is also located in this Concept Area. A large, relatively new multi-family residential development in Wyoming adjoins the Concept Area to the south.

Assets:

- The Concept Area provides an opportunity to make a strong first impression as the entrance to Woodlawn from the south.
- There is developable land in the location, as well as existing vacant properties.
- North-south traffic volumes are relatively robust.
- The Village has made some investment in streetscape and landscaping.
- There are a small number of high quality buildings and landscape maintenance.

- Demographic characteristics within the 5 and 10 minute trade area are strong.
- There is an available public gathering space with available public parking.
- There is pedestrian access to the Civic complex via the path and bridge at rear of Fire Department.

Challenges:

- Most lots are relatively small, particularly on the west side of Springfield Pike. With the exception of a small number of multi-acre lots, most individual lots range from 1 acre to less than one-fifth of an acre.
- The corridor has some sites that could have petroleum or other environmental contamination issues resulting from their former uses. All known underground storage tanks have been removed and their sites are being monitored.
- The southwest corner of Grove and Springfield Pike consists of an extremely large number of very small properties, many of which are less than one-tenth of an acre. Site assembly for future redevelopment in this area has the potential to be very difficult. The Village has purchased a number of these lots. However, a large number of these lots fall within FEMA - designated flood plains. The village constructed a series of storm water improvements in the early 1990s but the application for removal from flood plain designation was not filed at that time.
- There are a small but highly visible number of buildings that appear to be abandoned.
- There are a small but highly visible number of buildings that are not well maintained.
- Many commercial buildings date from early postwar period and are experiencing deterioration pressures.
- The streetscape is dominated to a great extent by dated overhead signs and heavy overhead utility lines. Many of the overhead signs are out of scale for the speed and design characteristics of the street and add to a cluttered and deteriorated appearance.
- The existing streetscape amenities, such as the pedestrian gas-style lights and the planters, are visually lost in the cluttered streetscape.
- There is a lack of identifying streetscape treatments other than the sidewalk and street lights, which are not always noticed due to large amount of other visual stimuli. Gateway treatments are minimal or nonexistent.
- Most of Springfield Pike has very little right-of way remaining outside of the street. Most of Springfield Pike has a narrow sidewalk with little or no buffering from street and is immediately abutted on the property side by electrical transmission poles.
- The public space south of the Fire Department is almost completely unused and provides almost no pedestrian amenities. The hillock blocks the view into the site, existing streetlights are dated and dim and there is no signage to indicate the ability to access the swimming pool, ball fields, Community Center, etc. through this site. The fountain's existing state of disrepair is likely to discourage pedestrian activity.
- The streetscape and the Fire Department complex, including the fountain/sculpture, appear to have been minimally maintained for a long period of time.
- The high number of curb cuts, including several continuous curb cuts, creates an intimidating environment for pedestrians.

Potential recommendations:

- Create center(s) of activity for residents and employees of local businesses, including places to congregate, public events, encourage people to visit Springfield Pike.
- Improve streetscape appearance.
- Improve appearance of Fire Department complex.
- Evaluate strategies for buffering sidewalk from street.
- Develop strategies for improving building maintenance.
- Develop strategies for encouraging redevelopment.
- Develop strategies for encouraging commercial building and site upgrades.
- Establish regulations regarding access management when properties redevelop.
- Possible retail development.

- Develop area to attract community socialization.
- Establish Gateways, especially at south end.
- Improve appearance and use of Fire Department/fountain/trail to Civic Center.
- Support upgrading of properties.
- Enforce building and property maintenance.
- Evaluate enhanced requirements for buffering, fencing etc.
- Explore strategies for facilitating reuse of un-maintained properties.
- File necessary paperwork to have property redesignated from flood plain

Timberland Residential Neighborhood

Description: The Timberland Residential Neighborhood includes the newest housing in the Village. It was constructed in the late 1990s. The neighborhood consists of one primary street and two short side streets, all of which end in cul-de-sacs. The neighborhood's lots vary in size from approximately ¼ to ½ acre, with most properties consisting of approximately 1/3 acre. The neighborhood's houses are generally of two story design with attached two-car garages and architectural treatments that include brick facing, porches and other features. Properties, sidewalks and streets are in generally good condition.

Assets:

- Homes are attractive, well designed and maintained.
- Houses are spaced closely enough to facilitate neighborhood feeling.
- Residents tend to be younger than in some Woodlawn neighborhoods.
- The neighborhood has a strong homeowners association.

Challenges:

- The neighborhood is partially surrounded by conflicting land uses that were in place before the neighborhood was constructed. One of Woodlawn's largest employers is located on the parcel immediately north of the neighborhood, and the company's industrial facilities are in close proximity to some homes. The neighborhood also borders the Cincinnati Police Firing Range, which is in Evendale's jurisdiction. Neither land use is likely to change in the near future.
- The neighborhood is bordered to the south by a small segment of the Marion/Wayne Residential Neighborhood, which has experienced a noticeable level of disinvestment.
- The Timberland Residential Neighborhood's primary access to the rest of the Village and the regional transportation network is via its single entrance on to Chester Road. This road is narrow and lacks curbs and gutters and is used by trucks entering and leaving the industrial facilities located between the Timberland neighborhood and Glendale-Milford Road.

Potential Recommendations:

- Evaluate strategies for erecting noise barriers between the residential properties and surrounding non-residential land uses.
- Open discussions between the Village of Woodlawn, Timberland neighborhood residents and the operators of the firing range to evaluate options for limiting firing range hours, creating sound buffers, etc.
- Maintain the existing buffer space between the residences and businesses; encourage the use of additional planting materials to further lessen the visual and auditory impact of the industrial operations.
- Continue to support a strong and active homeowners association.

Wayne / Marion Residential Neighborhood

Description: The Wayne/Marion Residential Neighborhood is one of the oldest portions of Woodlawn, having been settled as early as the 1880s. Several remaining buildings date from the late 19th and early 20th centuries. With the exception of a small industrial operation on Marion near the railroad tracks and facilities associated with two churches along the south border, the neighborhood is predominately single family residential.

The Wayne/Marion Residential Neighborhood has lots and buildings of varying sizes, ranging from small mid-century Cape Cod-style cottages on lots 1/6 of an acre to large Victorian-era houses on multi-acre properties. As in other portions of Woodlawn, the majority of properties are well maintained, but the neighborhood does have a small number of highly visible deteriorated properties. The neighborhood has a relatively low overall density and a large number of vacant lots, many of which are wooded. Roadways within the Neighborhood have experienced deterioration, and the roadway network presents particular challenges. The area is largely cut off from other portions of Woodlawn by the railroad tracks to the west and by an incomplete street grid to the north. Linden Street is broken into three separate segments, including two that are separated by a pond. Marion provides the only east-west access through the neighborhood between Springfield Pike and Chester Road, while Forest Avenue exists only as a “paper” street, even though it appears as a street in the regional digital mapping system and on internet navigation sites such as Map Quest.

Assets:

- History.
- Variety of building types.
- Availability of undeveloped, often wooded open space.
- Relatively large lots.
- Older families -- stability.
- Religious institutions.

Challenges:

- Railroad impacts - noise, vibrations, lack of through roads, impacts of railroad crossings.

- Redevelopment.
- Property maintenance.

Potential Recommendations:

- Improvements to streets.
- Upgraded infrastructure.
- Turn paper streets into dedicated streets.
- Use historical markers to differentiate this section of the Village
- Construct sidewalks, particularly along Wayne Avenue.

Mayview Forest Residential Area

Description: The Mayview Forest area consists of three different types of residential environments. The majority of the Concept Area consists of approximately 1.5 acre, heavily wooded home sites accessed from Mayview Forest Drive or a small number of cul-de-sac side streets. The majority of the houses date from the 1960s and 1970s, although there are a small number of newer homes as well. Homes in this area do not have access to public sewer, and are served by septic fields.

To the east of this area, Mayview Forest Drive is intersected by two cul-de-sac side streets that are lined with smaller homes on ¼ to 1/3- acre sites. These homes adjoin the Civic Center Concept Area, as described below, and have all utilities. The southern portion of the Concept Area consists of several multi-acre parcels that are largely undeveloped. Several of these parcels have relatively rugged terrain, and some do not have roadway access. These properties do not currently have access to public water or sanitary sewer systems. There are also a small number of homes on ¼ to 1/3 acre lots on Grove Street between these properties and the Civic Center area.

The primary east-west roadways through this Concept Area are Mayview Forest and Grove, both of which are two-lane roadways. Although both roadways are in good condition, Mayview Forest has experienced documented stormwater management issues that stem from the roadway’s lack of stormwater management infrastructure. There is no north -south road within this concept area, with the exception of Leacrest at the western edge of the Village.

Assets:

- The Concept Area is heavily wooded and presents a highly natural appearance.
- Lots in most of this Concept Area are larger than most residential lots in Woodlawn.
- The area is secluded and quiet, and receives little through traffic as a result of its topography and street network.

Challenges:

- Lack of access to sanitary sewers.
- Aging residential structures.
- Lack of storm water management.

Potential Recommendations:

- Maintain present zoning for near future.
- Upgrade storm water management infrastructure in conjunction with other infrastructure improvements.
- Encourage quality renovation of existing buildings and construction of high-quality residential structures.
- Extend sewer in conjunction with new development
- Monitor water quality for evidence of septic failure.

Civic Center Concept Area

Description: The Civic Center Concept Area includes most of the municipal and institutional properties in the Village, including the Village administration building and police department, the Village's various parks and recreational facilities, Woodlawn Elementary School, Mt. Zion Baptist Church, and the Woodlawn Training and Community Center, which hosts regional Ohio National Guard training and administrative facilities, as well as providing a community center for the Village. The Civic Center Concept Area is connected to Springfield Pike via a bridge over the West Fork of the Mill Creek. The site also includes the municipal swimming pool, soccer and baseball fields, a gazebo, a playground and a historic-era train caboose. The Concept Area is also traversed by a pedestrian/bicycle trail that extends from Woodlawn Elementary School to the Grove Rd. /Springfield Pike intersection and is designed as an element of the proposed regional West Fork Mill Creek Bikeway.

The Civic Center's institutions are set in an open, green landscape that is dominated by stands of trees and open fields. There is a significant amount of unprogrammed land at this time, although a master plan for recreational facilities upgrades has been completed and is being implemented as funds permit.

The Civic Center Concept Area is largely oriented to Woodlawn Boulevard, a relatively wide roadway that traverses the area from north to south. Pedestrians move through the area on a sidewalk on the west side of the roadway and on a trail that extends from the new Woodlawn Elementary School on the north to the swimming pool complex on the south.

Assets:

- Concept Area is spacious and presents a pleasant natural environment with a large amount of green space.
- Concept Area includes a large amount of land that could be developed for other uses.
- Concept Area is anchored by two new public facilities (Woodlawn Elementary School and the Woodlawn Training and Community Center)
- Concept Area includes an attractive pedestrian/bicycle path that is nearly continuous with the path to Glenwood Gardens. When the final link under Springfield Pike is completed, users of this trail will be able to move from Winton Woods to Wyoming and beyond.
- Woodlawn Community Center provides the community with improved recreational and community meeting facilities.

Challenges:

- The Concept Area is visually hidden from a majority of community's visitors and potential residents.
- The Concept Area is not well signed from major roadways, visitor destinations or population centers.
- The Concept Area's pathway and sidewalk system is incomplete and does not adequately connect all major destinations. For example, summer program students moving from the swimming pool to the Community Center must either walk in the grass or the street, or cross to the opposite side of Woodlawn Boulevard to use the sidewalk on the west side of the street. There are also inadequate paths between the Community Center parking lot and entrance, which is resulting in damage to landscaping.
- The Concept Area's has an excellent pedestrian connection to the Springfield Pike corridor via the pedestrian bridge over the West Fork of the Mill Creek; however, this connection is not signed, it is somewhat difficult to see as a result of the brush near the creek, it has trip hazards in the form of cut-off poles in the pathway, and the bridge itself has not been adequately maintained.
- The Community Center's design creates barriers to easy pedestrian access as a result of the building's orientation and pathway system.
- The Village Administration building and Police Department building have dated appearance and have experienced deferred maintenance.
- Some of the outdoor recreation facilities, such as the baseball diamond, have experienced deferred maintenance.
- The southeast corner of the Training and Community Center property consists of a large chain link fence that encloses an un-landscaped retention basin. This is a highly visible corner and adjoins the walking trail.

Potential Recommendations:

- Improve the Concept Areas' internal pathway and sidewalk system. Connect all public facilities with sidewalks. A site plan of existing and potential pedestrian routes and improvements will help to set priorities and develop a logical circulation system.
- Evaluate use of existing outdoor recreational facilities and determine whether or not future use should be continued.
- Use the Capital Improvement Planning process to program maintenance and, where appropriate, upgrades to public Civic Center spaces. Maintenance of existing facilities should be a priority, unless funding sources are available specifically for new facilities.
- Support the continuation of the West Fork Mill Creek Bikeway by constructing the proposed segment between the existing trail's southern terminus and the trail to the south.
- Identify a community function and source of maintenance funds for the caboose, or find an alternate use or location for this resource.

North Residential Concept Area

Description: This concept area consists of three large apartment complexes and a small number of single family homes facing Sheffield Road. The apartment complexes are approximately 5 to 15 years old. Residents vary widely in age and household type, and include both senior citizens and families with children.

Assets:

- There is an existing bus stop and regular bus service.
- Most of the apartments are within walking distance of the Glenwood Crossings stores.
- A path behind Glenwood Crossings provides residents of the southernmost apartment complex with pedestrian access to Glenwood Gardens.
- Most apartment residents have access to high quality amenities, such as community rooms and swimming pools.

-
- Residents of this Concept Area have easy access to the Glenview Golf Course.
 - This Concept Area's location on a major thoroughfare gives the area convenient access to the Greater Cincinnati region.
 - This Concept Area has a relatively large parcel of vacant land.

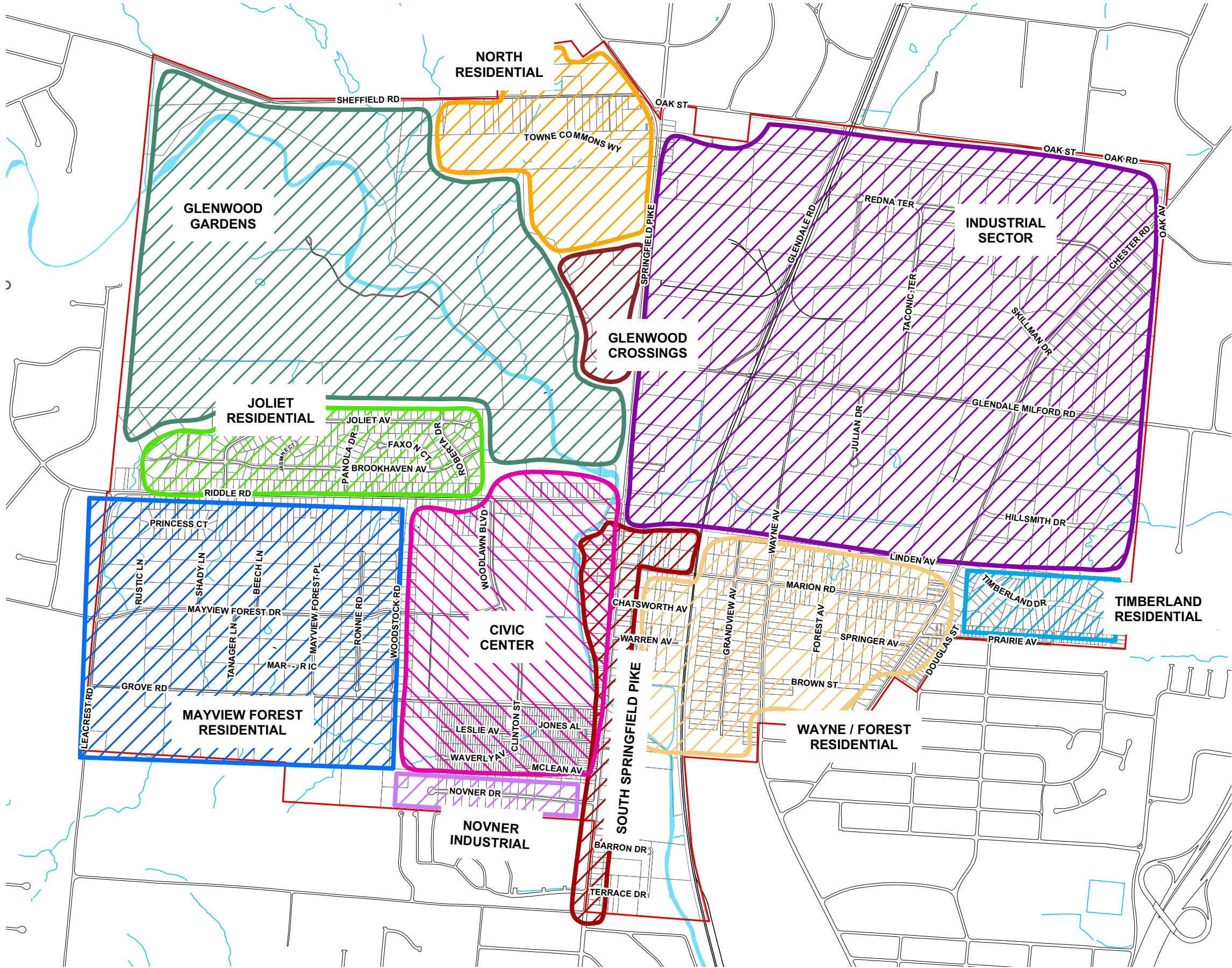
Challenges:

- It is difficult to make a left turn from the apartment buildings, both because of peak hour traffic volumes and because of the irregular configuration of the Springfield Pike/ State Route 4 intersection.
- Both apartment dwellers and single family residence occupants are isolated from the remainder of the Village's residential areas.
- There are few amenities for the children who live in this area. There are no playgrounds or play areas within walking distance.
- The area may be identified with Glendale, rather than with Woodlawn.

Potential Recommendations:

- Improved bus stops.
- Improved crosswalks.
- Improved traffic access.
- Create a pocket park with active play resources
- Manage the quality and use of new development to facilitate pedestrian access and quality of appearance and function.

Village of Woodlawn Master Plan



Legend
Woodlawn

Figure 9:
Concept Areas

July, 2006

Source: Cincinnati Area Geographic Information System



0 500 1,000 2,000 Feet





4. Market Analysis

Demographic Overview

When analyzing demographic and behavioral based segmentation schemes, it is useful to define boundaries that mirror how consumers travel. Traditional ring-studies use circular *crow-fly* geographic boundaries. Because consumers travel using the road network either in vehicles or on foot, it is more accurate to generate estimates of *drive-time* market areas.

The map on the next page shows the estimated travel radii around Grove and Springfield Pike. Defining a single market area for a particular area is misleading. Consumers travel different distances for certain types of goods, services or entertainment. As such, summarizing “the market” for a particular area should acknowledge different types of markets and draws. Markets are generally classified as primary (or effective) and secondary. The primary market area or effective market area for a particular business or use is that area which provides two-thirds of the customer traffic and sales. The secondary market, which can be much larger geographically, makes up the balance of the support for a business or service.

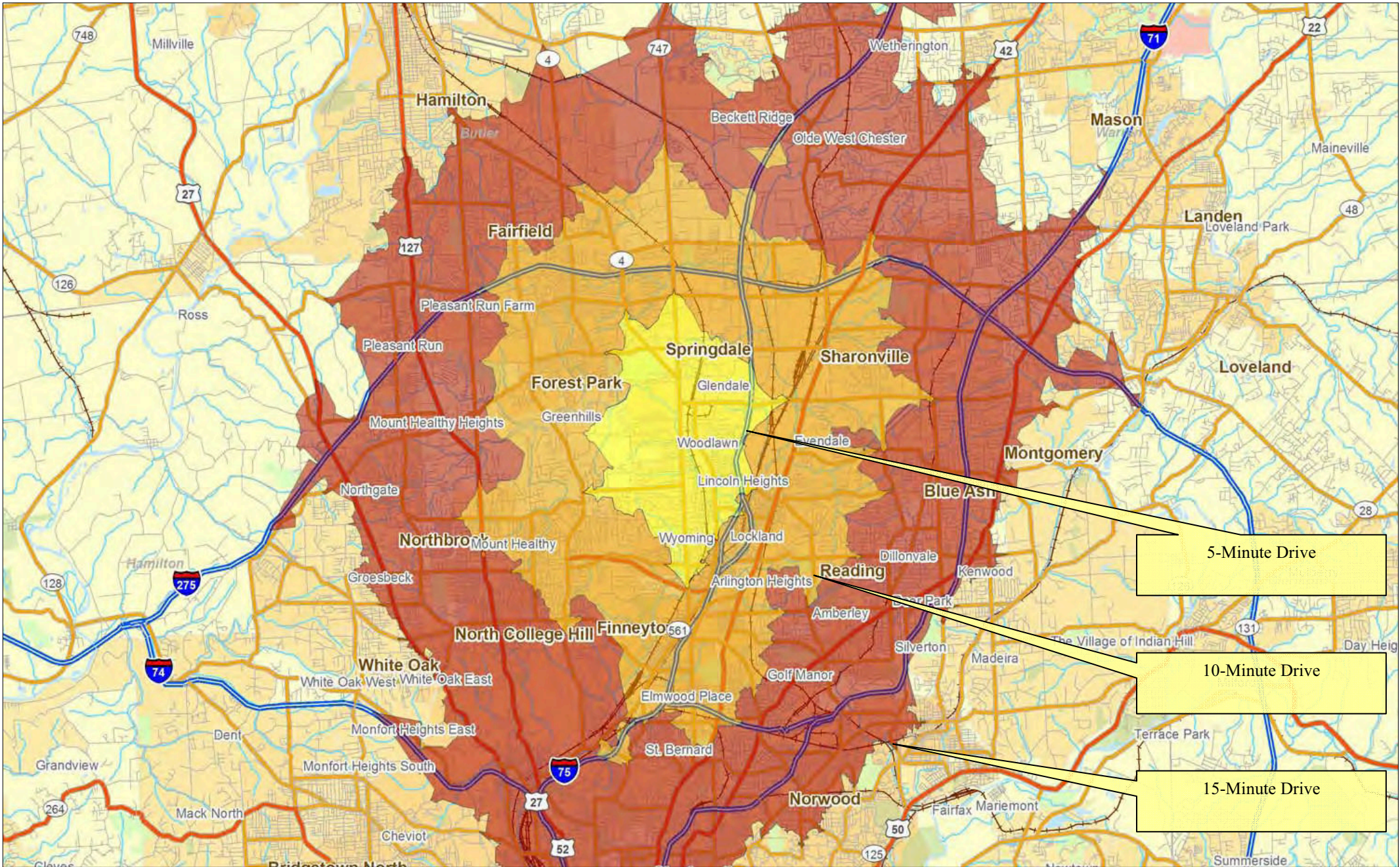
For instance, the effective or primary market area for a service such as dry cleaning is very compact since customers tend to frequent drycleaners close to home or work. Grocery stores used for day-to-day sustenance shopping also draw from a local geographic area.

Alternatively, a restaurant can draw from a more distant area - some unique restaurant venues can draw from much broader areas. Arts and entertainment services typically draw from a wide geographic region. In some special instances, commuter traffic along major paths of employment ingress or egress can provide additional support for businesses and services.

For the purpose of demographic analysis and behavioral profiling of the ‘local’ market, we use a series of drive time market area definitions.

- **5 Minute Drive** - consumers living or working within a short drive or walk from the corridor. This is the *local* or *neighborhood* market definition and provides the bulk of the primary support for the businesses and services along each corridor.
- **10 Minute Drive** - households or employees within 10-minutes of the corridor by car or public transport. This area provides the balance of the primary market support to the corridor’s local-serving retail, service and entertainment offerings.
- **15 Minute Drive** - the broadest classification of urban market areas pulls consumers from 15-minutes of the target area. This area will provide much of the secondary support for the corridor and will be an important draw for those businesses, services and events that provide unique market propositions.

The following pages summarize the core demographics of the Village of Woodlawn, the three drive-time market areas for Woodlawn compared statistically to benchmarks for Hamilton County, the State of Ohio and the United States as a whole.



There are 2,713 persons living in 1,213 households in Woodlawn based on 2005 estimates of Census information. The number of households has decreased only slightly since 2000, particularly when compared to the surrounding area.

Population and Household Growth						
	Woodlawn Village, OH	5-Minute Drive	10-Minute Drive	15-Minute Drive	Hamilton County	State of Ohio
2000 Total Population	2,816	22,230	148,750	492,666	845,303	11,353,140
2005 Total Population	2,713	21,955	145,415	485,561	820,240	11,573,499
2010 Total Population	2,632	21,468	142,841	481,326	798,274	11,858,562
2005 - 2010 Annual Rate	-0.6%	-0.45%	-0.36%	-0.18%	-0.54%	0.49%
2000 Households	1,235	9,217	61,471	201,265	346,790	4,445,773
2005 Households	1,213	9,256	61,174	201,458	342,084	4,599,361
2010 Households	1,188	9,131	60,660	201,133	335,832	4,749,161
2005 - 2010 Annual Rate	-0.42%	-0.27%	-0.17%	-0.03%	-0.37%	0.64%
2005 Average Family Size	3	2.99	2.97	3.01	3.04	3.01

Source: U.S. Census 2000, ESRI.

Just over 40% of the households in Woodlawn are non-family households - either persons living alone or person sharing living space. This is slightly higher than the rate in Hamilton County or the State of Ohio.

Households by Type						
	Woodlawn Village, OH	5-Minute Drive	10-Minute Drive	15-Minute Drive	Hamilton County	State of Ohio
Total	1,235	9,217	61,473	201,265	346,790	4,445,773
Family Households	55.7%	63.4%	64.3%	63.1%	61.3%	67.3%
Married-couple Family	33.7%	42.8%	46.3%	45.0%	43.4%	51.4%
With Related Children	14.1%	19.3%	20.8%	21.1%	20.3%	23.5%
Other Family (No Spouse)	22.0%	20.6%	18.0%	18.0%	17.9%	15.9%
With Related Children	13.3%	13.8%	12.1%	12.3%	12.3%	10.5%
Nonfamily Households	44.3%	36.6%	35.7%	36.9%	38.7%	32.7%
Householder Living Alone	37.1%	32.2%	30.7%	31.3%	32.9%	27.3%
Householder Not Living Alone	7.2%	4.3%	5.0%	5.6%	5.8%	5.3%
Households with Related Children	27.4%	33.2%	33.0%	33.4%	32.6%	34.0%
Households with Persons 65+	21.7%	28.2%	24.6%	22.6%	23.3%	23.8%

Source: U.S. Census 2000, ESRI.

The average age of Woodlawn residents is 39.0. This is slightly older than the average in Hamilton County or the State of Ohio. Nearly 15% of the Woodlawn residents are age 65 or older; roughly seven percent are 75 or older.

Population by Age - 2005 Estimates						
	Woodlawn Village, OH	5-Minute Drive	10-Minute Drive	15-Minute Drive	Hamilton County	State of Ohio
Median Age	39.0	40.3	38.3	36.8	36.5	37.4
Total	2,716	21,955	145,414	485,557	820,240	11,573,499
0 - 4	5.1%	6.1%	6.4%	6.6%	6.7%	6.7%
5 - 9	5.1%	6.2%	6.2%	6.4%	6.4%	6.5%
10 - 14	6.2%	7.6%	7.1%	7.2%	7.2%	7.1%
15 - 24	14.8%	13.2%	13.4%	14.4%	14.9%	14.1%
25 - 34	13.3%	10.2%	12.4%	13.0%	12.8%	12.4%
35 - 44	14.8%	14.1%	14.5%	14.7%	14.4%	14.6%
45 - 54	15.8%	15.1%	14.9%	14.6%	14.4%	14.8%
55 - 64	10.2%	10.5%	10.3%	9.8%	9.5%	10.3%
65 - 74	8.1%	7.2%	7.2%	6.5%	6.4%	6.6%
75 - 84	5.1%	6.4%	5.5%	4.9%	5.1%	5.0%
85+	1.6%	3.5%	2.1%	2.0%	2.1%	1.9%
65+	14.8%	17.1%	14.8%	13.4%	13.6%	13.5%
18+	79.1%	75.4%	75.9%	75.5%	75.3%	75.6%

Source: U.S. Census 2000, ESRI.

The median household income in Woodlawn is just under \$80,000. This is significantly higher than the County or State statistics. Furthermore, income growth is strong, with household income reportedly growing 35% from the 2000 Census to the estimate for 2005.

Median Household Income - 2005 Estimates						
	Woodlawn Village, OH	5-Minute Drive	10-Minute Drive	15-Minute Drive	Hamilton County	State of Ohio
Household Income Base	1,213	9,256	61,174	201,458	342,081	4,599,340
< \$15,000	7.9%	13.1%	9.8%	11.2%	13.5%	12.4%
\$15,000 - \$24,999	11.2%	11.5%	10.1%	10.2%	10.9%	11.0%
\$25,000 - \$34,999	10.3%	9.2%	10.4%	10.2%	10.3%	11.1%
\$35,000 - \$49,999	15.3%	13.6%	15.3%	14.8%	14.8%	16.1%
\$50,000 - \$74,999	19.7%	16.9%	20.6%	19.8%	19.0%	20.9%
\$75,000 - \$99,999	13.6%	9.9%	12.1%	12.1%	10.9%	11.9%
\$100,000 - \$149,999	12.7%	14.0%	13.5%	13.7%	12.4%	11.2%
\$150,000 - \$199,999	3.4%	4.5%	3.8%	3.6%	3.4%	2.6%
\$200,000 +	5.9%	7.3%	4.5%	4.3%	4.8%	2.8%
Average Household Income	\$79,073	\$81,115	\$74,524	\$73,332	\$72,764	\$64,566
Median Household Income						
2000 Census	\$42,951	\$43,795	\$44,779	\$43,551	\$41,017	\$40,998
2005 Estimate	\$58,040	\$53,357	\$54,447	\$53,606	\$50,568	\$49,340
Growth 2000-2005	35%	22%	22%	23%	23%	20%
2008 Projection	\$69,802	\$65,737	\$66,452	\$66,217	\$62,502	\$58,907
Growth 2005-2008	20%	23%	22%	24%	24%	19%

Source: U.S. Census 2000, ESRI.

The population in Woodlawn is more racially diverse than the surrounding area, Hamilton County and the State of Ohio. Over two thirds of the population classified themselves as Black on the Census’ race questionnaire.

Race and Ethnicity - 2005 Estimates						
	Woodlawn Village, OH	5-Minute Drive	10-Minute Drive	15-Minute Drive	Hamilton County	State of Ohio
Total	2,713	21,957	145,416	485,560	820,240	11,573,499
White Alone	27.7%	52.4%	64.3%	67.5%	71.0%	83.9%
Black Alone	67.5%	43.3%	29.8%	26.9%	24.6%	11.9%
American Indian Alone	0.1%	0.1%	0.2%	0.2%	0.2%	0.2%
Asian or Pacific Islander Alone	2.6%	1.9%	3.1%	3.2%	2.2%	1.7%
Some Other Race Alone	1.0%	0.9%	0.9%	0.7%	0.5%	0.8%
Two or More Races	1.2%	1.4%	1.7%	1.5%	1.4%	1.5%
Hispanic Origin	1.2%	1.8%	1.8%	1.5%	1.2%	2.1%

Source: U.S. Census 2000, ESRI.

Consumer Segmentation

Consumer segmentation schemes combine both traditional demographic data such as age, income and education with consumer research data from other sources such as surveys, media and product use. The combined data set and its resulting segmentation scheme allows for rich description of consumer behavior to augment traditional demographic analysis.

The segments are named and profiled against census demographics, product and service use, brand preference and media behaviors. The data is available for analysis along geographic lines.

The following graph depicts the segments in a 5-minute drive from Woodlawn. The segments are listed from bottom to top with the largest segments appearing first at the lower end of the column.

- In Woodlawn, five consumer segments make up two-thirds of the households.
- Three segments, *Young Influentials*, *Gray Power* and *New Beginnings* collectively describe half of the resident households.

The following section describes the top five segments represented in Woodlawn. Households in these segments combine to represent nearly two-thirds of the households in Woodlawn.

Demographic profiles and behavioral preferences are listed with indexing to denote the relative propensity for the behavior. Photo illustrations offer representative brand and activity illustration.

These profiles help further describe the varied nature of the majority of Woodlawn's population and help illustrate their needs and desires for goods, services and other lifestyle characteristics. ***The reader should note that these statements are typical of brand segmentation description. They will not completely describe any Woodlawn resident and are intended to promote understanding of broad trends by illustrating typical details. They are not intended to support any stereotyping or promote any negative perceptions of Woodlawn residents.***

100%



0%



Young Influential's Segment

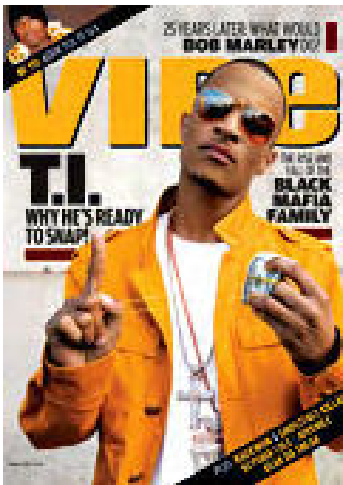
Once known as the home of the nation's yuppies, Young Influentials reflects the fading glow of acquisitive "yuppiedom." Today, the segment is a common address for young, middle-class singles and couples who are more preoccupied with balancing work and leisure pursuits. Having recently left college dorms, they now live in apartment complexes surrounded by ball fields, health clubs and casual-dining restaurants.

Psychographic Key Characteristics:

- 14% of Woodlawn Households
 - Median HH Income: \$46,866 , Age < 45
 - Middle Income - Younger without Kids
 - Play racquetball
- Buy rap music
 - Vibe magazine
 - King of the Hill in syndication
 - Mazda 3

Top 15 Lifestyle Behaviors		Index	Lifestyle Behaviors 16-30		Index
Play Racquetball,1yr		240	Buy from Checkers,1mo		162
Buy from Whataburger,1mo		208	Play Billiards/Pool,1yr		162
Buy Rap Music,1yr		203	Buy from Papa John's,1mo		161
Order from Columbia House Music Club,1yr		194	Buy from Chick-Fil-A,1mo		160
Shop at Banana Republic,3mo		185	Go Dancing,1yr		160
Buy Alternative Music,1yr		181	Buy Collectables by Internet,1yr		159
Go In-Line Skating,1yr		179	Shop at Express,3mo		158
Buy from Hooters,1mo		178	Go to Bar/Nightclub,1yr		155
Buy Tennis Equipment,1yr		176	Go to Ice Hockey Games,1+ Times,1mo		154
Buy Videos by Internet,1yr		176	Play Trivia Games,1yr		153
Buy from Bennigan's,1mo		176	Buy from A&W,1mo		152
Buy from Bertucci's,1mo		172	Buy Hard Rock Music,1yr		151
Buy from Bob's Big Boy,1mo		172	Go Snowboarding,1yr		151
Buy Tent,1yr		171	Order from BMG Music,1yr		151
Order from buy.com,1yr		167	Buy from Blimpie Subs & Salads,1mo		146

Top 15 Media Behaviors		Index	Media Behaviors 16-30		Index
Watch MTV,1wk		190	Variety Radio,Net Audience		141
Read Music Magazines,Net Audience		187	Classic Hits,Net Audience		140
Watch VH1,1wk		182	Read Motorcycle Magazines,Net Audience		130
Read Bridal Magazines,Net Audience		172	Read Photography Magazines,Net Audience		128
Contemporary Hit Radio (CHR),Net Audience		171	TV Professional Wrestling,Net Audience		127
Read Men's Magazines,Net Audience		164	Radio,NASCAR,Net Audience		125
Listen Radio on Internet,1mo		160	Subscribe to Digital Cable TV		124
Watch Comedy Central,1wk		149	Use Yellow Pages 4+ Times,1wk		124
Alternative Rock Radio,Net Audience		148	Watch E! Entertainment TV,1wk		124
Rock,Net Audience		145	Radio,Golf,Net Audience		122
Urban Contemporary Radio,Net Audience		145	Read Sports Magazines,Net Audience		122
Watch Fuse,1wk		144	Watch Oxygen,1wk		122
Watch BET,1wk		143	Read Automotive Magazines,Net Audience		121
Watch FX Network,1wk		143	Classic Rock Radio,Net Audience		120
Watch Style Channel,1wk		142	Watch Pay-Per-View Sports,1yr		120



Source: Claritas Prizm Market Segmentation
Mediamark Research Inc. Index refers to the
segment's relative tendency toward behavior - 200
means twice the national average, 100 equals the
national average.

Gray Power Segment

The steady rise of older, healthier Americans over the past decade has produced one important by-product: middle-class, home-owning suburbanites who are aging in place rather than moving to retirement communities. Gray Power reflects this trend, a segment of older, midscale singles and couples who live in quiet comfort.

Psychographic Key Characteristics:

- 14% of Woodlawn households
 - Median HH Income: \$50,222, Age 55+
 - Middle Class - Older mostly w/o Kids
 - Shop at department stores
- Belong to a veterans' club
 - US Senior Open (Golf) TV
 - Masterpiece Theatre
 - Buick LaCrosse



Source: Claritas Prizm Market Segmentation – Mediamark Research Inc. Index refers to segments relative tendency toward behavior – 200 means twice the national average, 100 equals the national average.

Gray Power

Top 15 Lifestyle Behaviors	Index	Lifestyle Behaviors 16-30	Index
Shop at Lord & Taylor,3mo	218	Own Stationary Bike	161
Shop at Talbots,3mo	208	Foreign Travel by Cruise Ship,3yr	159
Order from Publishers Clearing House,1yr	205	Belong to a Fraternal Order	158
Domestic Travel,Any Trip,15+ Nights,1yr	199	Order from Lillian Vernon,1yr	156
Shop at Longs Drug Store,6mo	196	Shop at Kohl's,3mo	155
Belong to a Veterans Club	195	Do Bird Watching,1yr	153
Order from Readers Digest Association,1yr	193	Order from Gevalia Kaffe,1yr	152
Buy from Bertucci's,1mo	186	Buy Easy Listening Music,1yr	151
Buy from Bob's Big Boy,1mo	186	Buy Classical Music,1yr	150
Shop at Bloomingdales,3mo	184	Order from Home Shopping Network,1yr	149
Travel to Australia/New Zealand/South Pacific,3yr	178	Do Needlepoint,6mo	146
Foreign Travel by Bus,3yr	176	Shop at Nordstrom,3mo	144
Contribute to PBS,1yr	174	Foreign Travel by Railroad,3yr	143
Order from L.L. Bean,1yr	164	Buy from Boston Market,1mo	140
Buy from Sizzler Family Steakhouse,1mo	161	Shop at Costco,6mo	140

Top 15 Media Behaviors	Index	Media Behaviors 16-30	Index
Adult Standards Radio,Net Audience	332	Radio,Golf,Net Audience	155
Read Mature Market Magazines,Net Audience	276	TV Golf,Net Audience	152
Wall Street Journal Report,Net Audience	231	Watch American Movie Classics,1wk	147
All News Radio,Net Audience	216	Dow Jones Money Report,Net Audience	142
Read Fraternal Magazines,Net Audience	193	Read Newspaper,Editorial Section	141
TV Figure Skating,Net Audience	192	Watch Turner Classic Movies,1wk	140
News/Talk Radio,Net Audience	190	Read Newspaper,Travel Section	137
TV Bowling,Net Audience	186	Read Newspaper,Fashion Section	136
Bloomberg Network Radio,Net Audience	182	Read Newspaper,Food/Cooking Section	136
Watch Bravo,1wk	179	TV Primetime Quintile 1	135
Read Newspaper,TV/Radio Listings	171	Read Daily Newspaper	132
Classical Radio,Net Audience	160	Read Epicurean Magazines,Net Audience	132
TV Tennis,Net Audience	159	Read Newspaper,Business/Finance Section	132
Watch Hallmark Channel,1wk	158	Read Newspaper,Home/Furniture/Gardening Section	130
Watch A&E Television Network,1wk	156	TV Daytime TV,Net Audience	130



New Beginnings Segment

Filled with young, single adults, New Beginnings is a magnet for adults in transition. Many of its residents are “*twentysomething*” singles and couples just starting out on their career paths-or starting over after recent divorces or company transfers. Ethnically diverse-with nearly half its residents Hispanic, Asian or African-American-New Beginnings households tend to have the modest living standards typical of transient apartment dwellers.

Psychographic Key Characteristics:

- 12% of Woodlawn households
- Lower Income Younger Mix
- Go to the movies 4+ times/month
- Read Jet
- WWE Magazine (wrestling)
- Jerry Springer TV
- Kia Spectra

new beginnings

Top 15 Lifestyle Behaviors	Index	Lifestyle Behaviors 16-30	Index
Buy from Church's Fried Chicken,1mo	187	Shop at The Limited,3mo	101
Go to Movie,4+ Times/mo,3mo	155	Belong to a Church Board	100
Buy from Golden Corral,1mo	141	Buy from Rally's,1mo	100
Shop at Lerner,3mo	132	Buy from Shoney's,1mo	99
Buy Rap Music,1yr	131	Own Tropical Fish	99
Buy from Checkers,1mo	127	Play Soccer,1yr	99
Order from Publishers Clearing House,1yr	124	Buy Children's Bicycles,1yr	98
Buy from Papa John's,1mo	121	Buy from A&W,1mo	98
Buy from Popeyes,1mo	119	Play Chess,1yr	97
Buy from Jack-in-the-Box,1mo	113	Shop at Walgreens,6mo	96
Shop at Lane Bryant,3mo	113	Buy from Fuddrucker's,1mo	95
Buy Spanish/Latin Music,1yr	107	Go to Professional Basketball Games,1+ Times,1mo	93
Buy from Carl's Jr.,1mo	107	Play Basketball,1yr	93
Buy Tent,1yr	106	Shop at Saks Fifth Ave,3mo	93
Buy from Del Taco,1mo	101	Shop at Neiman Marcus,3mo	92

Top 15 Media Behaviors	Index	Media Behaviors 16-30	Index
Urban Contemporary Radio,Net Audience	205	Watch Cartoon Network,1wk	109
Read Babies Magazines,Net Audience	191	Cable TV Available in Neighborhood	108
Watch BET,1wk	175	Variety Radio,Net Audience	108
Read Music Magazines,Net Audience	172	Watch MTV,1wk	105
Read Parenthood Magazines,Net Audience	149	Read Photography Magazines,Net Audience	104
Gospel Radio,Net Audience	145	TV Horse Racing,Net Audience	104
Read Bridal Magazines,Net Audience	145	Watch Fuse,1wk	104
Read Video Games/PC & Console Magazines,Net Aud	142	TV Boxing,Net Audience	101
Contemporary Hit Radio (CHR),Net Audience	131	ABC ESPN Radio,Net Audience	100
TV Professional Wrestling,Net Audience	131	Watch Court TV,1wk	100
Read Women's Fashion Magazines,Net Audience	127	TV Soccer,Net Audience	98
Watch Toon Disney Channel,1wk	124	Watch Nickelodeon,1wk	98
Hispanic,Net Audience	119	Read Newspaper,Classified Section	96
TV Daytime TV,Net Audience	115	Read Women's Magazines,Net Audience	92
Watch VH1,1wk	110	TV Primetime Quintile 1	92



Source: Claritas Prizm Market Segmentation – Mediamark Research Inc. Index refers to segments relative tendency toward behavior – 200 means twice the national average, 100 equals the national average.

American Classics Segment

They may be older, less affluent and retired, but the residents of American Classics are still living the American Dream of home ownership. Few segments rank higher in their percentage of home owners, and that fact alone reflects a more comfortable lifestyle for these predominantly white singles and couples with deep ties to their neighborhoods.

Psychographic Key Characteristics:

- 9% of Woodlawn Households
 - Downscale Mature mostly w/o Kids
 - Eat at Sizzler Steakhouse
 - Belong to a veterans' club
- The View TV
 - Antiques Roadshow TV
 - Buick LaCrosse

American Classics

Top 15 Lifestyle Behaviors	Index	Lifestyle Behaviors 16-30	Index
Order from Readers Digest Association,1yr	228	Shop at Kohl's,3mo	100
Belong to a Veterans Club	189	Do Garment Sewing from Patterns,6mo	97
Buy from Sizzler Family Steakhouse,1mo	143	Belong to a Fraternal Order	96
Play Bingo,1yr	140	Buy from Houlihan's,1mo	94
Order from Publishers Clearing House,1yr	132	Contribute to PBS,1yr	93
Buy from Bob Evan's Farm,1mo	128	Do Outdoor Gardening,1yr	91
Buy from Denny's,1mo	121	Do Indoor Gardening/Plants,1yr	90
Order from Home Shopping Network,1yr	119	Domestic Travel,Any Trip,15+ Nights,1yr	90
Buy from Friendly's,1mo	115	Buy from Boston Market,1mo	89
Shop at Sears,3mo	108	Shop at Longs Drug Store,6mo	89
Order from Gevalia Kaffe,1yr	107	Shop at Sears Hardware,1yr	89
Belong to a Religious Club	103	Shop at Walgreens,6mo	89
Belong to a Church Board	100	Buy 1950s Nostalgia Music,1yr	88
Own Vacation/Weekend Home	100	Buy from White Castle,1mo	88
Shop at Kmart,3mo	100	Order from Lillian Vernon,1yr	87

Top 15 Media Behaviors	Index	Media Behaviors 16-30	Index
Adult Standards Radio,Net Audience	282	Subscribe to Cable TV	113
Read Mature Market Magazines,Net Audience	225	Read Newspaper,Food/Cooking Section	112
Read Fraternal Magazines,Net Audience	218	Watch QVC,1wk	112
TV Figure Skating,Net Audience	209	Wall Street Journal Report,Net Audience	109
Radio,Golf,Net Audience	160	Watch Hallmark Channel,1wk	109
TV Bowling,Net Audience	149	Cable TV Available in Neighborhood	108
TV Daytime TV,Net Audience	149	Read Newspaper,Fashion Section	106
Read Newspaper,TV/Radio Listings	146	Read Newspaper,Editorial Section	105
TV Primetime Quintile 1	135	Watch Home Shopping Network,1wk	104
TV Horse Racing,Net Audience	134	Watch American Movie Classics,1wk	102
Bloomberg Network Radio,Net Audience	132	ABC ESPN Radio,Net Audience	100
TV Golf,Net Audience	124	Radio,MLB Playoffs/World Series,Net Audience	100
Watch Game Show Network,1wk	117	Watch Turner Classic Movies,1wk	100
Dow Jones Money Report,Net Audience	115	Read Daily Newspaper	99
News/Talk Radio,Net Audience	113	Satellite/Cable TV Subscribers	99



Source: Claritas Prizm Market Segmentation – Mediamark Research Inc. Index refers to segments relative tendency toward behavior – 200 means twice the national average, 100 equals the national average



New Empty Nests Segment

With their grown-up children recently out of the house, New Empty Nests is composed of upscale older Americans who pursue active-and activist-lifestyles. Nearly three-quarters of residents are over 65 years old, but they show no interest in a rest-home retirement. This is the top-ranked segment for all-inclusive travel packages; the favorite destination is Italy.

Psychographic Key Characteristics:

- 8% of Woodlawn Households
 - Middle Income - Mature w/o Kids
 - Take cruises, past 3 yrs
 - Contribute to PBS
- Tennis magazine
 - Washington Week TV
 - Cadillac Seville

New Empty Nests

Top 15 Lifestyle Behaviors		Index	Lifestyle Behaviors 16-30		Index
Order from Publishers Clearing House,1yr		591	Travel to Central/South America,3yr		275
Travel to Australia/New Zealand/South Pacific,3yr		382	Shop at Longs Drug Store,6mo		272
Foreign Travel,\$3000+,1yr		340	Shop at Ethan Allen Galleries,1yr		260
Contribute to PBS,1yr		336	Foreign Travel by Railroad,3yr		256
Foreign Travel by Cruise Ship,3yr		324	Belong to a Civic Club		254
Buy Treadmill,1yr		315	Order from QVC,1yr		252
Order from Readers Digest Association,1yr		314	Shop at Nordstrom,3mo		250
Foreign Travel by Bus,3yr		303	Shop at Lord & Taylor,3mo		244
Travel to Any Western Europe,3yr		302	Go to Live Theater,1yr		243
Domestic Travel by Railroad,1yr		288	Order from Lillian Vernon,1yr		241
Buy from Friendly's,1mo		287	Foreign Trips,3+ Trips,3yr		240
Domestic Travel,Any Trip,15+ Nights,1yr		285	Shop at Costco,6mo		236
Shop at Neiman Marcus,3mo		285	Travel on All Inclusive Package Trip,3yr		233
Belong to a Veterans Club		279	Belong to a Country Club		229
Order from Land's End,1yr		278	Shop at Macy's,3mo		228

Top 15 Media Behaviors		Index	Media Behaviors 16-30		Index
Adult Standards Radio,Net Audience		403	Read Travel Magazines,Net Audience		215
Read Mature Market Magazines,Net Audience		380	Watch BBC America,1wk		213
Classical Radio,Net Audience		316	Read Newspaper,Travel Section		212
Dow Jones Money Report,Net Audience		312	Read Fraternal Magazines,Net Audience		204
TV Figure Skating,Net Audience		255	Read Newspaper,TV/Radio Listings		202
Bloomberg Network Radio,Net Audience		253	Watch Bravo,1wk		200
TV Tennis,Net Audience		253	National Public Radio,Net Audience		198
Wall Street Journal Report,Net Audience		247	TV Horse Racing,Net Audience		197
Watch QVC,1wk		243	All Talk,Net Audience		196
News/Talk Radio,Net Audience		242	Read Photography Magazines,Net Audience		196
Radio,Golf,Net Audience		224	Read Business/Finance Magazines,Net Audience		191
Read Newspaper,Fashion Section		224	Jazz Radio,Net Audience		188
All News Radio,Net Audience		223	Read Epicurean Magazines,Net Audience		184
Watch Golf Channel,1wk		223	Read Newspaper,Business/Finance Section		180
TV Golf,Net Audience		217	Read Newspaper,Editorial Section		179



Source: Claritas Prizm Market Segmentation – Mediamark Research Inc. Index refers to segments relative tendency toward behavior – 200 means twice the national average, 100 equals the national average

Housing Analysis

The 2000 Census reports 1,326 housing units in Woodlawn Village. Of these, one-third are occupied by renters, and just over 8 percent are vacant. This distribution is very similar to that in Hamilton County and in the State of Ohio.

The median home value based on the most recent estimate (2005), is \$108,000. This is over 70% higher than the value five years ago and represents a significant growth relative to the surrounding areas, the County and the State.

Over two-thirds of the occupied housing units are valued below \$100,000. The rent rates for non-owner occupied housing units fall in the mid-\$600s.

An analysis was completed measuring housing supply and demand based on US Census data. This analysis is helpful in isolating opportunities for housing absorption at particular price points. The following exhibits report these findings.

Housing Supply and Demand

Homeowners and renters tend to occupy housing units in relation to their income. The US Department of Housing and Urban Development (HUD) estimates that households generally spend approximately one quarter of their income on housing expenses. And while each individual makes their own decision on how much of their income they are willing to apply to purchase a home or pay rent, this debt-to-income ratio concept is at the center of mortgage lending decisions.

We therefore have modeled both supply and demand around this principal. A house priced at a certain level requires a buyer who has at least a minimum income to ‘qualify’ for mortgage lending - generally, lenders require that the mortgage payment, taxes and real estate insurance are less than 28% of an applicants gross monthly income. For the purposes of this analysis, we have conservatively set the budgeting figure at 25% - meaning that a household will spend one-quarter of their monthly gross income on mortgage payments (principal and interest), real estate taxes and insurance. In the case of renters, the entire 25% is assumed to be applied to rent. Insurance of contents (renter’s insurance), since not required by law, is not factored into the analysis.

For example, a household with a total income of \$50,000 per year would budget \$1,042 per month toward housing expenses. This would equate to a home priced right around \$125,000 after factoring in a 30-year mortgage based on a 5% down payment, 8% interest rate with taxes and insurance of 15% of the payment.

Supply is based on the census audit of housing stock for both owner-occupied and renter occupied units. The census reports the number of owner-occupied and renter-occupied units by price range. The “Approximate Monthly Housing Costs” are calculated based on the assumptions above.

This table depicts the Housing Supply by Monthly Housing costs for owner occupied and renter occupied units.

U.S. Census Housing Statistics						
	Woodlawn Village, OH	5-Minute Drive	10-Minute Drive	15-Minute Drive	Hamilton County	State of Ohio
2005 Housing Units	1,326	10,080	65,703	218,055	377,319	5,005,656
Owner Occupied Housing Units	59.2%	56.6%	60.2%	59.4%	56.5%	65.5%
Renter Occupied Housing Units	32.3%	35.3%	32.9%	33.0%	34.2%	26.4%
Vacant Housing Units	8.5%	8.2%	6.9%	7.6%	9.3%	8.1%
Median Home Value						
2000	\$79,167	\$123,295	\$104,627	\$107,917	\$109,047	\$100,501
2005	\$108,862	\$150,829	\$128,835	\$134,649	\$134,842	\$125,640
2010	\$135,025	\$180,801	\$159,716	\$166,513	\$165,645	\$154,698
Growth 2000-2008	71%	47%	53%	54%	52%	54%
Occupied Housing Units by Value						
Total	731	5,521	38,307	123,928	207,533	3,072,514
< \$50,000	6.3%	6.3%	4.5%	4.5%	4.9%	12.2%
\$50,000 - \$99,999	68.1%	32.4%	42.0%	40.3%	39.1%	37.5%
\$100,000 - \$149,999	9.7%	22.3%	30.0%	28.3%	27.5%	26.3%
\$150,000 - \$199,999	9.3%	10.8%	9.9%	12.9%	11.9%	12.3%
\$200,000 - \$299,999	5.3%	15.4%	7.7%	8.8%	9.6%	7.8%
\$300,000 - \$499,999	0.4%	9.9%	4.7%	3.9%	4.8%	2.9%
\$500,000 - \$999,999	0.4%	2.5%	1.0%	1.0%	1.8%	0.8%
\$1,000,000+	0.4%	0.5%	0.2%	0.2%	0.5%	0.2%
Average Home Value	\$102,411	\$172,767	\$134,560	\$136,721	\$147,788	\$124,321
Rent Rates						
Median Rent	\$650	\$459	\$513	\$468	\$424	\$423
Average Rent	\$636	\$553	\$553	\$510	\$465	\$443



Housing Supply Woodlawn Village

Housing Available By Cost of Residence		Approximate Monthly Housing Costs*		Owner Occupied		Renter Occupied	
Low	High	Low	High	Number	Percent	Number	Percent
				787	100%	2,534	100%
\$0	\$10,000	\$0	\$80	0	0%	0	0%
\$10,000	\$14,999	\$80	\$120	1	0%	0	0%
\$15,000	\$19,999	\$120	\$160	1	0%	5	0%
\$20,000	\$24,999	\$160	\$200	0	0%	5	0%
\$25,000	\$29,999	\$200	\$240	3	0%	0	0%
\$30,000	\$34,999	\$240	\$281	1	0%	4	0%
\$35,000	\$39,999	\$281	\$321	3	0%	10	0%
\$40,000	\$49,999	\$321	\$401	25	3%	31	1%
\$50,000	\$59,999	\$401	\$481	9	1%	9	0%
\$60,000	\$69,999	\$481	\$561	36	5%	21	1%
\$70,000	\$79,999	\$561	\$641	71	9%	176	7%
\$80,000	\$89,999	\$641	\$721	97	12%	97	4%
\$90,000	\$99,999	\$721	\$802	99	13%	108	4%
\$100,000	\$124,999	\$802	\$1,002	134	17%	46	2%
\$125,000	\$149,999	\$1,002	\$1,202	54	7%	4	0%
\$150,000	\$174,999	\$1,202	\$1,403	38	5%	0	0%
\$175,000	\$199,999	\$1,403	\$1,603	46	6%	0	0%
\$200,000	\$249,999	\$1,603	\$2,004	61	8%	4	0%
\$250,000	\$299,999	\$2,004	\$2,405	36	5%	0	0%
\$300,000	\$399,999	\$2,405	\$3,207	51	6%	0	0%
\$400,000	\$499,999	\$3,207	\$4,008	17	2%	0	0%
\$500,000	\$749,999	\$4,008	\$6,012	1	0%	0	0%
\$750,000	\$999,999	\$6,012	\$8,016	1	0%	0	0%
\$1,000,000	HIGHER	\$8,016	HIGHER	2	0%	0	0%

*Assumptions: 30-year mortgage, 95% loan to value, 8% Interest Rate, Taxes/Insurance 15% of payment.

Housing Demand Woodlawn Village

Households by Income		Maximum Monthly Affordability*		Census 2000		2005 Estimate		2008 Forecast	
Low	High	Low	High	Number	Percent	Number	Percent	Number	Percent
				1,241	100%	1,213	100%	1,190	100%
\$0	\$9,999	\$0	\$208	71	6%	54	4%	46	4%
\$10,000	\$14,999	\$208	\$312	75	6%	42	3%	29	2%
\$15,000	\$19,999	\$313	\$417	88	7%	52	4%	41	3%
\$20,000	\$24,999	\$417	\$521	121	10%	84	7%	48	4%
\$25,000	\$29,999	\$521	\$625	62	5%	75	6%	67	5%
\$30,000	\$34,999	\$625	\$729	65	5%	50	4%	56	5%
\$35,000	\$39,999	\$729	\$833	94	8%	61	5%	42	3%
\$40,000	\$44,999	\$833	\$937	72	6%	61	5%	50	4%
\$45,000	\$49,999	\$938	\$1,042	42	3%	63	5%	45	4%
\$50,000	\$59,999	\$1,042	\$1,250	132	11%	78	6%	95	8%
\$60,000	\$74,999	\$1,250	\$1,562	186	15%	161	13%	109	9%
\$75,000	\$99,999	\$1,563	\$2,083	121	10%	165	13%	186	15%
\$100,000	\$124,999	\$2,083	\$2,604	47	4%	107	9%	119	10%
\$125,000	\$149,999	\$2,604	\$3,125	18	1%	47	4%	86	7%
\$150,000	\$199,999	\$3,125	\$4,167	30	2%	41	3%	63	5%
\$200,000	\$249,999	\$4,167	\$5,208	17	1%	35	3%	41	3%
\$250,000	\$499,999	\$5,208	\$10,417	0	0%	26	2%	46	4%
\$500,000	HIGHER	\$10,417	HIGHER	0	0%	11	1%	21	2%
Median Household Income				\$42,951		\$41,254		\$46,971	
Average Household Income				\$56,866		\$51,526		\$59,171	

*This conservative estimate assumes that household budget 25% of gross income toward housing expenses (rent/mtg payment, interest and insurance).

** The 2000 U.S. Census reported income at an upper range of \$200,000 or higher.

Demand is based on the census’s distribution of households based on income. The reverse calculation of housing affordability as applied to determine what each income range could theoretically ‘afford’. This resulting distribution sets the demand side of the analysis.

Summary of Housing Demand:	Census 2000		2005 Estimate		2008 Forecast	
Units needed for less than \$625 per month:	355	29%	232	19%	164	14%
Units needed for between \$625 and \$875 per month:	127	10%	125	10%	123	10%
Units needed for between \$875 and \$1,250 per month:	208	17%	185	15%	137	12%
Units needed for between \$1,250 and \$1,875 per month:	318	26%	239	20%	204	17%
Units needed for between \$1,875 and \$2,500 per month:	121	10%	165	14%	186	16%
Units needed for between \$2,500 and \$3,125 per month:	47	4%	107	9%	119	10%
Units needed for between \$3,125 and \$5,000 per month:	48	4%	88	7%	149	13%
Units needed for more than \$5,000 per month:	17	1%	72	6%	108	9%
Total Units Needed:	1,241		1,213		1,190	

Shortage/(Surplus) of Housing**	Census 2000
Units costing less than \$650* per month:	(179)
Units between \$625 and \$875 per month:	(276)
Units between \$875 and \$1,250 per month:	(53)
Units between \$1,250 and \$1,875 per month:	155
Units between \$1,875 and \$2,500 per month:	64
Units between \$2,500 and \$3,375 per month:	56
Units between \$3,125 and \$5,000 per month:	70
Units over \$5,000 per month:	69
Total	(94)

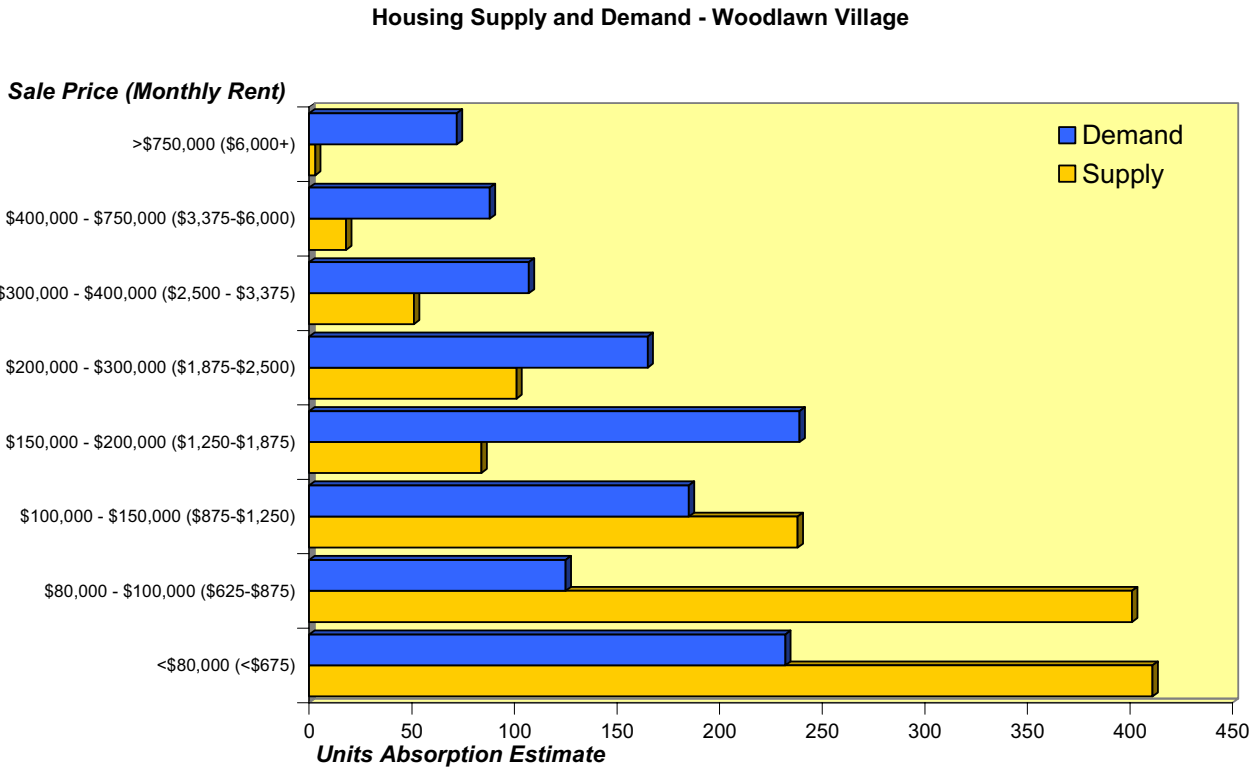
*Figures represent surplus or undersupply in housing based upon income ability to pay.
 **All figures of monthly rates approximate due to differences in scaling.

By consolidating the data, the following summary of housing supply and demand becomes available.

For Woodlawn, it appears that there is an oversupply of housing units priced at the lower end of the economic spectrum. Likewise, there appears to be opportunity to absorb housing units priced above \$1,250 per month.

The housing supply and demand analysis suggest an opportunity for absorption of housing priced above \$150,000. This notion is actually demonstrated in the housing directly adjacent to Woodland to the west and south. The Meadows of Wright Farms has very large homes priced over \$300,000. Likewise, the smaller patio homes just south of Woodlawn in Wyoming are also priced over \$300,000.

The prices of these adjacent communities should not suggest that Woodlawn’s new housing stock should be priced similarly. Rather it supports the finding that housing could be priced slightly above the \$125,000 - \$150,000 price level.



Source: U.S. Census 2000, ESRI 2005 Estimates. The Whittaker Group, Inc.

Retail Sales Supply and Demand

Finally, a review of spending patterns as compared to retail offerings within the Village and within the drive time areas previously identified indicates that Woodlawn functions as part of a larger regional economy. In many basic retail categories, the total estimated sales generated by Woodlawn businesses exceeds the estimated purchasing power of local residents, while an examination of the entire 10 minute drive area indicates that many of the categories that demonstrate surplus demand at the local level are oversupplied or at a general level of equilibrium at the regional level. The notable exceptions at the regional level (categories where there may be surplus demand regionally) are Other Motor Vehicles Sales; Auto Parts, Accessories and Tires;

Building Materials and Lawn and Garden Supplies. The Grocery category also shows a small surplus. The data does appear to indicate some unmet demand for full service restaurants at the local and regional level and a modest amount of demand for limited service restaurants at the local level, although these surpluses may have been met by recent development in the Tri-County area.

Retail Supply and Demand Analysis			Woodlawn	
	Village of Woodlawn		10-Minute Drive	
	Supply	Demand	Supply	Demand
Automobile Dealers	\$1,371,439,207	\$597,762,664	\$2,882,008,648	\$2,634,567,400
Other Motor Vehicle Dealers	\$40,319,887	\$31,270,922	\$100,134,828	\$156,429,168
Auto Parts, Accessories, and Tire Stores	\$114,484,261	\$81,677,036	\$266,824,919	\$386,577,218
Furniture Stores	\$137,881,238	\$46,727,791	\$233,885,072	\$203,508,443
Home Furnishings Stores	\$63,253,621	\$39,638,626	\$213,347,399	\$178,803,053
Electronics & Appliance Stores	\$301,706,789	\$82,723,950	\$525,519,357	\$343,835,513
Building Material and Supplies Dealers	\$147,661,688	\$113,739,105	\$405,391,863	\$515,882,950
Lawn and Garden Equipment and Supplies Stores	\$8,553,275	\$19,128,648	\$35,760,667	\$83,968,296
Grocery Stores	\$437,457,021	\$390,901,334	\$1,437,913,920	\$1,803,483,342
Specialty Food Stores	\$19,091,201	\$18,229,274	\$56,426,708	\$64,595,874
Beer, Wine, and Liquor Stores	\$27,408,621	\$30,845,885	\$144,608,121	\$156,621,890
Health & Personal Care Stores	\$259,356,505	\$99,104,137	\$822,200,772	\$454,851,472
Gasoline Stations	\$430,649,064	\$304,837,547	\$1,359,222,365	\$1,360,018,692
Clothing Stores	\$241,172,587	\$54,223,858	\$540,691,964	\$209,631,148
Shoe Stores	\$32,743,297	\$10,110,577	\$97,624,334	\$37,588,045
Jewelry, Luggage, and Leather Goods Stores	\$38,050,972	\$11,662,756	\$107,602,553	\$52,685,627
Sporting Goods/Hobby/Musical Instrument Stores	\$104,808,761	\$42,744,432	\$251,161,357	\$197,823,061
Book, Periodical, and Music Stores	\$21,180,526	\$11,669,053	\$66,331,830	\$52,676,351
General Merchandise Stores	\$598,661,727	\$344,756,797	\$1,979,443,517	\$1,572,533,821
Department Stores (Excluding Leased Depts.)	\$289,075,155	\$138,967,551	\$886,070,082	\$576,640,950
Other General Merchandise Stores	\$309,586,572	\$205,789,246	\$1,093,373,435	\$995,892,871
Florists	\$6,266,604	\$6,601,314	\$30,280,145	\$35,403,423
Office Supplies, Stationery, and Gift Stores	\$42,220,003	\$19,912,745	\$93,420,513	\$91,714,611
Used Merchandise Stores	\$11,332,230	\$6,736,262	\$30,911,024	\$31,947,125
Other Miscellaneous Store Retailers	\$40,684,912	\$27,589,511	\$136,833,200	\$126,655,216
Full-Service Restaurants	\$290,854,236	\$189,282,777	\$816,316,636	\$900,556,860
Limited-Service Eating Places	\$292,801,223	\$214,703,893	\$928,109,259	\$926,797,310
Special Food Services	\$50,150,755	\$57,893,862	\$239,813,950	\$212,435,578
Drinking Places (Alcoholic Beverages)	\$16,518,944	\$25,702,959	\$116,460,332	\$110,890,595

Source: InfoUSA, ESRI, The Whittaker Group, Inc.

Conclusion

An overview examination of Woodlawn’s market characteristics appears to indicate that the Village is more affluent and more economically and socially stable than may be assumed. The Village appears to have significant unmet housing demand, particularly on the higher end of the market spectrum. Like most suburban communities, local retail demand is largely met by a combination of local and regional retail offerings, but the data does indicate that some unmet demand may exist, both locally and regionally, that the Village of Woodlawn may be positioned to address.

5. Selected Public Feedback

The Village of Woodlawn conducted an extensive program of public feedback as an element of the Master Plan's development. This included:

- A written survey that was distributed to every residential and business address in the Village. Over 200 surveys were returned.
- Three focus groups with residents and business operators
- A Public Vision Open House, which was held on July 24, 2006. (A second public open house was held on May 29, 2007 to present the Preliminary Plan Elements for public feedback).

Selected results are provided below. The full set of all public feedback results are provided in Appendix A.

The Woodlawn Master Plan Survey

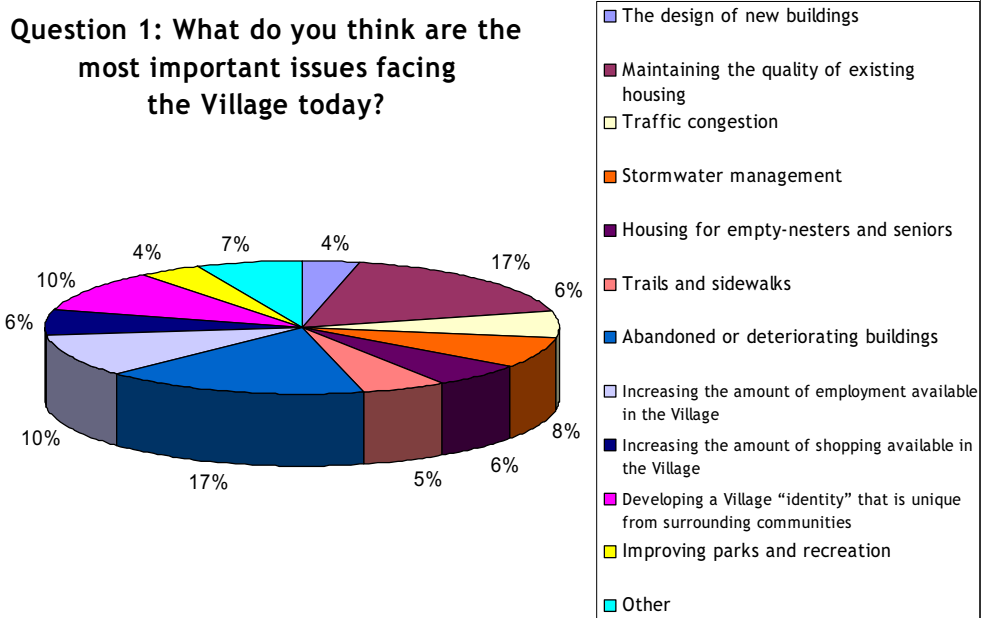
The Master Plan Survey was structured as a multiple-choice activity which provided opportunities for written responses to every question. The Survey also provided an invitation and space to write in additional, open-ended comments. The results of the multiple choice questions are provided below. Over half of survey respondents also provided written comments. Due to the volume of these comments, they are provided in Appendix A.

Question 1

What do you think are the most important issues facing the Village today?
(please circle two)

	Total Responses	Percentage of Total
The design of new buildings	8	4%
Maintaining the quality of existing housing	40	18%
Traffic congestion	14	6%
Stormwater management	17	8%
Housing for empty-nesters and seniors	13	6%
Trails and sidewalks	12	5%
Abandoned or deteriorating buildings	38	17%
Increasing the amount of employment available in the Village	23	10%
Increasing the amount of shopping available in the Village	14	6%
Developing a Village "identity" that is unique from surrounding communities	23	10%
Improving parks and recreation	9	4%
Other	15	7%
TOTAL	226	100%

Question 1: What do you think are the most important issues facing the Village today?

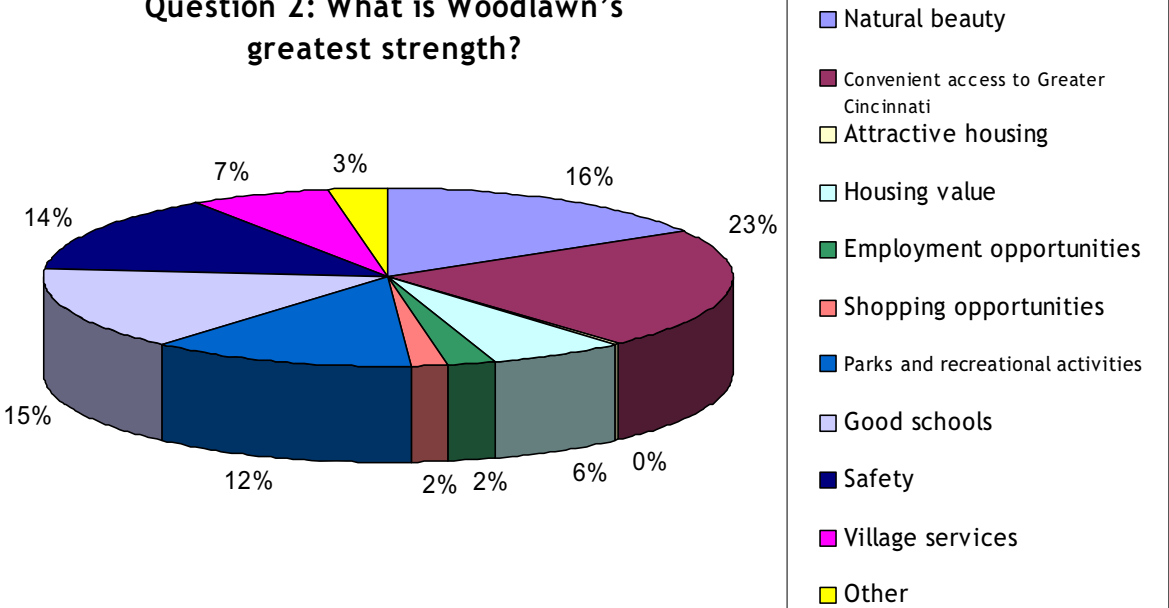


Question 2

(What is Woodlawn's greatest strength? (please circle two))

	Total Responses	Percentage of Total
Natural beauty	37	16%
Convenient access to Greater Cincinnati	49	22%
Attractive housing	1	0%
Housing value	14	6%
Employment opportunities	5	2%
Shopping opportunities	4	2%
Parks and recreational activities	28	12%
Good schools	34	15%
Safety	32	14%
Village services	15	7%
Other	6	3%
TOTAL	225	100%

Question 2: What is Woodlawn's greatest strength?



Question 3:

Overall, how satisfied are you with the appearance and function of the following sections of Woodlawn?

Springfield Pike North

Category	Frequency
Very Dissatisfied	3
Not Satisfied	10
No Opinion	12
Satisfied	62
Very Satisfied	21

Springfield Pike South

Category	Frequency
Very Dissatisfied	11
Not Satisfied	29
No Opinion	14
Satisfied	45
Very Satisfied	8

Glendale Milford Road

Category	Frequency
Very Dissatisfied	2
Not Satisfied	14
No Opinion	10
Satisfied	68
Very Satisfied	11

Riddle Road

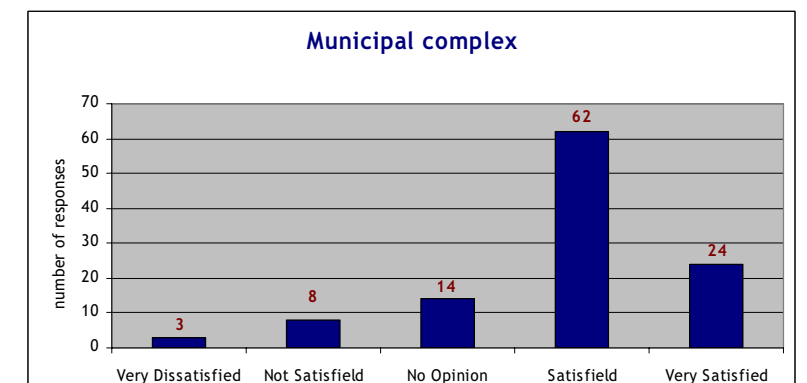
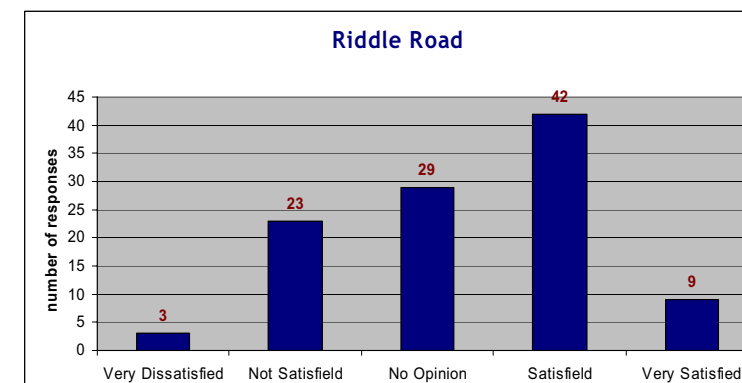
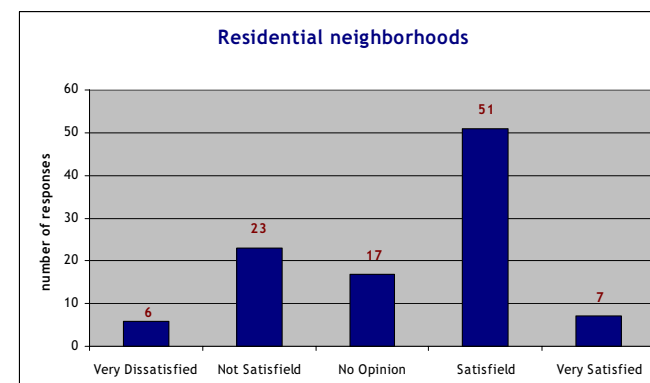
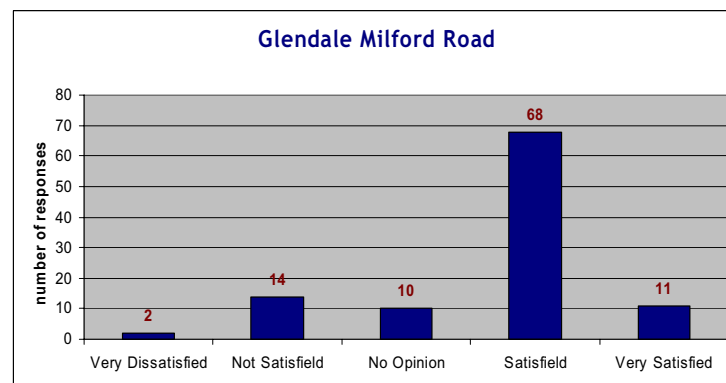
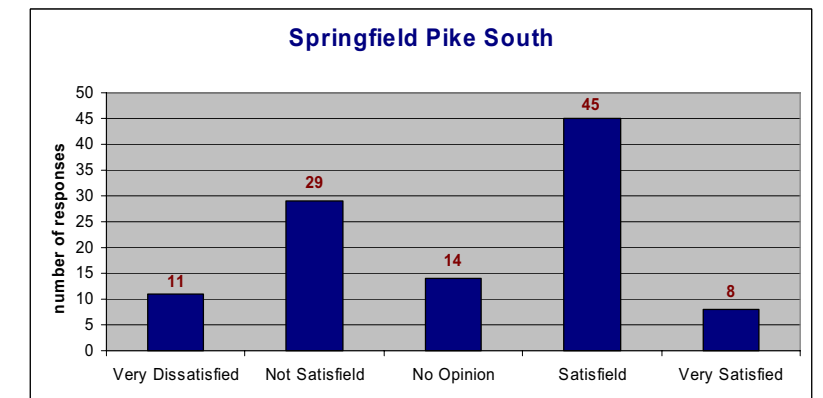
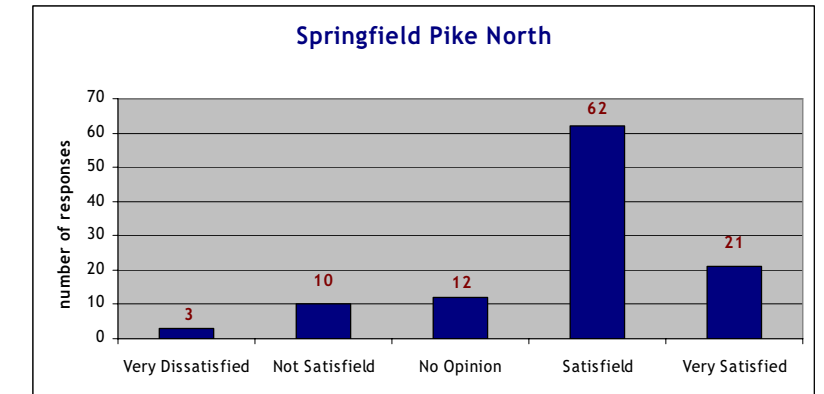
Category	Frequency
Very Dissatisfied	3
Not Satisfied	23
No Opinion	29
Satisfied	42
Very Satisfied	9

Municipal Complex

Category	Frequency
Very Dissatisfied	3
Not Satisfied	8
No Opinion	14
Satisfied	62
Very Satisfied	24

Residential neighborhoods

Category	Frequency
Very Dissatisfied	6
Not Satisfied	23
No Opinion	17
Satisfied	51
Very Satisfied	7





Question 4:

How do you feel about the quality of Village services?

Police protection

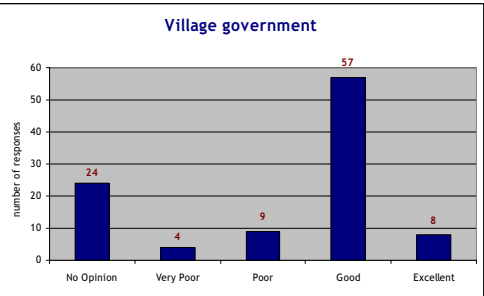
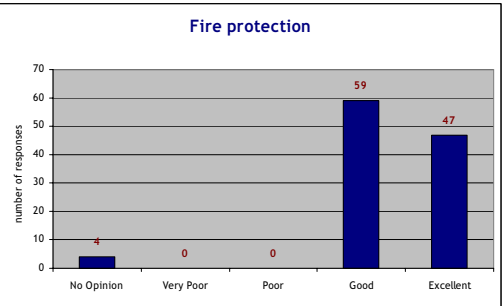
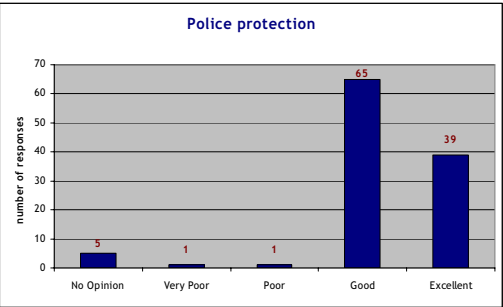
Category	Frequency
No Opinion	5
Very Poor	1
Poor	1
Good	65
Excellent	39

Building and zoning

Category	Frequency
No Opinion	28
Very Poor	7
Poor	17
Good	43
Excellent	7

Stormwater management

Category	Frequency
No Opinion	22
Very Poor	13
Poor	15
Good	47
Excellent	3



Fire protection

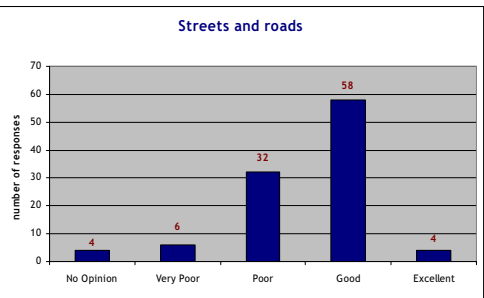
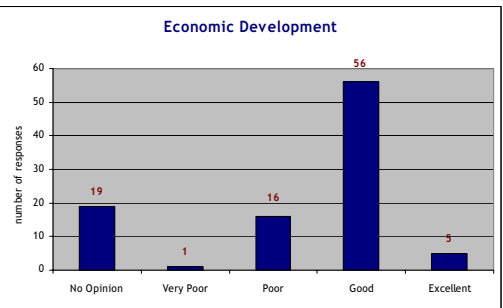
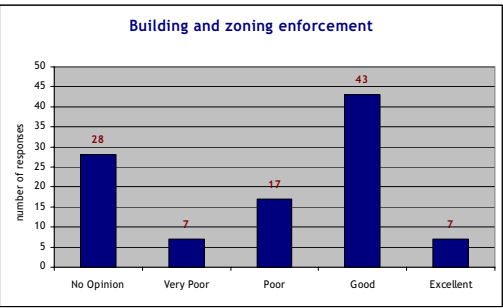
Category	Frequency
No Opinion	4
Very Poor	0
Poor	0
Good	59
Excellent	47

Economic Development

Category	Frequency
No Opinion	19
Very Poor	1
Poor	16
Good	56
Excellent	5

Sidewalks

Category	Frequency
No Opinion	10
Very Poor	11
Poor	42
Good	33
Excellent	4



Village government

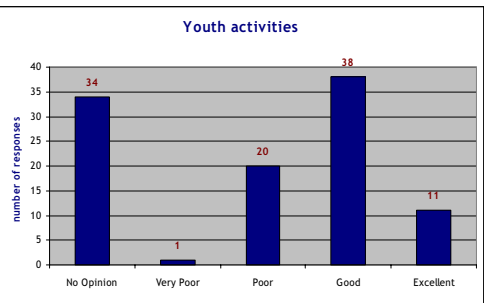
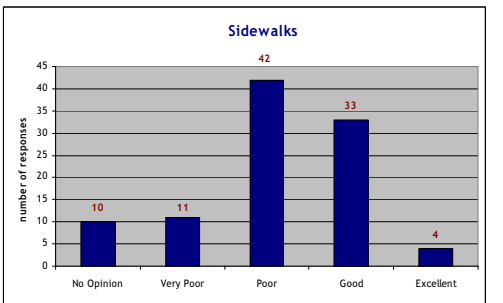
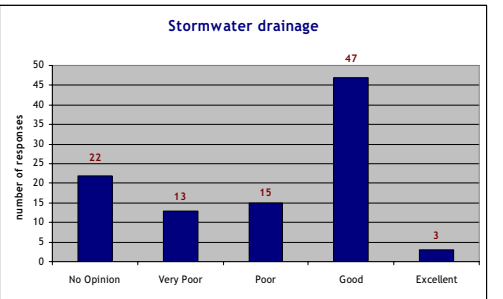
Category	Frequency
No Opinion	24
Very Poor	4
Poor	9
Good	57
Excellent	8

Streets and Roads

Category	Frequency
No Opinion	4
Very Poor	6
Poor	32
Good	58
Excellent	4

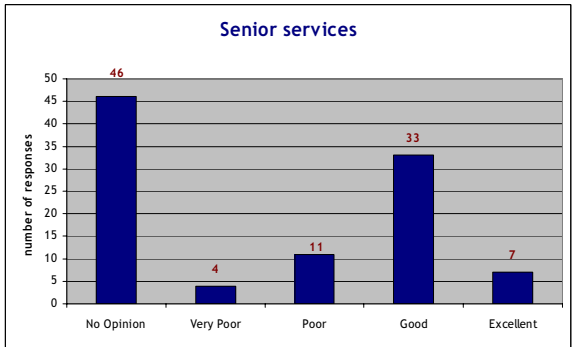
Youth activities

Category	Frequency
No Opinion	34
Very Poor	1
Poor	20
Good	38
Excellent	11



Senior services

Category	Frequency
No Opinion	46
Very Poor	4
Poor	11
Good	33
Excellent	7

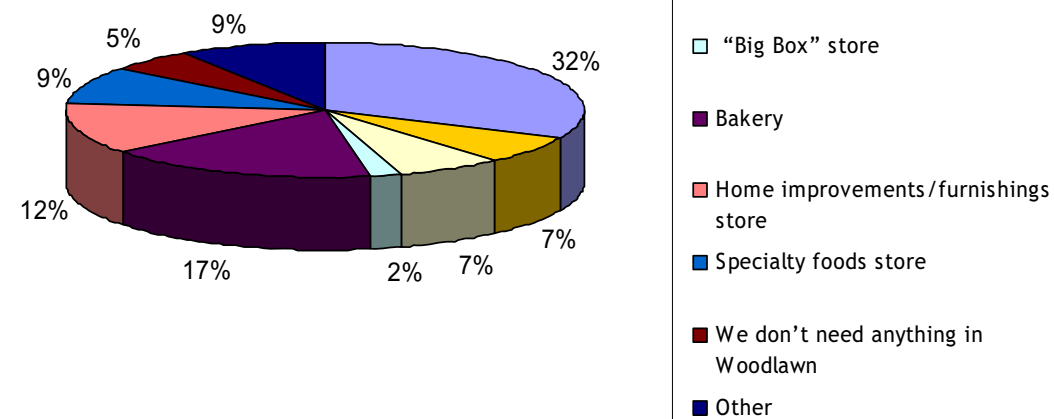


Question 5

What kind of businesses would you use most if they were available in Woodlawn? (please circle two)

	Total Responses	Percentage of Total
Sit down restaurant	66	32%
Clothing store	14	7%
Medical offices	14	7%
"Big Box" store	4	2%
Bakery	35	17%
Home improvements/furnishi	25	12%
Specialty foods store	19	9%
We don't need anything in W	11	5%
Other	19	9%
TOTAL	207	100%

Question 5: What kind of businesses would you use most if they were available in Woodlawn?

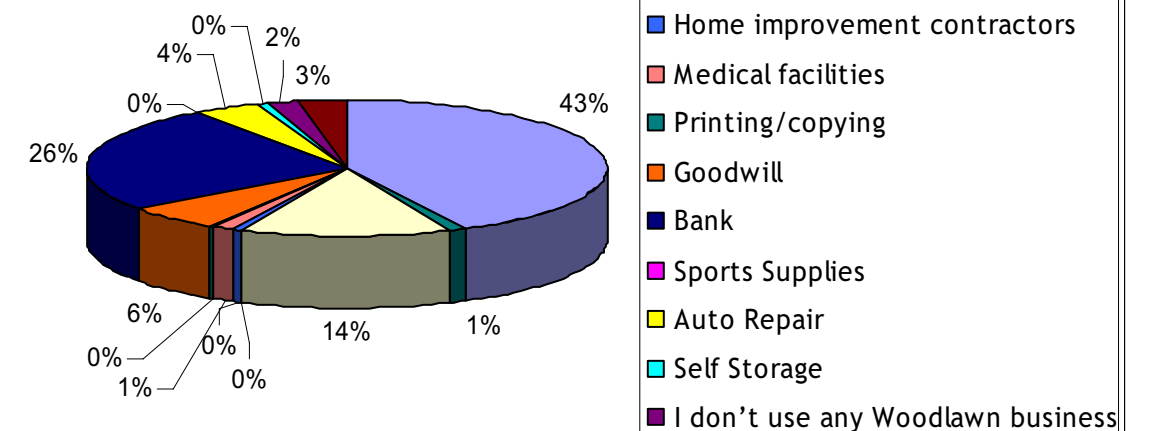


Question 6

What kind of businesses in Woodlawn do you use most frequently? (please circle two)

	Total Responses	Percentage of Total
Grocery Store	100	42%
Beauty Supply Store	3	1%
Restaurants	31	13%
Photography	0	0%
Home improvement contractors	1	0%
Medical facilities	3	1%
Printing/copying	1	0%
Goodwill	14	6%
Bank	60	25%
Sports Supplies	0	0%
Auto Repair	10	4%
Self Storage	1	0%
I don't use any Woodlawn business	5	2%
Other	7	3%
TOTAL	236	100%

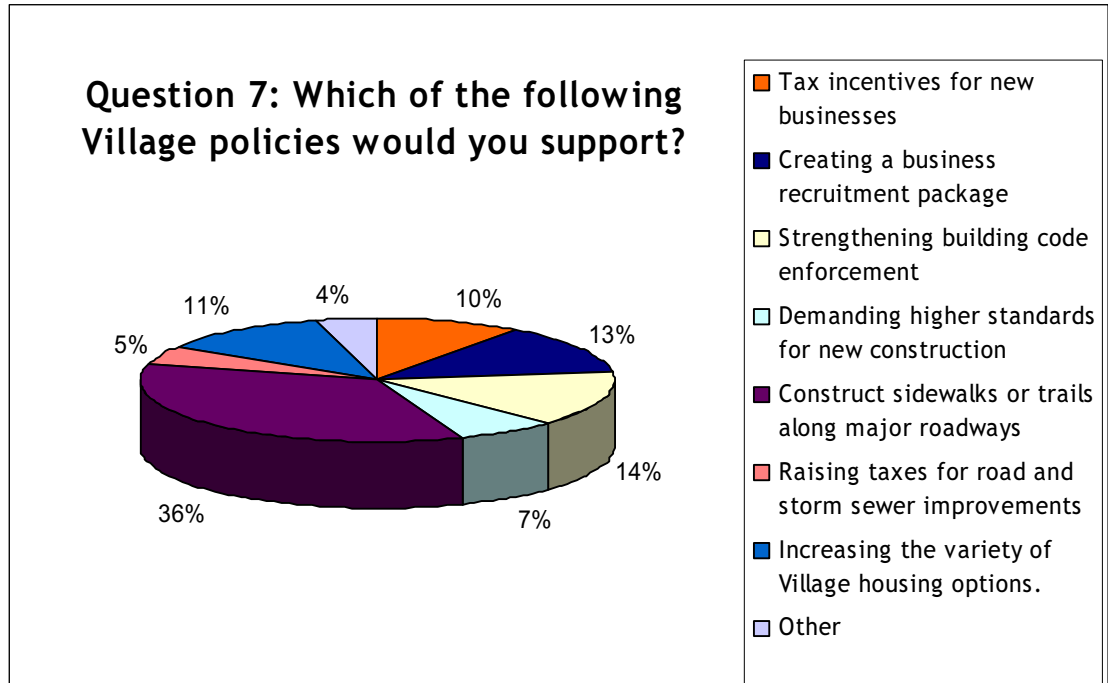
Question 6: What kind of businesses in Woodlawn do you use most frequently?



Question 7

Which of the following Village policies would you support? (please circle one)

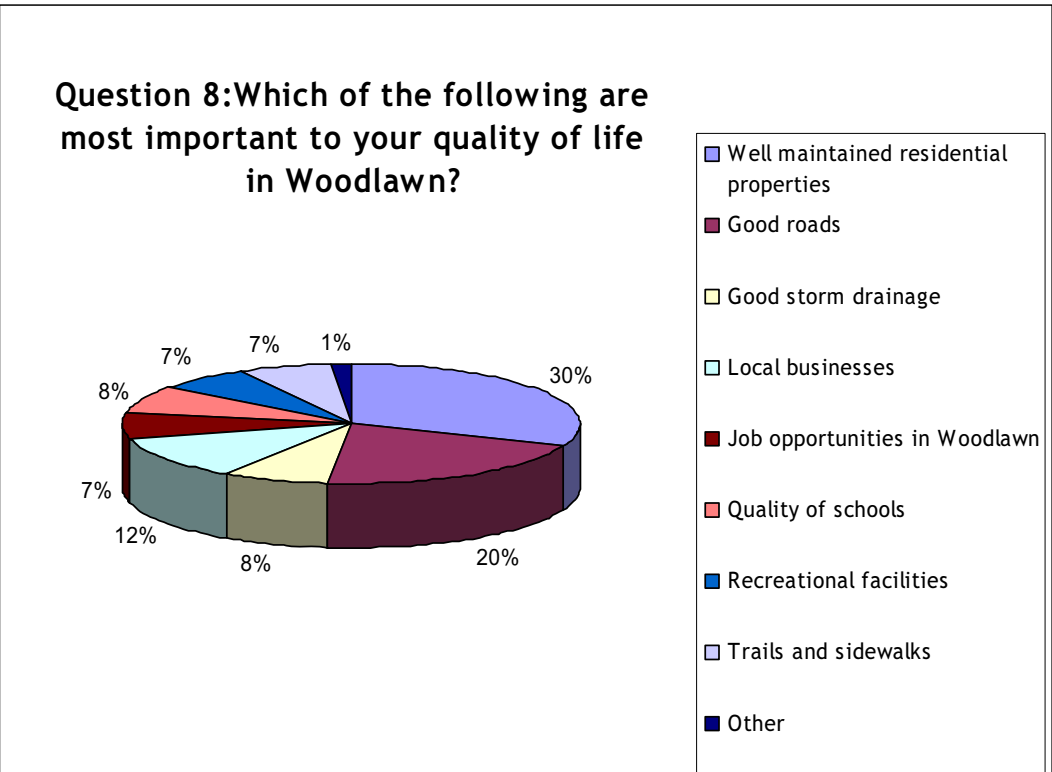
	Total Responses	Percentage of Total
Which of the following Village policies would you support? (please circle one) Question 7		
Tax incentives for new businesses	14	10%
Creating a business recruitment packa	18	13%
Strengthening building code enforcem	20	14%
Demanding higher standards for new c	10	7%
Construct sidewalks or trails along maj	49	35%
Raising taxes for road and storm sewe	7	5%
Increasing the variety of Village housin	16	11%
Other	6	4%
TOTAL	140	100%



Question 8

Which of the following are most important to your quality of life in Woodlawn? (please circle two)

	Total Responses	Percentage of Total
Well maintained residential properties	70	31%
Good roads	47	21%
Good storm drainage	17	8%
Local businesses	26	12%
Job opportunities in Woodlawn	16	7%
Quality of schools	17	8%
Recreational facilities	15	7%
Trails and sidewalks	15	7%
Other	3	1%
TOTAL	226	100%

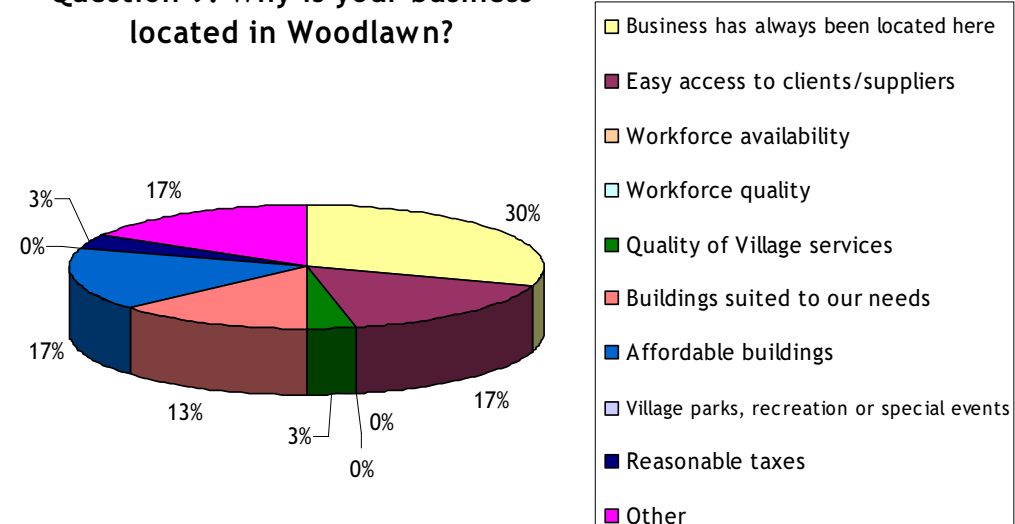


Question 9

Why is your business located in Woodlawn? (please circle two)

	Total Responses	Percentage of Total
Business has always been located here	9	30%
Easy access to clients/suppliers	5	17%
Workforce availability	0	0%
Workforce quality	0	0%
Quality of Village services	1	3%
Buildings suited to our needs	4	13%
Affordable buildings	5	17%
Village parks, recreation or special eve	0	0%
Reasonable taxes	1	3%
Other	5	17%
TOTAL	30	100%

Question 9: Why is your business located in Woodlawn?

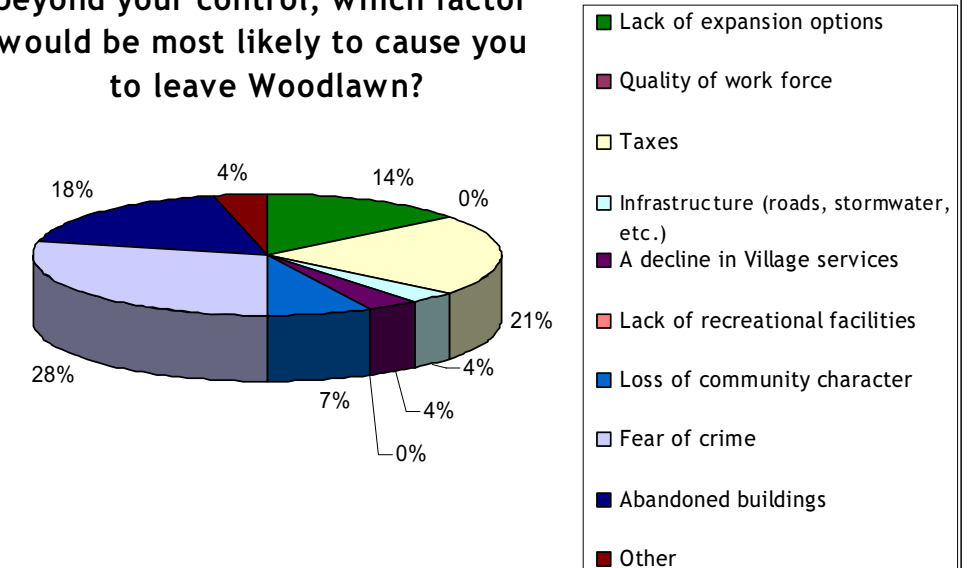


Question 10

Other than decisions beyond your control, which factor would be most likely to cause you to leave Woodlawn? (please circle one)

	Total Responses	Percentage of Total
Lack of expansion options	4	14%
Quality of work force	0	0%
Taxes	6	21%
Infrastructure (roads, stormwater, etc.)	1	4%
A decline in Village services	1	4%
Lack of recreational facilities	0	0%
Loss of community character	2	7%
Fear of crime	8	29%
Abandoned buildings	5	18%
Other	1	4%
TOTAL	28	100%

Question 10: Other than decisions beyond your control, which factor would be most likely to cause you to leave Woodlawn?



Question 11

(How long have you been located in Woodlawn? (circle one)

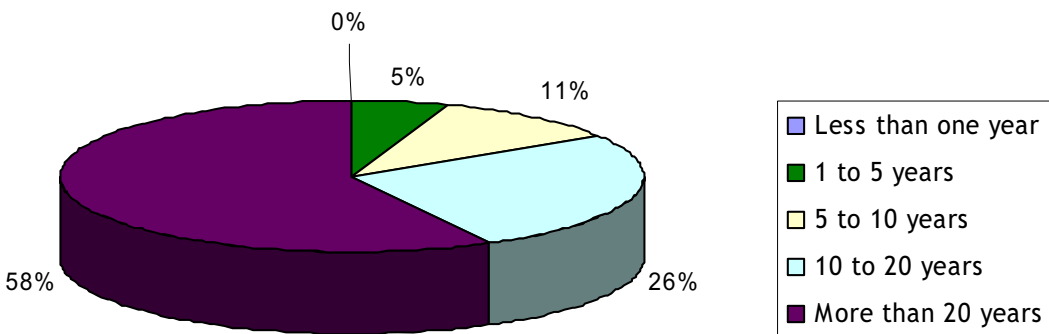
	Total Responses	Percentage of Total
Less than one year	0	0%
1 to 5 years	1	5%
5 to 10 years	2	11%
10 to 20 years	5	26%
More than 20 years	11	58%
TOTAL	19	100%

Question 12

(Do you lease or own your building? (circle one)

	Total Responses	Percentage of Total
lease	4	21%
own	15	79%
TOTAL	19	100%

Business length of tenure in Woodlawn

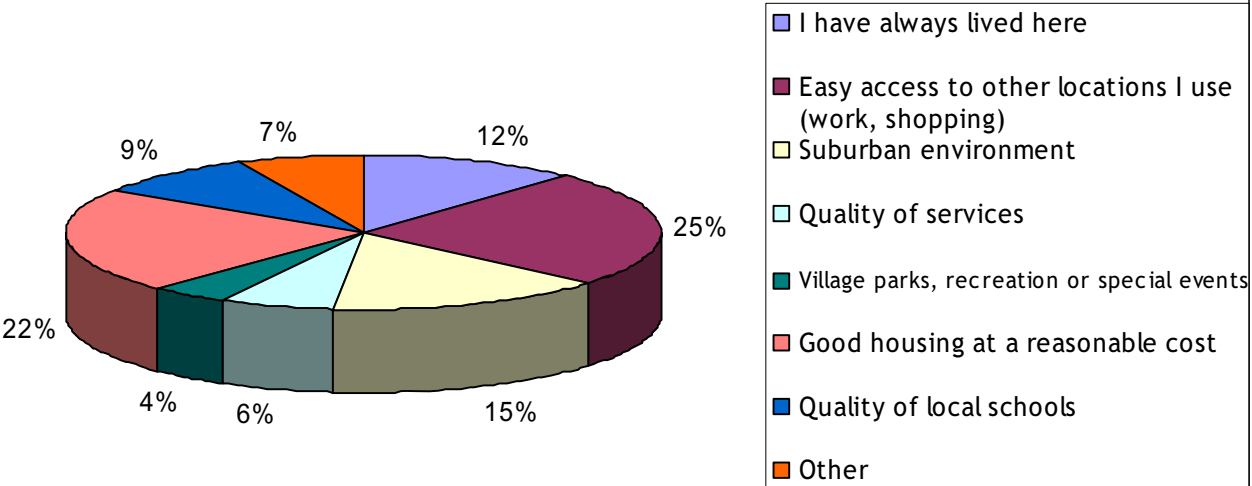


Question 13

Why do you live in Woodlawn?

	Total Responses	Percentage of Total
I have always lived here	19	12%
Easy access to other locations I use (work, shopping)	39	25%
Suburban environment	24	15%
Quality of services	10	6%
Village parks, recreation or special events	7	4%
Good housing at a reasonable cost	35	22%
Quality of local schools	14	9%
Other	11	7%
TOTAL	159	100%

Question 13: Why do you live in Woodlawn?



Question 14

Other than a change in employment, which factor would be most likely to cause you to leave Woodlawn? (please circle one)

	Total Responses	Percentage of Total
Lack of housing options	13	11%
Quality of schools	5	4%
Taxes	18	15%
A decline in community services	19	15%
Lack of recreational facilities	1	1%
Loss of community character	12	10%
Fear of crime	24	20%
Abandoned buildings	22	18%
Other	9	7%
TOTAL	123	100%

Question 15

Do you work in Woodlawn?

	Total Responses	Percentage of Total
yes	9	10%
no	78	90%
TOTAL	87	100%

Question 16

How long have you lived in Woodlawn?

	Total Responses	Percentage of Total
Less than one year	7	8%
1 to 5 years	15	17%
5 to 10 years	12	14%
10 to 20 years	11	13%
More than 20 years	43	49%
TOTAL	88	100%

Question 17

Do you own or rent your home?

	Total Responses	Percentage of Total
rent	22	25%
own	66	75%
TOTAL	88	100%

Respondent age

	Total Responses	Percentage of Total
Under 30	8	7%
Between 30 and 45	23	21%
Between 45 and 60	29	27%
Between 60 and 70	29	27%
Over 70	19	18%
TOTAL	108	100%

Resident/ Business status

	Total Responses	Percentage of Total
resident	88	79%
business	17	15%
both	2	2%
neither	5	4%
TOTAL	112	100%

Respondent gender

	Total Responses	Percentage of Total
female	69	62%
male	42	38%
TOTAL	111	100%

Theme Analysis of Public Feedback and Survey

The Village of Woodlawn hosted a Public Vision Open House on July 24, 2006 that was attended by over 80 participants. Participants had the opportunity to do a variety of activities designed to elicit their ideas regarding the Village's current issues and future needs and opportunities. Participants had the opportunity to complete the following activities:

- Recording their ideas regarding the Village's Strengths, Weaknesses, Opportunities and Strengths.
- Recording their ideas regarding what the Village should do about six key issues (Land Use, Economic Development, Housing, Transportation, Infrastructure and Open Space and Natural Resources.
- Completing a Visual Preference Survey which asked participants to rate each of a series of photographs on a scale of -5 to +5. A +5 rating indicated that the participant wanted very strongly to see the type of development shown in the photograph occur in the Village, while a rating of -5 indicated that the participant strongly opposed that type of development in the Village.
- Selecting and adding photographs to a collage that was designed to present a visual summary of the participants' preferred types of development.
- Recording their responses to the question, "If you were King or Queen of Woodlawn for a day and could do anything, money no object, what would you do?"
- Completing a scenario-based survey entitled "What are your Priorities?"
- Creating a schematic design of a new Woodlawn Town Center using shaped blocks.

This summary is a subjective analysis based on review of the results of these activities. The full results of the activities are included in Appendix A, Public Feedback Activities. The list below is not intended to indicate order or priority, although, as the descriptions will indicate, some issues were more strongly and consistently referenced than others.

- **Improving the appearance of private properties that are poorly maintained or abandoned, including enforcement of zoning and building codes.** Maintaining existing buildings and addressing abandoned buildings appear to be among the most important issues to respondents to both the survey and the public feedback activities. Property maintenance issues and enforcement were also identified in almost all of the open-ended

public feedback activities. And impressively, for Question 1 of the "What are your Priorities" exercise, every person who completed that questionnaire recommended that the Village aggressively enforce Village Codes on owners of deteriorating properties.

- **Improving the appearance and function of public spaces, including existing roads, sidewalks and community facilities.** This point was raised extensively in the Survey comments, and appears to have generated more specific comments than any other one topic. Several residents and business operators identified dissatisfaction with specific areas or road segments; most of these statements of dissatisfaction revolved around the level of trash and weeds or the quality of the driving surface and right of way. Several comments specifically identified the medians on Glendale-Milford Road, while several others addressed weeds and trash on Springfield Pike and the condition of the Village's public facilities, including the park south of the Village Administration building and the Fire Department headquarters. Other streets referenced, often with great emphasis, included Sheffield Road, Mayview Forest Road and Riddle Road. Comments from the public meeting also emphasized this issue, particularly in terms of the quality of road, streetscape and public building maintenance.
- **Building a regionally-unique identity for the Village.** This theme appeared with very high consistency. With regard to the Public Feedback activities, several comments addressed concerns over facilities in Woodlawn with names that reflected other nearby communities and with a need to advertise Woodlawn's assets, points that were also raised in the written survey comments.
- **Creating a walkable environment.** This issue pertained to the Village as a whole and to Riddle Road and Springfield Pike in particular. A very large number of survey comments also addressed the needs for trails and sidewalk, in many cases identifying specific locations. The Visual Preference survey generally ranked pictures with sidewalks, especially brick sidewalks and sidewalks that were buffered from the street, higher than others photographs in a given category, and several comments from the public open house identify a need for sidewalks.
- **Improving Village communication with residents and businesses.** Although none of the Community Survey questions specifically addressed this issue, a large number of respondents took the initiative to express either general dissatisfaction with the level of communication between the Village and the community or a lack of awareness of specific issues (such as the availability of certain services). Communication issues were also raised in several of the Key Person Interviews with Village residents and business operators. Several of the comments received in the open-ended public participation activities also pertained to the lack of useful and timely information regarding Village activities.

- **Increasing the variety of the Village's housing options.** Comments from various elements of the public feedback and the written survey comments indicate some interest in low-maintenance home ownership options for seniors and young residents, including condominium-type arrangements. Other comments have noted a need for higher-end housing, an issue that often seems to be associated with annexation.
- **Increasing the Village's employment base.** Written responses to the Survey and the public participation items indicated that employment options for young people were often perceived as the primary need.

Other content points raised multiple times in the public feedback include the following:

- **Stormwater management.** Stormwater management appears to be a highly localized issue, with the majority of respondents indicating no concern with stormwater management and a small number of respondents indicating relatively acute concern over stormwater management.
- **Creating destinations** (library, post office, downtown area). In many cases, these issues appear to derive largely from the need to reinforce Woodlawn's distinctive identity and capture more services within the Village.
- **Addressing access management** between Glenwood Crossings and the Glendale border. This issue was noted in the apartment residents' focus group and was described in detail in many of the written responses to the survey, particularly from residents of the apartment complexes. This issue was not raised in the public participation activities, and transportation generally received little attention from the Public Vision Open House participants.
- **Increased police presence/community policing.** Several survey comments and public participation items identified a need for increased police visibility, both as a crime deterrent and to build a sense of security. Although none of the survey results or public meeting results indicated any existing concern with crime or public safety (with the exception of one specific concern regarding fireworks), "fear of crime" was identified in the survey responses by both residents and businesses as the factor most likely to cause them to leave Woodlawn.
- **Annexation.** A small but consistent number of written survey responses and public feedback comments advocate annexation, although it is not clear from these items specifically what benefit annexations would be expected to bring.

Site Design Issues

Two of the exercises in the Public Vision Open House were particularly designed to identify site design preferences: the Visual Preference Survey and the collage board. Of these, the Visual Preference Survey is more statistically valid because a higher number of participants were involved and because the process requires the participant to review all of the photographs. The collage board provides a smaller data sample from a smaller number of participants, but provided a useful graphic demonstration of the interests of participants.

The Site Design issues noted in the Visual Preference Survey results, and largely corroborated in the Big Picture results, are as follows:

- A strong preference for **landscaping**. The highest scores for photos that showed extensive landscaping, even if building is modest. Designed landscapes generally scored substantially higher than unimproved natural settings.
- A preference for **mature trees** in all settings.
- **Lesser interest in older architectural styles and urban settings** that is only slightly moderated by the level of apparent maintenance. The notable exception to this trend was a small-scale downtown streetscape with brick sidewalk and trees that received an average public score of 2.89 out of a scale of +5 to -5.
- Preference for **masonry in street treatments and buildings**. Some residential buildings without masonry did get relatively high scores, while masonry did not override factors such as small trees and small lots with regard to residential properties. Commercial and office buildings generally scored higher if they were faced in brick.
- Preference for **smaller, more residential-style commercial and office**, particularly buildings that were one to two stories with a gable roof and other residential-style features.
- Preference for **ground mounted signs**, and a higher preference for ground mounted signs with landscaping.
- Preference for **moderate use open space**. Neither completely passive open spaces nor athletic facilities scored as well as park facilities with moderate use features, such as trails, tables, gazebos and play equipment, particularly if there was significant landscaping visible.

-
- Preference for large amounts of **visible off-street parking**, especially when accompanied by significant landscaping. Smaller scale parking lots behind commercial buildings, in the traditions central business district model, did not score as well as street front parking, even if landscaping was present.
 - **Lack of interest in multi family housing.** No multi family housing photo received an average public score above 1.67.

6. The Master Plan Vision

This Vision was crafted by the Steering Committee based on public feedback. It is designed to capture what the Steering Committee believes Woodlawn should be in the future. The Vision was adopted by the Steering Committee on October 9, 2006.

Village of Woodlawn Vision

The Village of Woodlawn is an attractive and inviting community of choice, unique because of its natural beauty, its regional access and the cultural diversity of its residents.

Our neighborhoods are attractive and well maintained, and they offer a mix of quality housing options for people in all life phases and income levels.

Woodlawn has a high quality of life for its residents through public services, education, and close proximity to a variety of shopping.

Woodlawn residents of all ages enjoy our unique park and trail system, our outstanding indoor and outdoor recreational resources, and community events.

Woodlawn preserves its green spaces and natural beauty so that all our residents can use and enjoy them. Our Village is automobile, bicycle and pedestrian friendly.

Woodlawn's major corridors, highly visible public areas and key gateways support our claim that we are "Beautiful Woodlawn."

The Village works to support, attract and retain businesses that enhance the community's environment, physical appearance and economy and positively contribute to its tax base.

The Village's government works to make wise decisions that focus the many strengths of the community into a vibrant whole and keep the community focused on realizing our vision.

Our citizens are proud to say that they live in Woodlawn.

7. Plan Element #1: Vibrant Residential Communities

To maintain long-term success, Woodlawn must provide high quality housing options for a variety of residents, including families, singles, empty nest households and seniors. Woodlawn has unique opportunities to capitalize on its residential assets, including

- Mature tree cover and natural character,
- Well-maintained neighborhoods,
- Regional highway access,
- A new public school, and
- The Village's location among several communities that are experiencing quality residential infill.

To benefit from these advantages, however, Woodlawn must be proactive in protecting the value of its existing neighborhoods and ensure that it has laid the groundwork for the type of new residential construction that will most benefit the community.

Statements from the Woodlawn Master Plan Vision that are reinforced by this Plan Element:

- **Our neighborhoods are attractive and well maintained, and they offer a diversified mix of high quality housing options for people in all life phases and income levels.**
- **Woodlawn preserves its green spaces and natural beauty so that all our residents can use and enjoy them.**
- **Our Village is automobile, bicycle and pedestrian friendly.**
- **Woodlawn has a high quality of life for its residents through public services, education, and close proximity to a variety of shopping.**

Plan Strategies:

1. Ensure that Woodlawn's existing housing stock maintains its value by proactively supporting property maintenance.

- 1.1. ***Continue to support aggressive and detail -oriented building and property maintenance code enforcement.*** Successful mature communities protect their value by ensuring that properties are well constructed and maintained. Successful mature communities are able to attract new property owners and keep existing property owners because people have confidence that their investment will not be devalued by other peoples' lack of investment. Building code enforcement protects other property owners against the impacts that poorly-maintained properties have on the value of what is probably their largest investment.

Although property maintenance enforcement may create potential hardships for some property owners, these hardships can be addressed through the strategies identified in 1.2. Any such concerns, however, must be balanced against the benefits Woodlawn property owners gain from their property's location in a well-maintained community. Woodlawn's residents used the Community Survey and the Vision Open House to express a clear preference for strong property maintenance enforcement.

- 1.1.1. ***Continue to maintain a high level of staff capacity for full time property and building code enforcement.*** The Village has recently increased its capacity for property and building code enforcement, and this strategy has already had positive benefits for the Village's residents and business owners. Vigilant property and building code enforcement will be essential to maintaining the Village's viability.
- 1.1.2. ***Evaluate the Village's existing building and property maintenance code over time to ensure that new technologies are required where appropriate, and that new strategies for evaluating code requirements for existing and older buildings are used.***

Consistent and stringent enforcement of the Village's existing codes is likely to significantly benefit the Village's properties, but it is possible that increased enforcement will illuminate items in the code that need to be revised.

Additionally, national building code standards have evolved significantly in recent years to enable a more flexible approach to renovations to existing buildings - in many communities, overly rigid building codes have prohibited reasonable strategies for addressing the needs of older buildings, preventing rehabilitation of usable structures. Regular evaluation of building code issues among Village staff may provide an opportunity to improve the Village's capacity over the long run.

- 1.2. Help Village residents, particularly its elderly or disabled homeowners, to meet the Village's property maintenance standards.** Woodlawn's home owners include a significant number of elderly residents, some of whom may find it challenging to make necessary repairs or conduct home maintenance. Since these homeowners are vital to the community's stability and are critical to Village life, it is in the Village's public interest to help these residents meet the standards necessary to maintain the Village's property values and residential desirability. Although these programs are likely to require some investment of Village time to initiate, there are likely to be a relatively small number of homeowners who would be eligible for such assistance, so the actual investment is not likely to be extensive.

Although property maintenance assistance programs have begun to develop in southern Ohio, a larger number of such programs exist in the Greater Cleveland area, as well as mature areas throughout the eastern United States. The Village may find it useful to pursue opportunities such as Ohio Municipal League meetings to discuss these issues with other mature communities throughout the state.

1.2.1. Tap volunteer networks to coordinate regular cleanup/maintenance assistance.

Churches and other community groups in Woodlawn and surrounding communities sometimes sponsor volunteer work days to assist senior and disabled homeowners with routine maintenance, seasonal cleanup and other relatively simple but labor-intensive tasks. This can occur through the national Make a Difference Day initiative or through private initiatives or local events.

The Village may find it useful to initiate discussions with churches and other social groups in or near Woodlawn to discuss the possibility of participation in a Help Out day. The Village may also find that such an activity provides an opportunity to engage the business and industrial sectors of Woodlawn by inviting them to participate. The Village may also offer to help arrange publicity for the businesses that participate, thus giving them an added incentive. The Village Recreation Department may wish to use this opportunity as an initiative to launch a youth community service group, such as the Phi Lambda Pi organization in Evendale. Such a program can provide not only a constructive, peer-oriented activity for Woodlawn youth, but it can also provide an additional resource for volunteers for this and other Village activities.

- 1.2.2. Actively promote available County and State tools for financing homeowner improvement.** A variety of existing programs are available from County, state and private providers, but these programs are often poorly promoted and little known. For a relatively small investment of Village time in terms of compiling information and promoting these programs, the Village may be able to help its residents access funding

opportunities that they would not otherwise know existed. The following list is not exhaustive, but is intended to highlight some of the major available programs and indicate the scope of potential alternatives.

- The Home Improvement Loan (HIP) available from Hamilton County. This program offers below-market rate loan of up to \$50,000 for home improvements on one-, two-, and multi-family properties valued at up to \$300,000 through many participating banking institutions. This loan must be paid back in 5 years.
- Reverse mortgage products available through private lenders and accessed through several regional nonprofit counseling agencies. These loans permit seniors to tap the equity in their homes and defer payment until their property changes ownership.
- Repair and weatherization assistance available from several local agencies such as People Working Cooperatively.
- A fact sheet from the Southwest Ohio Council on Aging is provided in the "For More Information" section of this report. Woodlawn residents will not be eligible for all of the programs identified, but this information may indicate other options that the Village or other community partners could initiate.

- 1.2.3. Consider establishing a "Mayor's Handyman" program to assist seniors and disabled residents with minor repairs.** This strategy is not essential and may be more costly than others in this section, but it may be an alternative to consider if

- The previous strategies do not appear to be providing sufficient resources for residents in need of assistance;
- There is occasional, short-term surplus Village capacity among employees who would have the technical capability to do simple repairs, or
- A reliable volunteer source of such assistance can be developed.

A small but growing number of communities with significant populations of seniors and disabled persons have found that providing a service that offers basic assistance with small repairs can help these residents maintain their homes. Such a program can also reinforce a positive relationship between the Village and residents. Specific parameters for appropriate work and a process for tracking such work should be developed.

1.3. Maintain continued high rates of homeownership among residents. Woodlawn's residential ownership rates for single family homes has remained relatively high for a mature community, but Woodlawn's demographic characteristics indicate some potential for significant property ownership turnover among its single family homes over the next ten to 20 years.

1.3.1. Monitor rental/homeownership proportions. Although maintaining high property maintenance standards will help reinforce home ownership, trends relating to property ownership should be monitored. Provided that large numbers of new rental units are not constructed, the Village should be able to estimate changes based on residential building permits and tracking Woodlawn residential property sales. These estimates can be compared to decennial Census counts to determine accuracy (inter-census estimates are not recommended at this time because of unreliability of small area estimating methods).

1.3.2. If homeownership rates show evidence of decline, consider targeted strategies to turn renters into homeowners, particularly as available homeowner stock increases. Simple methods such as homeownership trainings that may be available from nonprofit sources may help convert Woodlawn's rental population into homeowners.

1.4. Improve public infrastructure in existing residential areas to enhance their attractiveness, value and connection to Woodlawn destination centers. Woodlawn's existing single family homes do not face as many infrastructure challenges as many mature residential areas in Greater Cincinnati, particularly when compared to rural areas that are distant from existing water and sewer services. However, Woodlawn's development patterns have created some challenges, particularly in terms of providing safe pedestrian environments and managing stormwater runoff. Woodlawn also has some locations that are not adequately served at this time by public water and sanitary sewer facilities.

1.4.1. Develop a prioritized system of new sidewalk construction in key residential locations that do not currently have sidewalks. Woodlawn's residents used the Community Survey and the Vision Open House to express a strong demand for sidewalks, particularly in locations that connect residents to community destinations. Although walking is not likely to become the community's predominant transportation method, Woodlawn residents walk to school, to businesses, to recreational facilities and for health benefits. It is reasonable to expect that walking for short-distance transportation and recreation will increase over the next ten to 20 years, and trends in the new residential construction industry indicate that sidewalks are again becoming standard expectations for residential subdivisions. As a result of these trends, improving Woodlawn's

pedestrian environment is critical to Woodlawn's success as a community where people choose to live.

For Woodlawn's existing residential neighborhoods, the following sidewalk segments are particularly critical. These segments are outlined on Figures 10, 11 and 12.

■ **Riddle Road from Roberta Drive to Springfield Pike.** This segment is the most in need of sidewalks because it connects a large number of residential properties adjoining western Riddle Road to Woodlawn Elementary School and the Community Center complex. There is a sidewalk on the south side of Riddle Road between the school entrance and Woodlawn Boulevard, but pedestrians coming to the school from the west must walk along the edge of the road for several hundred feet before reaching this sidewalk segment. Pedestrian destined for the school or the Community Center from the east also must cross a distance of over 200 feet that has no sidewalk. Riddle Road at this time consists of two travel lanes with no curb and gutter, and is adjoined by a culvert on the north side of the road.

It should be noted that there is approximately 22 feet of additional right-of-way beyond the roadway edge on the north side of Riddle Road, based on available data regarding property line locations. As a result, it may be feasible to construct a sidewalk on the north side of Riddle Road between Roberta Drive and Springfield Pike. Although the sidewalk can be constructed separately from any roadway improvements, construction of the sidewalks would be particularly beneficial and efficient if the roadway can be reconstructed with curb and gutter, which would eliminate the culvert and swale that currently occupy a portion of the available right of way. This reconstruction would permit installation of a tree lawn to further buffer pedestrians from the street. Such a sidewalk may also be eligible for grants, as noted in the Implementation Matrix. Any sidewalk construction in this area must be closely coordinated with Woodlawn Elementary School and the Princeton School District to ensure that student walking patterns and safety needs are fully addressed.

■ **Grandview and Wayne avenues.** Although Marion Road does have sidewalks, Grandview and Wayne, as well as several smaller streets, do not. Grandview and Wayne include a large number of the existing residential units in eastern Woodlawn, as well as several potential residential infill sites. Constructing sidewalks in this area would help demonstrate Village commitment to this neighborhood and potentially strengthen the neighborhood's ability to retain and attract residents. Sidewalks would be particularly beneficial on Wayne because of the large number of homes, the potential for infill development and its role as a through route between Woodlawn and communities to the south.

- **Chester Road.** Although there are a number of single family residential homes on the southern portions of Chester Road in Woodlawn that may benefit from sidewalk construction, a potential additional source of sidewalk demand in this area may be indicated by anecdotal accounts of pedestrians on the roadway moving between southern portions of Woodlawn and Lincoln Heights and the Chester Road corridor in Sharonville. Through Woodlawn, this roadway is generally two lanes in width with deep culverts on either side, leaving little safe space for pedestrian movement. Plans to construct sidewalks in this area should be based on accurate counts of pedestrians during peak travel hours to confirm whether such need actually exists. If sidewalks are determined to be appropriate, careful attention must be given to their design in order to manage the safety of pedestrians in the industrial portion of this corridor, which is heavily traveled by trucks.
- **Extend the existing pedestrian trail system from the terminus of existing trail behind Glenwood Crossings to Towne Commons or Sheffield Road.** Conversations with persons familiar with the apartment buildings on the north end of Woodlawn indicated that at least some residents of these complexes feel cut off from the balance of Woodlawn due to limited non-automotive transportation options. Although the trail that has been constructed to date from Springfield Pike northeasterly behind Glenwood Crossings has been a benefit to the community, its ability to provide a safe and comfortable pedestrian route for apartment complex residents has not been realized because it currently ends in the vacant lot north of Glenwood Crossings. Existing concept plans for the West Fork Mill Creek Greenway trail show the trail branching at this location, with one branch extending easterly through the Village of Glendale-owned greenbelt south of Oak Street and another branch extending northwest inside the northern Glenwood Gardens boundary. In addition to these plans, the Village of Woodlawn should pursue any feasible alternative for extending a trail segment to Sheffield Road in order to provide access to the trail system for northern Woodlawn residents. Construction of the remainder of the trail may not be feasible until plans for the currently undeveloped property are finalized. The Village should carefully monitor activity involving this site and seek out proactive opportunities to work in partnership with the property owners, as well as the coalition of trail supporters who have championed construction to date, to ensure that the trail is incorporated into future plans for that property. It may also be possible to partner with the property owners to construct the trail before plans for the property are finalized, as this may provide an extra selling point for the property owner.

- 1.4.2. *Address Stormwater management concerns in residential areas.* Unlike many Mill Creek Valley communities, Woodlawn's stormwater management issues tend to consist of localized stormwater flows resulting from inadequate or nonexistent drainage systems. This is significantly different from the construction runoff, waterway obstruction and other challenges involving multi-jurisdiction water issues causing significant damage in some other area communities.

Stormwater drainage was identified as a key concern by a small number of Community survey respondents. A 2003 study identified several site-specific stormwater drainage issues in areas that had been previously reported to the Village, although this evaluation was not comprehensive and is believed to have missed a number of stormwater management deficiencies. That study provided specific recommendations for each identified site.

- 1.4.2.1. *Establish legally defensible basis for determining public vs. private property owner responsibility for drainage improvements.* This process is currently underway through the Village Solicitor. Determining legal responsibility for drainage management is critical to the improvement of the Village's stormwater drainage requirements, and subsequent recommendations cannot be adequately enforced until that responsibility is established. Once it is established, enforcement of private property maintenance standards for drainage facilities must receive attention comparable to that discussed previously with regard to property maintenance and building code requirements.
- 1.4.2.2. *Use the Capital Improvement Planning processes to program those public sector improvements identified in the 2003 Village Wide Drainage Study and any subsequent studies that are determined to be the Village's responsibility.* This study, which was prepared in 2003, reviewed drainage complaints from 16 Village property owners, and identified potential drainage solutions and costs. Costs for the recommended improvements range from \$6,000 to \$100,000, and the entire list of public stormwater improvements recommended totals \$463,000. Although it is likely that the Village will not be able to construct all of these improvements immediately, the Village can use capital improvement programming methods to coordinate stormwater improvements with roadway or other public construction projects in order to ensure efficient construction. Addressing the stormwater issues identified in that study will not eliminate all stormwater needs within the Village, but construction of these improvements appears likely to address most of the pressing stormwater management needs and will convey the Village's willingness to work with property owners to address these issues.

The study’s sites and recommendations are summarized on the following page. This summary does not include all of the report’s recommendations; private property improvements and long-range reconstruction options are not included. The reader should reference the original study for full details and explanations of alternatives.

1.4.2.3 *Undertake a comprehensive stormwater management study if constructing the specific improvements identified in 1.4.2.2 does not appear to address the full range of the Village’s stormwater management needs.* As noted previously, the 2003 Study did not attempt to fully model the Village’s hydrogeologic characteristics and it did not identify all possible stormwater management needs. If construction of the improvements identified in 2003 does not resolve all known stormwater management concerns, the Village may consider retaining qualified professionals to undertake a full hydrogeologic model of the Village, which would identify all locations where stormwater management issues may arise. This study can then be used to develop a prioritized program of additional improvements designed to fully address all of the Village’s stormwater management needs.

Stormwater Management Complaint locations, 2003.

Address	Nature of complaint	Summary of recommended solutions	Preliminary estimate of cost (2003)
10067 - 10075 Chester	ponding due to inadequate drainage system	improve existing culverts/swales or install catch basins; long-term system reconstruction	\$75,000 for short term options
10106/10124 Forest Ave.	Heavy stormwater flow due to deteriorated ditches and drainage	construct storm sewer and catch basins	57,000
443 Marion Rd.	yard/basement flooding due to damaged and deteriorated catch basins and drainage	install high capacity ditch inlet and swale/catch basin improvements	\$19,000
10291 Roberta Drive	Basement flooding due to inadequately connected drain pipe.	connect pipe to streetside catch basin	\$5,000
219 Brookhaven	ponding and basement flooding due to grading or private patio	improve drainage swale, private property improvements	\$6,000
261 Riddle Rd.	substantial runoff due to property's location in topographic depression and lack of stormwater management features	construct culvert and drainage channel system	\$100,000
197 Riddle Road	yard flooding due to undersized natural drainage channel	Increase channel capacity	\$25,000
10194 Ronnie Road	Storm water accumulation due to removal of trench drain	Install curb inlet, drainage ditch and catch basin system	19,000
10144 Ronnie Road	Storm water accumulation due to inadequate curb drainage	Install curb inlets and drainage ditch	\$40,000
182 Mayview Forest Dr.	Storm water accumulation due to topographic location below uncurbed roadway	Construct curb and ditch	\$60,000
185 Grove Road	Surface water buildup in shallow ditchlines,clogged inlets and conduits	Replace or repair existing storm sewer and swale	\$49,000
10097 Woodstock Road	Basement flooding due to site topography and inadequate downspout discharge	Construct two swales; private improvements to home drainage	\$8,000
Source: Village Wide Drainage Study, CDS, 2003.			TOTAL: \$463,000



Village of Woodlawn Master Plan



Legend

- Woodlawn
- Potential New Development Area
- Sanitary Sewer Lines
- Proposed Trail/Sidewalk Extension

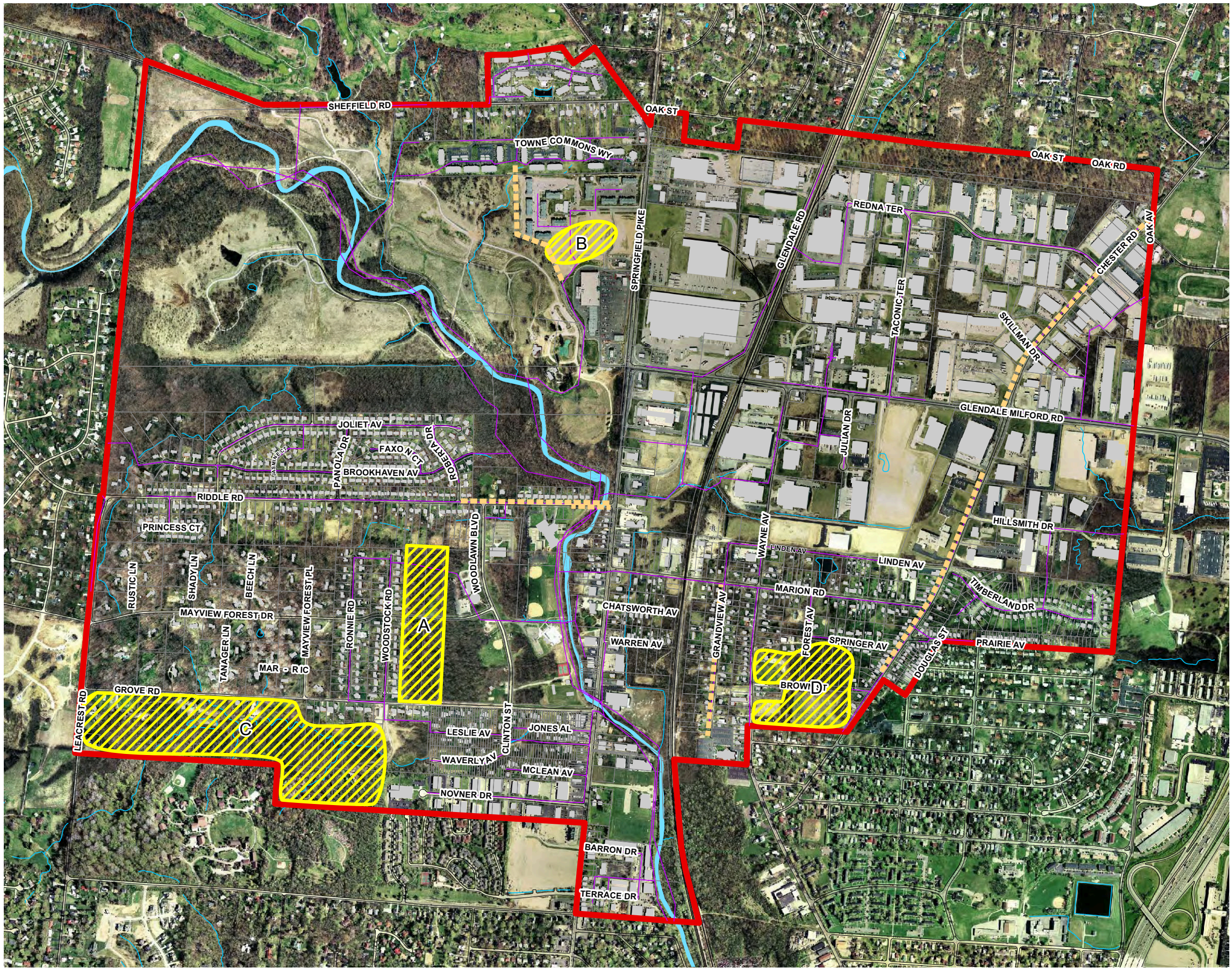


Figure 10:
**PLAN ELEMENT:
Vibrant Residential
Neighborhoods:**



Potential New
Development and
Pedestrian Connections
May, 2007



Village of Woodlawn Master Plan



Legend

-  Woodlawn
-  Proposed Sidewalk

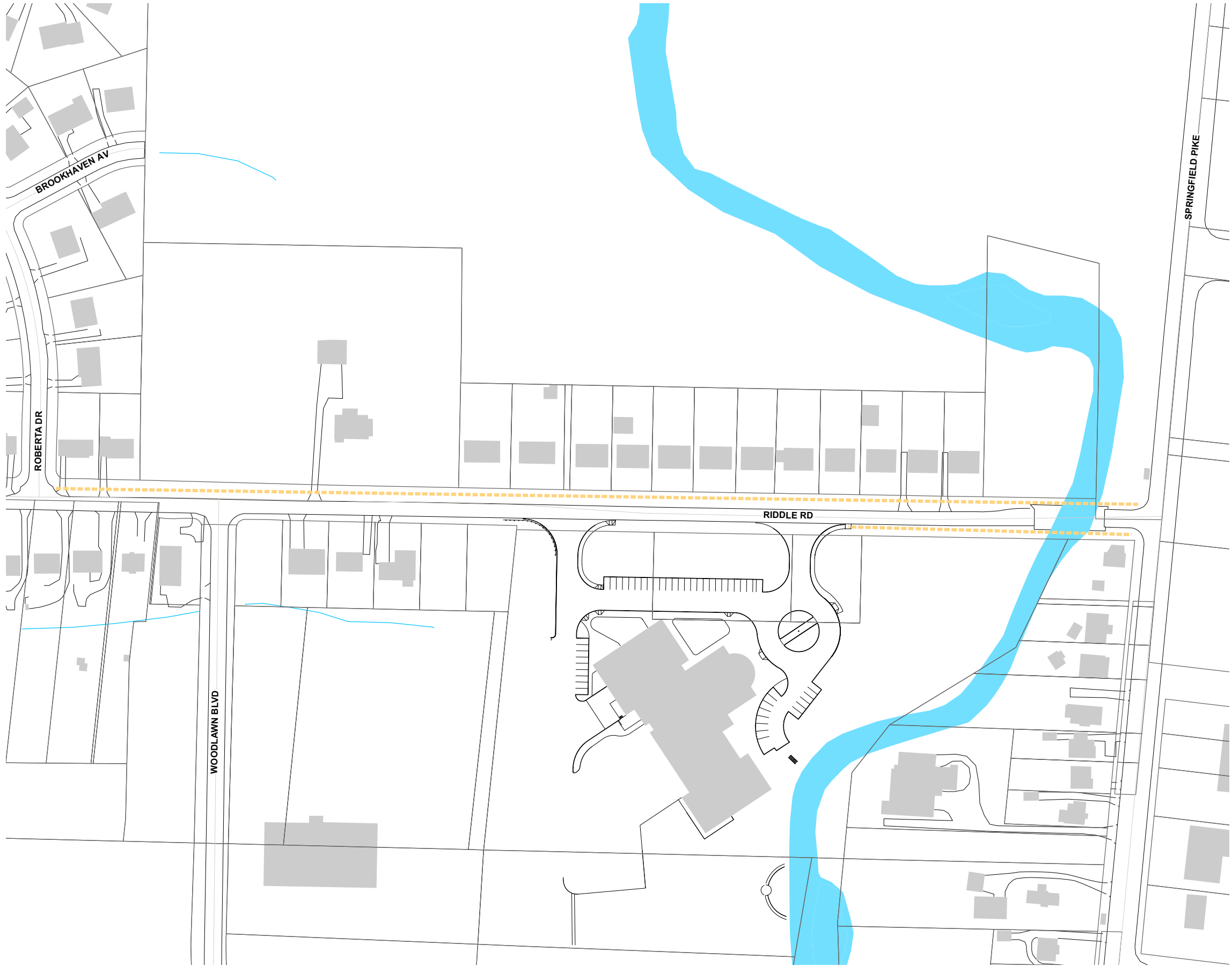


Figure 11:
**PLAN ELEMENT:
Vibrant Residential
Neighborhoods:**

Riddle Road Detail

May, 2007

Source: Cincinnati Area Geographic Information System



0 500 1,000 2,000 Feet





Village of Woodlawn Master Plan



- Legend**
- Woodlawn
 - Proposed West Fork Mill Creek Greenway Trail
 - Proposed Trail Extension

Figure 12:
**PLAN ELEMENT:
Vibrant Residential
Neighborhoods:**

Towne Commons

May, 2007



1.4.2.3. *Evaluate the impact of the stormwater management strategies recommended in this section, and determine whether additional stormwater management regulations may be necessary.* Given the very limited nature of known stormwater management issues in Woodlawn, it appears likely that improved enforcement of existing regulations and construction of the identified improvements may address most or all of Woodlawn’s known stormwater management issues. In the event that additional stormwater management strategies are needed, Woodlawn may find it beneficial to work with the Mill Creek Conservancy and/or the Hamilton County Planning Partnership to identify potentially effective stormwater management strategies that are being used by other nearby communities.

1.4.2.4. *Participate actively in regional efforts to address stormwater separation and management of stormwater in the Mill Creek Valley region.* As noted in the Implementation Matrix, completely addressing Woodlawn’s stormwater separation issues (reconstructing older sewer systems to prevent stormwater from entering the sanitary sewer system) is expected to cost multiple millions of dollars. However, such reconstruction will be necessary to protect the long-term health of the Mill Creek watershed and the Ohio River Valley. The Village of Woodlawn will find it beneficial to partner as closely as possible with the Metropolitan Sewer District (MSD) to find opportunities to address these issues in Woodlawn, as well as in other communities.

2. Support construction of new housing that will increase the variety of Woodlawn’s housing stock in terms of ownership and property type options, while reinforcing Woodlawn’s high quality standards and natural character. Woodlawn has experienced notable demand for residential development in recent years, and it is reasonable to expect that additional development interest will occur in the future as infill opportunities within northern Hamilton County become increasingly scarce. However, developers’ assumptions regarding the type of properties that will sell run the risk of underestimating Woodlawn’s potential for certain types of residential products. As the Market Analysis prepared for this Master Plan indicates, residents of Woodlawn and the surrounding trade area have the potential to support a wider range of housing products than are currently provided in the Village.

2.1. Facilitate construction of new residential properties in Woodlawn that will give Woodlawn a wider range of quality housing options. Although housing markets as a whole are in a less aggressive growth period at this time, evidence suggests that demand for several housing types, including patio homes and condominiums, may continue strong on the basis of long-term demographic trends. However, Woodlawn’s land available for new residential development is limited in terms of acreage available.

Figure 10 in Plan Strategies #1 and the following table identify areas in Woodlawn that may be appropriate for new residential development (this map excludes potential residential development in the Springfield Pike corridor, which is addressed in that section). It should be noted that the following recommendations are planning level concepts, and do not constitute a change in zoning map designations or potential zoning code text.

Map area	Current Description	Current ownership type	Potential residential development type	Approximate acreage	Potential unit density (gross)	Estimated potential number of units (less 15% right of way)	Potential Development Assets	Potential Development Challenges	Site design needs	Potential regulatory requirements	Potential time frame for market interest
A	Wooded land west of Civic Center	Public (Village of Woodlawn)	Clustered patio homes; one-story condominiums	13	6 per acre	66	Village ownership gives Village high level of control over development character. Location between well-regarded neighborhood and Civic Center recreational facilities. Potential for Village to use as catalyst for additional residential development. Existing access to sewer and water tap in.	Relatively narrow site. Need for substantial buffer between new development and Roberta Drive homes. Need to relocate Village yard waste site. Moderate topography change at south end of site.	Flexibility in layout of roadway and lots to meet design challenges. Architectural character in keeping with site dimensions and nearby home profiles.	Residential Planned Unit Development zone to permit clustering and variable density. Lower building height requirement. Require maintenance of mature tree corridors, especially along north side of site, and substantial buffers. Appropriate pedestrian connections to Civic Center area.	Village may be able to recruit a developer through competitive proposal process after appropriate regulations are prepared. A Development Concept plan may help with developer recruitment.
B	Rear portion of property between Fieldstone Apartments and Glenwood Crossings	Private; commercial/residential developers	Condominiums or patio homes	5	8 per acre	40	Proximity to retail and Glenwood Gardens. Existing roadway and available Springfield Pike access.	Lack of recent local demand for residential rental units. Lack of ownership product in vicinity. Concerns regarding access and traffic congestion. Lack of comfortable streetfront pedestrian routes to destinations.	High architectural standards due to site visibility. Internal pedestrian system with strong connections to existing pedestrian trail system. Roadway must be designed for pedestrian access to shopping center. Vehicular traffic must access through existing signalized roadway north of Glenwood Crossings to avoid additional access issues at Fieldstone Drive/Springfield Pike/State Routes 4 and 747 vicinity.	Establish Planned Unit Development overlay with standards that include strengthened clustering and open space standards and pedestrian connectivity. Underlying zoning may remain. Access management standards	More likely after comparable owner-occupied housing products are constructed and sold in Woodlawn. Potential for additional rental property development if rental market improves before owner-occupied demand can be established.
C	South side of Grove west of Leacrest	Private residential	Clustered single family or patio homes in open space subdivision	55 (not all developable)	1 per acre [clustered to preserve at least 30% of site as natural open space].	38	Small number of relatively large, wooded parcels. Proximity to comparable neighborhoods. Potential for rural character preservation at this setting makes property unique in market	Lack of visibility. Proximity to Novner Drive industrial land uses. Relatively uneven terrain. Proximity to Hillcrest Training School. Sewer currently extends only to northern corners of site	Building site flexibility due to terrain. Appropriate internal circulation. Mature tree stands should be preserved as much as possible. Buffering from Novner Drive area.	PUD overlay for R-S zone permitting siting flexibility and open space preservation. Standards for Home Owners Association to ensure maintenance of open space. Site standards within PUD to facilitate preservation of mature tree stands and other natural features.	Requires private owners' willingness to sell. More likely after current small development at Leacrest and Mayview Forest is completed and sold. May require proactive marketing.
D	Southwest of intersection of Springer and Chester	Private --largest parcel owned by Lincoln Heights Missionary Baptist	moderate density single family homes; clustered patio homes.	8 (largest parcel; several smaller	3	20	large available single parcel; access to Chester Road. Mature tree stands and cleared area	Lack of residential reinvestment in vicinity likely to create financing challenges. Largely invisible location. Incomplete roadway system in vicinity.	Site has few design constraints. Roadway access may need improvement. Mature tree stands should be preserved.	Moderate density single family homes may require no zoning revisions, although increase in permitted density may be appropriate. Patio homes will require rezoning to residential planned unit development approach to ensure Village ability to enforce architectural standards, open and natural space preservation, buffers and pedestrian and vehicular traffic circulation and access, as necessary.	Unlikely to occur in foreseeable future without substantial reinvestment in area or substantial public/private partnership.

2.2 Support appropriate infill construction in locations where new housing can be developed in a manner that is compatible with the surrounding neighborhood.

In addition to the multi-acre development possibilities noted above, there is some potential for residential redevelopment to occur in the Mayview Forest area and the Marion/Wayne area. The Mayview Forest area is characterized by large lots that are primarily occupied, while the Marion/Wayne area has a variety of developable and undevelopable parcels of varying sizes.

2.2.1 Maintain currently-zoned densities in the Mayview Forest area, and require preservation of natural character in conjunction with any new development. The Mayview Forest area is often considered one of the most attractive neighborhoods in the Village, thanks to its low density, rural character and expanses of mature trees. Although it is likely that future decades will see increased pressure for higher density development in this area, the amount of developable residential land in Woodlawn is likely to be more than sufficient to absorb Woodlawn's residential demand over the next 10 years. Channeling new residential development to the areas identified previously, and discouraging higher residential densities for redevelopment in the Mayview Forest area, will allow the Village to foster residential development that will use services efficiently, and prevent unnecessary disruptions to the residents of the Mayview Forest Area.

Maintaining current residential densities in this area, however, also means that sanitary sewers and natural gas lines are not likely to be extended to this area within the next 10 years. Extending sanitary sewer mains and natural gas lines into this area will not be cost-effective for the providers under the existing residential density; the cost of constructing the main lines would be greater than most residents are likely to be willing to pay because of the small number of residential units among which that cost can be divided. Unless an environmental crisis forces the MSD to construct sanitary sewers (for example, if widespread contamination of drinking water were discovered), it is unlikely that sewers could be provided to the current density of residents in a cost-effective manner. If very strong demand develops for sanitary sewers at the existing residential density, the Village could consider strategies for sharing the costs of the main line with residents, particularly in conjunction with construction in Area A.

2.2.2 Facilitate quality infill in the Marion/Wayne area. The Marion/Wayne area, by comparison, has suffered from a relative lack of reinvestment and new construction, as well as a legacy of unregulated site planning and road construction methods. Privately-funded development is not likely to occur in this vicinity until market demand for this location has been demonstrated. The Village may wish to consider working with institutions in this neighborhood to identify potential public-private partnership strategies for constructing new housing in this vicinity through such tools as a Community Development Corporation

(CDC). Moderately-priced senior housing or condominiums, for example, may represent an appropriate development strategy.

2.3 Evaluate and revise the Village's residential zoning code and subdivision standards to ensure that new residential development will support the Village's Vision and Plan objectives. To facilitate the new residential development described above, the Village may find it beneficial to revise its residential zoning standards. The following recommendations are based on a review of the existing Zoning Ordinance in light of the future development recommendations discussed above:

- **Establish a residential Planned Unit Development (PUD) to give the Village additional flexibility in developing sites and preserving natural features, as well as the ability to review additional site development issues.** A PUD allows the Planning Commission to permit a development to occur that does not meet standard setback, side yard, per-acre densities or other rigid standards if the overall development will meet Village standards and if permitting flexibility will benefit the Village (for example, by permitting a higher quality of development or by permitting beneficial development of a property that could not be developed without this flexibility). Sites A and C as identified in the table on the previous page are not likely to be developable under existing zoning due to setback and side yard requirements. A PUD would give Woodlawn the benefit of being able to facilitate developments or more challenging sites, and it can also give the Village the ability to require appropriate site improvements, buffers, traffic circulation and other issues that are important to ensuring that the proposed development does not create additional challenges for the Village as a whole. PUDs are often structured as overlays, permitting the underlying zone's overall uses, density and other requirements to remain in place while using the PUD to provide additional flexibility and review.

The existing R-4 Variable Density District includes some of the functions of a PUD: it permits the Village to waive area regulations, but it does not provide any basis for determining when such waivers may or may not be granted. This could expose the Village to some risk of a legal challenge if the Planning Commission chose not to waive these requirements, because it does not provide any rationale for the Planning Commission to cite in support of their decision. Additionally, the R-4 does not give the Planning Commission the power to review other items that can be critical to the success of a non-traditional development, such as traffic circulation patterns, access points, building siting, landscaping, buffering, and other factors that are often addressed through PUD regulations.

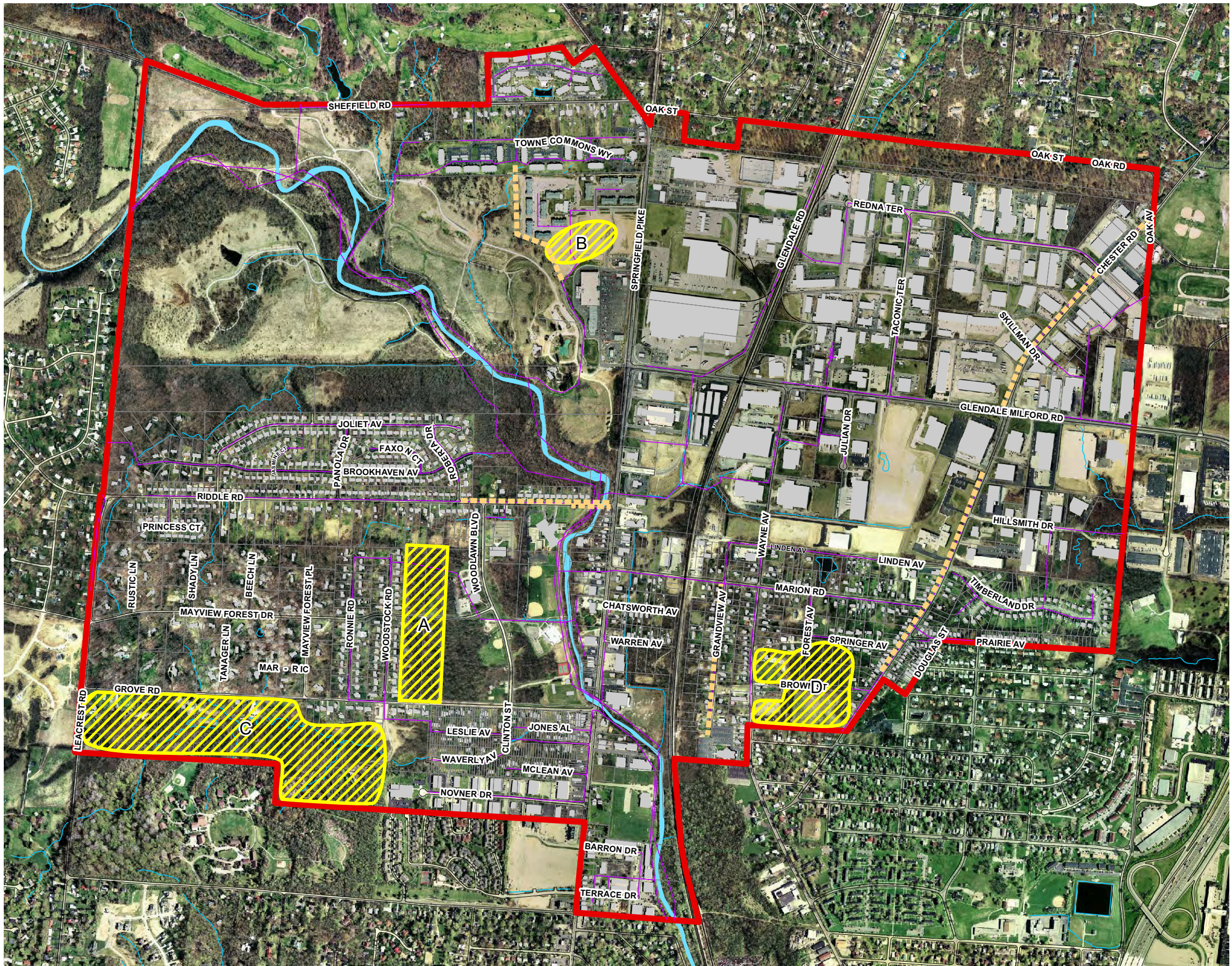
- **Architectural standards.** Villages have the ability through Ohio home rule to reasonably regulate building architecture items that fall outside of building code minimum standards.



Architectural standards can include such items as roof pitch, avoiding blank side walls, siding materials, garage door locations, etc. Architectural standards are defensible if they can be demonstrated to reflect prevailing or desired architectural trends and are intended to safeguard the character of surrounding property. Architectural standards must be balanced against the risk of pricing development out of the existing market, but moderate, clearly-written and justified architectural standards can help raise the quality of a community's new construction.

- *Landscape/Natural Areas preservation standards.* As noted in the Mayview Forest discussion above, maintaining the natural character of this environment will require that higher residential densities generally not be permitted when properties are to be redeveloped. Standards should be put in place to ensure that any new development or substantial renovation or addition to a property in the Mayview Forest area preserve as much of the mature tree stand as possible. This is particularly important along the roadway frontage, where a dense curtain of trees plays a key role in the rural, natural character of this area.

Village of Woodlawn Master Plan



Legend

- Woodlawn
- Potential New Development Area
- Sanitary Sewer Lines
- Proposed Trail/Sidewalk Extension

Figure 10:
**PLAN ELEMENT:
Vibrant Residential
Neighborhoods:**

Potential New
Development and
Pedestrian Connections
May, 2007

Village of Woodlawn

Master Plan



Legend



-  Woodlawn
-  Proposed Sidewalk



Figure 11:
PLAN ELEMENT:
Vibrant Residential
Neighborhoods:

Riddle Road Detail

May, 2007

Source: Cincinnati Area Geographic Information System



0 500 1,000 2,000 Feet



Village of Woodlawn Master Plan



- Legend**
- Woodlawn
 - Proposed West Fork Mill Creek Greenway Trail
 - Proposed Trail Extension

Figure 12:
**PLAN ELEMENT:
Vibrant Residential
Neighborhoods:**

Towne Commons

May, 2007

8. Plan Element #2: Destination Springfield Pike

To a great extent, Springfield Pike defines Woodlawn, both for Woodlawn residents and for potential visitors, customers, residents and business operators who currently live outside the Village. Springfield Pike's relatively high traffic volumes and its role as a segment of a major north-south surface route through central Hamilton County means that thousands of local and regional residents view Springfield Pike on a regular basis. Springfield Pike has suffered from a combination of outdated, auto-oriented development patterns that are typical of mid- to late-20th century commercial development, and a landscape where excellence in design and maintenance has not been demanded until recently.

As a result, Springfield Pike suffers from both aesthetic and functional challenges, ranging from deteriorated buildings and highly-visible vacancies to an overabundance of curb cuts and minimal public space maintenance. However, as the Market Analysis demonstrates, Springfield Pike has significant potential for certain types of redevelopment and revitalization. Perhaps more importantly, Springfield Pike has the potential to become a place where people *want* to visit, whether for shopping, services, or simply being part of a public space. When it becomes this type of place, Woodlawn's reputation among its residents and across the region will be stronger, and Woodlawn as a whole will become an increasingly desirable place to live, work and plan. Springfield Pike has substantial opportunities to become this kind of place.

What Makes a Vibrant Commercial District?

Although Woodlawn's buildings were constructed in various eras, most of Springfield Pike's current character was determined during the post-World War II period of auto-oriented retailing. Like most commercial strips of this era, Springfield Pike's building and sites were designed to provide cheap new space and easy auto access for customers. Commercial strips of this type share many of Springfield Pike's characteristics, including utilitarian, one-story buildings; large amounts of parking between the building and the street; minimal facilities for pedestrians; minimal landscaping; and multiple driveways, or curb cuts.

In the early postwar years, an environment such as this could prosper because it had little competition, other than older neighborhoods that were not easy to access via car. However, commercial districts of this type largely lost their competitive edge during the late 20th century, as the number and variety of shopping locations exploded. As traffic volumes increased, and as shopping options developed that provided more choices and easier access, these commercial districts began to look dated and unattractive, and their multiple entrances and exits created an uncomfortable environment for both drivers and anyone who was not driving. Coupled with disinvestment and natural deterioration, these districts have often become locations of last resort for businesses that can only afford the cheapest rents. Although business incubation and entrepreneurship are critical to long-term economic success, these locations often trade short-term

cost benefits for the long-term economic sustainability that would result if they provided something more than an inexpensive commodity.

Some of the best analysis of urban corridor revitalization needs has come from the Urban Land Institute, a nonprofit that focuses on land use and urban development issues. The Urban Land Institute's publication, *Ten Principles for Reinventing America's Suburban Strips*, identifies the following key elements of a successful commercial district:

- Ignite Leadership and Nurture Partnerships
- Anticipate Evolution
- Know the Market
- Prune Back Retail -Zoned Land
- Establish Pulse Nodes of Development
- Tame the Traffic
- Create the Place
- Diversify the Character
- Eradicate the Ugliness
- Put Your Money (and Regulations) where the Policy Is

The following recommendations are designed to facilitate these characteristics along Springfield Pike.

Statements from the Woodlawn Master Plan Vision that are reinforced by this Plan Element:

- Woodlawn has a high quality of life for its residents through public services, education, and close proximity to a variety of shopping.
- Woodlawn residents of all ages enjoy our unique park and trail system, our outstanding indoor and outdoor recreational resources, and community events.
- Woodlawn's major corridors, highly visible public areas and key gateways support our claim that we are "Beautiful Woodlawn."
- Our Village is automobile, bicycle and pedestrian friendly.
- The Village works to support, attract and retain businesses that enhance the community's environment, physical appearance and economy and positively contribute to its tax base.

1. **Establish standards for new development, particularly between Riddle Street and the south Village boundary that will create the Springfield Pike that Woodlawn’s residents have envisioned.** One of the reasons why Springfield Pike is not currently living up to its potential is because a large number of both public and private spaces fail to create the vibrant mix of opportunities that characterizes successful commercial districts. This is due to a variety of factors, which are discussed in the Concept Areas. As properties change hands and uses, it is critical that the Village be able to channel the Corridor’s development in ways that will help create an attractive, people-oriented destination.

Figures 13 [Hadley Building Improvement Concept], Figure 14 [Grove Road and Springfield Pike Improvement Concept] and Figure 15 [Central Springfield Pike Improvement Concept] illustrate many of the design points below. These Concepts are presented at the end of this Chapter, along with more detailed descriptions. The reader should note that these are conceptual designs prepared to illustrate how these principles might be developed, and do not represent specific proposed or planned developments.

- 1.1 ***Encourage multi-building, coordinated developments, particularly when they will create pulse nodes of activity.*** When new buildings are proposed as part of a redevelopment, every effort should be made to create visual and functional relationships between buildings so that they can operate together as a mutually-reinforcing node of activity. Such a node of activity will create pedestrian circulation opportunities without requiring long walks along Springfield Pike, and will help increase the overall level of public activity on Springfield Pike.

Buildings should be designed so that they relate to each other, minimize the need for off-street parking, and create a walkable node of activity. Buildings should share architectural elements if possible, although variations should be encouraged to avoid the appearance of a cookie-cutter environment. Groups of buildings should share functional elements to the greatest extent possible. Common parking lots that serve multiple buildings will be particularly valuable in encouraging pedestrian activity, and the shared parking lot and buildings should be further tied together by well-defined internal sidewalks, plazas and landscaped areas.

A node that ranges from 500 to 1,000 feet of frontage may be optimal for facilitating pedestrian circulation, although this number is flexible and should not be interpreted as an absolute. A 500 foot frontage would involve approximately three to five lots along most of the South Springfield Pike frontage.

Coordinated development nodes will occur most effectively when multiple lots are being combined, but single-building developments should also be required to evaluate strategies

for functional coordination with surrounding properties. For example, it may be beneficial to construct a sidewalk or a landscape element that can be continued by an adjoining property, or develop shared agreements for the use of parking lots and driveways.

Based on current conditions, three areas seem to have particular potential to redevelop as nodes of activity (these are certainly not the *only* potential nodes):

- The vicinity of the park next to the Fire Department;
- The vicinity of the intersection of Grove Road and the West Fork of the Mill Creek; and
- The Springfield Pike frontage between Chatsworth and Marion avenues.

These nodes are close enough to each other to create some potential for pedestrian circulation between them, although pedestrian access across Springfield Pike is likely to remain limited.

1.1.1 Efforts to assemble multiple parcels for larger development sites should be supported by the Village, to the extent feasible and appropriate, in order to provide adequate space for improved site design methods. Many of the parcels in this segment of Springfield Pike are, by themselves, too small to permit significant redevelopment. The Village may find it beneficial, if and when funding permits, to purchase strategically-located small parcels on Springfield Pike. Ownership of parcels that have potential to be combined with others for larger-scale development can help the Village facilitate development, and may give the Village a strengthened ability to leverage higher quality building and site treatments.

- 1.2 ***Continuous curb cuts should not be allowed, and should be removed from existing properties as early as possible.*** Continuous curb cuts create an intimidating environment for both pedestrians and drivers by creating large expanses of space where these two activities come in conflict. As a result, continuous curb cuts discourage people from walking between destinations, which limits the commercial area’s liveliness. Existing curb cuts should be modified to standard widths and spacing. Dividing a continuous curb cut into two driveways that are immediately adjacent to each other should not be permitted unless each driveway has a one-way designation and there is adequate room between the driveways for a substantial pedestrian refuge. In most cases, a single, two-way, standard-width driveway will be preferable.

1.3 **Only ground-mounted signs should be permitted.** Given the speed of traffic on Springfield Pike and the proximity of most properties to the street, pole-mounted signs are unnecessary and contribute substantially to the cluttered environment of Springfield Pike. All pole signs and signs higher than 10 feet, and all unused poles of any height, should be removed, with the exception of signs that are located at a greater distance from the road than most of the Pike's street signs *and* identify multiple tenants. The Glenwood Crossings sign is a good example of an appropriately-scaled and located multi-tenant sign. Examples of good ground-mounted signs can be found on Springfield Pike in Wyoming.

1.4 **Require high quality design features while encouraging building variety.** Design features such as building façade treatments, site landscaping, and other factors can be regulated by the Planning Commission, if the pertinent code items give them that power. Although a highly over-regulated environment can inhibit redevelopment and create a sterile environment, some regulation of design features is usually necessary to gain improved design features and provide property developers with some confidence that other properties will redevelop in a way that strengthens the value of their investment.

Given Springfield Pike's current built environment, a variety of design features may be appropriate in specific locations, and there should not be an attempt to enforce a uniform appearance. However, it may be appropriate to establish standards for building facades and site designs, such as

- Finishing all sides of the building that are visible from a public space in a natural or close facsimile materials;
- Cornices and roofline treatments;
- Establishing certain standards for proportion and framing of windows and doors,
- Specifying a proportion of the site that must be landscaped.
- Specifying standards for parking lots, including interior landscape islands and spacing.

Although the existing zoning resolution does provide some justification for requiring high quality design elements and landscaping, this text provides a less than optimal basis for the Village to enforce such requirements and should be revised.

1.5 **Limit parking, especially near the street.** Like most communities, Woodlawn's existing zoning code establishes minimum parking standards that generally exceed typical parking demand. Surface parking is necessary, but too much surface parking drains the energy of a commercial district by decreasing the number of buildings that can provide goods and services and by creating a hostile environment where people do not walk if they can avoid it. As little land as possible should be dedicated to parking, especially along the east side of Springfield Pike between the West Fork Mill Creek Crossings. Strategies for

sharing parking between complementary uses should be encouraged, supported, and rewarded. Smaller properties will find it beneficial to provide parking along the side or rear of the building, leaving the front of the building highly visible and improving its attractiveness. Signs that direct drivers to the parking lot are critical. Larger redevelopment sites may be able to support a small amount of parking in front of the building (See the conceptual site design in Figure 13), but the majority of parking should be located away from the Springfield Pike frontage.

1.6 **Move the public sidewalk away from the street as much as possible.** One of the barriers to pedestrian activity on Springfield Pike is the fact that the existing public sidewalk is immediately adjacent to the street in most locations, and there is no additional public right-of-way to permit the sidewalk to be relocated. Purchasing an easement along the entire length of Springfield Pike would be costly and potentially controversial, and would be unlikely to generate immediate benefits. Additionally, as noted previously, Springfield Pike is significantly longer than the amount of distance that one can typically expect a pedestrian to cross, which means that pedestrian activity is most likely to occur within smaller areas (See recommendation 1.1 above). Within these areas, however, pedestrian comfort can play a significant role in creating a vibrant center of activity.

Wherever possible, new developments should include the dedication of an easement of at least five feet in depth. This small easement will allow the sidewalk to shift away from the street and allow the Village to construct a tree lawn or other buffer between the street and sidewalk. Providing this tree lawn space can also benefit the property owner by encouraging pedestrian traffic and improving the street front appearance of the property. Although it will not be possible to require such easements, a Planned Unit Development (PUD) or a system of density or other site development bonuses can be used as incentives to encourage developers to provide the easement in exchange for another benefit.

1.7 **Permit the widest possible range of businesses on Springfield Pike.** Successful commercial districts are rarely retail-dominated districts. Successful commercial environments typically support a wide range of activities, and may include everything from office environments that have no walk-up traffic, to conventional retailers, specialty boutiques and restaurants and food and providers of all types. A mix of land uses can give a commercial district a consistent level of activity, and the inclusion of non-retail or food service businesses gives the area's retailers a built-in market. Given the enormous amount of retail space currently available in Woodlawn's vicinity, Springfield Pike will be most successful if its land uses include virtually any type of activity that can operate in this environment without adverse impacts on other land uses. Even technology and research businesses can benefit a commercial setting.

2. Facilitate the improvement of existing properties, particularly between Riddle Street and the south Village boundary, that will create the Springfield Pike that Woodlawn’s residents have envisioned.

Although an ideal solution to improving Springfield Pike might involve wholesale replacement of a large number of existing buildings, a realistic assessment indicates that most Springfield Pike buildings are likely to remain in place for at least the next 5 to 10 years. As a result, the Village will need to develop strategies for facilitating these properties’ upgrading and maintenance in a manner that contributes to a revitalized Springfield Pike.

2.1 Use Village maintenance code to create appropriate pressure for property maintenance and improvement. Although enforcement of existing maintenance code requirements will not address all of the issues facing many Springfield Pike properties, maintenance enforcement similar to that discussed in Plan Element #1 will help address some of the building and site deterioration issues. Additionally, dedicated maintenance code enforcement will also help demonstrate the Village’s commitment to improving the appearance of Springfield Pike.

2.2 Require improvement of existing parking lots. A large number of highly visible parking lots on Springfield Pike present a poor appearance. Many exhibit cracked and crumbling pavement, railroad ties used as parking stops, weeds and a general lack of maintenance. Existing parking lots should also be subject to stringent maintenance requirements and should be required to conform to basic standards, including concrete parking stops, striped parking spaces and industry-standard driveway aprons. Revisions to the Village maintenance and zoning codes may be necessary to address these issues.

2.3 Relocate parking away from the building front and remove continuous curb cuts. Parking should be located to the side or rear of the property as much as possible. If parking is permitted between the building façade and the street, this parking should be separated from the sidewalk by a landscaped buffer strip, such as a row of hedges, or a knee wall. If a substantial parking lot is proposed (one standard might be that the parking lot is proposed to consume more than half of the site), then internal landscape islands may also be required.

As noted in the previous section, continuous curb cuts on Springfield Pike often occur on properties where parking is provided at the building’s front door, and the building is too close to the street to permit a driver to pull into a standard off-street parking space. However, in most cases these parking spaces are little-used by customers and may actually discourage visitation by creating an uncomfortable environment. Existing properties that have continuous curb cuts should re-evaluate their parking demand and the use of available parking space. In most cases, property owners will discover that the small number of spaces in front of the building can be offset by more efficient use of other paved spaces on the

property, or by developing a shared parking agreement with an adjoining property. Clear signage and comfortable walking pathways between the new parking and the front door will also increase the visitor’s comfort and improve the appearance of the entire property.

2.4 Evaluate strategies for encouraging the improvement of existing properties. Although the reader may understand the long-term benefits of the improvements discussed in this section, many Woodlawn property owners and business operators may be unwilling or claim to be unable to invest in improvements to their property. To overcome this unwillingness, the Village may find it beneficial to develop some modest targeted incentives to generate interest in changes and help overcome financial barriers. Providing such incentives can have a variety of benefits: they draw attention to the desired improvements, they can give property owners and business operators a reason to make improvements a higher priority, they can help offset some of the costs of improvements, and they can create an improved level of confidence that other property owners will improve their properties as well. Incentives can be funded through a variety of sources, potentially including revolving loan grant sources, private donations, increased permit fees, etc.

Potential incentives could include items such as the following:

- Grants of up to \$1,000.00 toward the replacement of an existing sign with one that meets the Village’s design standards.
- No-interest loans from a revolving loan fund for site landscaping.
- Continuing the current programs that provide low-interest loans from local banks for cosmetic building or site improvements, such as parking lot pavement or striping, window replacement or roofline improvements. Continuing these programs may help the banks meet their Community Reinvestment Act requirements.
- Promoting use of the County HIP program, which was recently expanded to small businesses.
- Competitive programs designed to provide a reward of a few hundred dollars toward the best new site improvements or sign.

Any incentive program must be accompanied by a strategy for promoting the incentive to the potential participants. Otherwise, the strategy is likely to have little impact.

3. Use the park space next to the existing Fire Department building to create a community gathering place that will support Springfield Pike's revitalization.

As noted at the beginning of this section, one of the key characteristics of most successful commercial areas is that they "Create the Place," meaning that they include some sort of public space that is highly visible, unique in the setting and functions as a community destination. These are generally spaces where people can interact informally with others, either just by using the space or by participating in a group activity. These spaces are sometimes called town squares, plazas, urban parks, etc. Public spaces have several characteristics that help to support pedestrian activity and economic and social vitality in an area, some of which are as follows:

- They provide a place for people to be outside in a comfortable, non-rustic passive setting (as opposed to a picnic table or an active recreational facility);
- They provide a place for people to interact with other people informally, whether by meeting a friend or just watching other people;
- They provide a place for organized public activities, such as concerts;
- They provide a distinctive physical identity for the place around it, because the public space is highly visible and visually and functionally different from all of the surrounding buildings and activities.

Although Woodlawn has an exceptional amount of public space for a community of its size, Woodlawn's other public facilities do not provide the opportunities for urban liveliness that the park space could provide. With the exception of the gazebo south of Mayview Forest Road, Woodlawn's public spaces are primarily geared toward use as passive natural open space or physical activity. Woodlawn's Community Center does provide a small amount of informal gathering space, primarily in the form of seating areas in the lobby, but this space is not generally available to non-residents or persons who do not come for the purpose of an organized activity in the Community Center. Perhaps most significantly in terms of Springfield Pike's revitalization, none of these facilities are visible to Springfield Pike traffic, and are generally unknown to the potential customers, residents and business operators who travel Springfield Pike. Creating an attractive and lively public space on Springfield Pike can present Woodlawn and Springfield Pike in a positive manner and will create the sense of a desirable destination on the Pike that is differentiated from everything else in the communities north and south.

The existing park has several challenges, as discussed in the Concept Areas analysis. Two additional challenges in terms of improving the park's public role are as follows:

- The mound in the middle of the park blocks the view to the rear of the property, including the tree line and the bridge across the river. Unless one walks into the site, one is not likely to realize how large the park actually is.
- The park is located between a carpet sales store and the Woodlawn Fire Department building. Neither of these uses generates the type of visitor destinations that are valuable in reinforcing the everyday use of a public space for sitting, meeting, dining or people-watching. It is likely that the lack of pedestrian traffic generated by these uses has helped lead to the park's relative invisibility to most Woodlawn residents.

Despite these challenges, this park presents an exceptional opportunity to create a catalyzing public space on Springfield Pike. Many communities that attempt to establish a public space must purchase a property, but Woodlawn already has a property in its possession that can fill this role with relatively minimal improvements. Additionally, the park is already connected to the majority of the Village's other facilities (via the only crossing in a distance of nearly one mile) and it has available parking spaces. Finally, the park is in a highly visible location; it will influence how people perceive Springfield Pike regardless of whether or not it is improved.

As a result, the Village should establish a policy of treating the park next to the Fire House as a central community site. To do that, the Village should pursue the following:

- 3.1. ***The Village should consider removing the hill in the middle of the park and replacing it with a paved plaza (see Figure 15)***
- 3.2. ***The park should receive reasonable enhancements to facilitate its use for informal gatherings, such as benches, staging areas, etc.***
- 3.3. ***The bridge across the creek should be well-maintained and marked by signs indicating the direction to the Community Center and other facilities.***
- 3.4. ***The Park should have attractive, well - maintained landscaping. Landscaping does not have to be overly complex or highly elaborate, but it should be clean and attractive.***

3.5. The Park should regularly host events that are sponsored by the Village or other agencies with Village approval, such as concerts, performances and public art exhibits.

3.5.1. *The parking lot behind the Fire Department should be improved, clearly signed from the street and clearly available for public use. The recycling bins should be relocated to a less valuable location, if possible.*

3.5.2. *Future redevelopment near the Park should visually relate to the park, provide goods that can be used in the park, and reinforce the Park as a community center.*

3.5.3. *The Park should have a name, and that name should be publicized on signs, on Village maps and in promotional materials*

4. Manage the maintenance, development and redevelopment of North Springfield Pike to maintain its value and improve its traffic circulation.

Springfield Pike between Riddle Road and the north Woodlawn border is dominated by newer buildings on larger parcels than found to the south. In general, the land use patterns in this area are relatively stable and are likely to continue without substantial alternation over the next 10 years. However, this portion of Springfield Pike faces some challenges that result from recent development trends and traffic circulation issues, and the long-term health of this portion of Springfield Pike will require some attention.

- 4.1 **Monitor Glenwood Crossings and maintain lines of communication with the property owner.** Glenwood Crossings is likely to come under substantial competitive pressure as a result of the construction of the Super Wal-Mart in Evendale and other retail construction in the region. Glenwood Crossings has historically struggled to fill its smaller storefronts. Recent changes in ownership of the shopping center appear to have resulted in some re-tenanting, but it is likely that the increasing volume of retail space in the region will increase pressure on the developer to rent to lower-cost retail and services. Additionally, the Kroger that anchors the plaza is likely to face increasingly severe competition pressures from the Evendale development and others in the region.

The Village should open discussions with the property owner to develop an understanding of their future strategy and develop means of reinforcing each other. Although the Village will not be able to directly determine the shopping center's future tenants, consistent communication between the Village and the property owners will help prevent decisions based on misunderstandings or issues that the Village can address. The Village may also find it beneficial to share the market analysis findings of this Plan and any future market data with the property owner, since the property owner may make decisions based on

assumptions about the market, and these decisions may have been different if the property owner had more accurate information.

- 4.2 **Develop the frontage portion of the property between Fieldstone Terrace and Glenwood Crossings in a manner that supports the area's commercial character and improves the pedestrian environment.** This site is critical to the North Springfield Pike area because of its visibility, its undeveloped state and its transportation linkage potential. Development of the site frontage for residential uses should be strongly discouraged (the rear portion of the property is identified for residential development in Plan Element#1). Additionally, this site must provide an opportunity to improve the pedestrian route between the apartment buildings and Glenwood Crossings and points south. A frontage easement of approximately five to 10 feet should be required as a precondition of approval, or the Village may use a PUD system to create attractive development incentives as a trade-off for appropriate easement dedication. This site is currently included in the Mixed Use PUD (MU-PUD) that was established prior to Fieldstone's construction. If this PUD is proposed for revisions, this recommendation (as well as the recommendation in Plan Element #1 regarding condominium or patio development at the rear of this site) should be considered.

- 4.3 **Improve sidewalks and pedestrian crossings, particularly the crossing at Glendale-Milford Road for pedestrians and transit users.** Pedestrians walk along both sides of Glendale-Milford Road, and sidewalks should fully extend along both sides of the roadway. Pedestrian crossings of Springfield Pike are difficult along the length of the corridor, but existing traffic volumes and the small number of cross-streets make it unlikely that additional signalized intersections could be justified in most locations.

Although all of the Springfield Pike intersections would benefit from pedestrian enhancements (such as clearly-marked crosswalks and pedestrian refuges,) the intersection of Glendale-Milford and Springfield Pike presents the most pressing need, both because of its current pedestrian-unfriendly character and because it provides one of few available opportunities to improve transit access for the apartment complex residents.

The apartment buildings on the west side of Springfield Pike provide a substantial base of potential transit users, but pedestrian access across Springfield Pike does not facilitate transit use. Given the population that uses the existing transit stop to access Goodwill Industries, relocating the transit stop to the west side of the street is not feasible. The current SORTA Route 78 does include a stop at the intersections of Glendale-Milford and Springfield Pike. Although this location is less convenient to apartment residents, it is a reasonable walking distance for persons who do not have limited mobility. Improvements to the pedestrian route between the apartment buildings and this intersection, as well as

improved transit facilities, may be eligible for funding improvements. Although SORTA may not be willing to install a bus stop shelter in this location at this time, the Village may find it beneficial to coordinate with SORTA to determine what improvements may be necessary to justify shelter construction.

The signalized intersection at Glendale-Milford provides the best opportunities for pedestrian crossings and should be fully improved for this use. Although the intersection currently functions as a pedestrian crossing, the existing crossings, particularly across Springfield Pike, are extremely wide and offer no pedestrian refuges. As a result, it is unlikely that a person could walk across this intersection comfortably. Developing a safe intersection improvement that will not substantially impede traffic will require detailed analysis of the intersection's traffic patterns and design characteristics, and the Ohio Department of Transportation (ODOT) must be involved.

- 4.4 ***Continue to lobby ODOT for improvements to the State Routes 4/747 intersection to facilitate access from the apartment buildings.*** The Ohio Department of Transportation has conducted a preliminary review of the State Routes 4 and 747 intersection and vicinity as a response to concerns over access to and from the two southernmost apartment complexes. Because of the nonstandard intersection of Routes 4 and 747, the narrowing of the roadway immediately north of the intersection and the location of the apartment buildings' driveways, congestion at this site cannot be perfectly addressed. It may be possible to reconfigure the traffic signal system in this location, reconfigure the apartment buildings' access points, or develop other methods for addressing this intersection. It is unlikely, however, that ODOT will put additional effort into identifying solutions for this localized area unless the Village demonstrates a high level of persistence in communicating the need for a more extensive evaluation. The Village may find it beneficial to become familiar with the requirements of the SAFETEA-LU Transportation Act, which imposes certain non-transportation considerations on federally-funded initiatives and can provide opportunities to fund enhancements and pedestrian/non-motorized vehicle facilities.
- 4.5 ***Evaluate other strategies for improving access to Springfield Pike northbound from the apartment buildings.*** Even if the Village consistently lobbies ODOT to conduct a more thorough evaluation of this intersection, it is possible that such an evaluation may determine that there is no feasible improvement that would adequately benefit residents' access. In this event, it would be beneficial to ensure that apartment building residents can access Springfield Pike at a location other than the main driveway. For the southernmost apartment building, improving access is relatively easy, since this property has an access road that connects to the signalized intersection at the north Glenwood Crossings driveway. Simply working with the property owners to provide signs indicating that northbound residents should exit at that point, rather than the main entrance, may

largely correct this property's residents' access concerns. The apartment complex to the north, which is separated from Sheffield Road by a strip of houses, does have an alternative access via a driveway off of Sheffield Road; again, signage that indicates that northbound traffic should use the Sheffield Road may substantially lessen the amount of traffic attempting to turn north from the main entrance. It is possible that residents using the Sheffield Road access may need to use Route 4 northbound and Sharon Road eastbound to access northbound Springfield Pike.

5. Proactively promote Springfield Pike as a business opportunity, particularly for small businesses and entrepreneurial developers, and help support small business growth.

As the Market Analysis indicates, Woodlawn has the potential to provide substantial opportunities for a variety of small businesses, including those that can sell goods and services to the local trade area, and those that can provide specialized goods and services for a larger market area and benefit from Woodlawn's good highway access. However, the market information available to most potential developers and small business operators is not likely to include detailed information about Woodlawn's opportunities, and many of these people may be likely to assume that Springfield Pike is not a preferable location. Changing these perceptions will require promoting Woodlawn's opportunities and ensuring a supportive small business environment.

- 5.1 ***Develop a comprehensive strategy for Village marketing designed to promote Springfield Pike's strategic advantages.*** To change inaccurate perceptions of its market opportunities, the Village must proactively communicate its advantages to potential business operators and entrepreneurs. Promotions must be designed to appear visually cohesive and distinctive, but effective promotional initiatives do not necessarily require expensive advertising, particularly since most potential business operators and entrepreneurs will be residents of Woodlawn or nearby communities. There are a variety of relatively simple and low-cost methods; those methods that may be the most effective are discussed below:

- 5.1.1 ***Improve the Village internet site and provide user-friendly access to market information.*** Internet searches are likely to be among the most common methods used by potential business operators to investigate the Village. The Village's web site must convey the Village's advantages, and it must do so in a clear, accessible and easily-digested format. Materials prepared for the Web site will also be useful for other initiatives, such as mailer packets.
- 5.1.2 ***Create a packet of information that can be mailed in response to inquiries, made available at Greater Cincinnati small business events, etc.*** The packet

does not have to be highly glossy or overly elaborate, but it should consist of an attractive folder that can be stuffed with relevant information sheets.

5.1.3 Place advertising or inserts in targeted publications. These may include the local weekly newspaper and regional publications like the *Cincinnati Business Courier*, the *Downtowner* or the *Cincinnati Herald*. Although this method may be more costly than the other methods, a piece that conveys the Village's opportunities would have the double benefit of being placed in the hands of a large number of potential business operators (local residents, potential entrepreneurs, etc.) and potentially becoming available on the internet.

5.2 Build Woodlawn's reputation as a small business-friendly environment. Woodlawn has a unique opportunity among small Greater Cincinnati communities to establish a reputation for actively supporting small businesses, which may improve the Village's ability to recruit entrepreneurs and business expansions. The Village can support the development of this reputation through a variety of simple, relatively inexpensive initiatives, including:

- Regular participation in Chamber events;
- Hosting regular small business information events, such as breakfasts or forums (the information sources can be specialists such as the Service Corps of Retired Executives (SCORE) or the Hamilton County Development Company);
- Maintaining a resource list of small business funding and technical advising resources, such as state loan sources and advising available via the University of Cincinnati;
- Hosting a competition that provides a grant for the best business plan. This is a strategy that is used in some downtowns (an early and successful example is Chippewa Falls, Wisconsin) to help attract small businesses and increase the likelihood of small businesses succeeding. In such a program, typically a small cash prize or a small number of such prizes are awarded on a competitive basis to businesses that are judged to have the best business plan (this may be judged in terms of most likely to succeed, most likely to provide a new product or service to the local market, etc.) The business plans should be judged on the degree to which they demonstrate a small business that is likely to succeed, such as a clear understanding of market niche, sufficiency of cash flow, level and robustness of capitalization, growth strategy, marketing plan, assessment of challenges, etc. Business plans submitted for the competition should be judged by experienced small business professionals in a variety of fields, and winners

should be extensively publicized. Strong publicizing of the program will both demonstrate that the Village is small business-friendly, and will help improve the quality of local businesses by encouraging them to create strong business plans. Recipient businesses should be required to lease or purchase property in Woodlawn that is currently zoned for the appropriate use.

6. Position the Village to successfully address its environmental remediation needs.

As redevelopment and Village property acquisition occurs, some Springfield Pike properties are likely to be labeled as "brownfields," or sites where environmental contamination is believed to exist. The Village may wish to contract for preparation of Part 1 analyses to inventory sites that are likely to need environmental remediation. When this inventory has been completed, the Village can use this information to seek compensation, when appropriate, and plan for completion of Voluntary Action Plans. The Village may also find it beneficial to publicize brownfield remediation sources to its existing and potential business operators to help them understand their options.

Implementation Matrix items associated with this point are the same as those for the same item under Plan Element #3 and are included in the Implementation Matrix under that heading. The same strategies as used for remediation in industrial areas will apply to those Springfield Pike properties that require environmental remediation.

Plan Element #2 - Destination Springfield Pike: Concept Designs

The following graphics provide concept designs for property improvements and redevelopment strategies at three Springfield Pike locations. These designs are intended to demonstrate how the recommendations discussed in Plan Element #2 (Destination Springfield Pike) might appear when built. Although the locations and existing buildings shown are actual features of Springfield Pike, the reader should keep in mind that the designs are intended to present concepts, and do not reflect any known proposed or planned developments.

Figure 13: Improvements to the building and site of the Hadley Building, 10075 Springfield Pike (west side of Springfield Pike north of Grove Road.

This building was chosen to demonstrate the manner in which relatively simple building and site improvements can dramatically improve the appearance and economic strength of an existing building. The existing Hadley Building is a two-story, brick-clad commercial building with traditional first story storefronts and second story apartment/office space. The building at present has a utilitarian façade with little ornamentation and virtually no landscaping. The building is fronted by a single line of nose-in parking spaces that are accessed from a wide curb cut that spans the length of the building. There is no pedestrian sidewalk in front of the building, and there is no separation between pedestrian pathways and moving vehicles. The building is adjoined to the north by a surface parking lot that is paved but unstriped and has no internal landscaping.

The Hadley Building Concept proposes several improvements that reflect the recommendations of Plan Element #2. These include the following:

- Simple, treatments to the façade (such as a sheet metal cornice and shed awnings over the display windows and front door), as well as planters and benches installed on the front sidewalk, give the building character and a “finished” appearance that it currently lacks. These are relatively inexpensive building improvements that add to the appearance of being a desirable environment. Many of Springfield Pike’s existing buildings are relatively utilitarian in appearance and would benefit from such simple upgrades.
- The continuous curb cuts and nose in parking are very unsafe for a variety of reasons, including the risks to pedestrians and Springfield Pike motorists from cars backing out of these spaces. Like most Springfield Pike buildings with such nose-in parking, safer off-street parking is available immediately next to the building. Although it might be possible to extend the building toward the street, a relatively simple improvement is to replace the existing front parking with a lawn and sidewalk. The sidewalk should be moved approximately four feet closer to the building so that a tree lawn can be used to separate pedestrians from the street. The parking lot north of the building should also have a tree lawn and sidewalk, and

the lot should be accessed by in and out drives so that the lot can be used as efficiently as possible. Striping the lot will also increase the lot’s efficiency of use, and an internal grass island toward the rear of the lot will help define the lot’s circulation and improve its appearance.

- Adding trees and planters to the site will make a very significant difference in the building’s attractiveness. The concept shows a very simple landscape plan, with four trees in the tree lawn (these would have to be installed in conjunction with Village streetscaping plans) and two trees on the interior island of the parking lot. Trees should not be placed directly in front of the building to make sure that passerby can read the signs on the building. This site plan also shows a small number of planters and two pedestrian-scale lights with hanging baskets. More elaborate landscaping would also benefit the site, provided that it does not block pedestrians’ or motorists’ view of the building façade.
- Finally, the existing oversized and deteriorated sign has been replaced with a ground-mounted sign that is appropriately scaled to the speed of passing traffic. Replacing oversized, pole-mounted and deteriorated signs with ground-mounted signs will have a substantial impact on the overall perceptions of clutter and quality along Springfield Pike. Signs must be carefully positioned, however, so that they are not blocked from view by trees or landscaping.

Figure 14: Redevelopment of the southwest corner of Grove Road and Springfield Pike for a single-use retail facility.

This site was chosen to demonstrate the opportunities and constraints that are likely to be encountered if a modern single-retailer building, such as a drug store franchise, were proposed for a Springfield Pike location. The detailed building is a conceptual new construction; the undetailed buildings represent existing structures which are intended to remain in place under this scenario. This concept also demonstrates many of the key recommendations in Plan Element #2, including the following:

- Most existing parcels south of Glenwood Crossings and Grueninger Way are relatively small for this type of commercial development, given industry assumptions regarding parking space requirements. This concept is purposely limited to the parcels associated with the existing building at the corner of Grove and Springfield Pike. This site plan includes 60 parking spaces, which is slightly less than typical. Providing additional parking would require either a smaller building or the acquisition of additional surrounding parcels.
- Depending on the retailer proposed and the number of residences within walking distance at the time such a development were proposed, however, the amount of parking might be adequate. It should be noted that most developers design parking lots to accommodate what they anticipate to be their highest possible number of customers, instead of limiting parking to the number of spaces that may be typically used.
- Although the building is oriented to the Grove/Springfield Pike corner, the driveways are located at the edges of the parcel furthest from the intersection (the southern driveway actually follows an existing alley). This driveway placement is designed to ensure that motorists entering the property do not create traffic hazards for motorists using the intersection.
- The building has been set as close to the street as possible, given the expectation for this type of building that parking will be readily visible from the street. Parking is limited to two bays along Springfield Pike, and the remaining parking is located in a single bay along the Grove and rear facades of the building. No parking is provided on the side of the building facing south to lessen impacts on adjoining residences.
- Both street edges are lined with a sidewalk that has been pulled back 4 to 6 feet from the roadway edge and a tree lawn that buffers pedestrians from the roadway. Sidewalks are also extended from the sidewalk to the corner of the parking lot facing the front door of the building along both block faces. A raised or otherwise visually or texturally treated walkway between the corner and the door would also benefit the property by slowing parking lot traffic and increasing pedestrian comfort and safety.

- Landscaping for the property has been limited to street trees, in part because of the relatively small lot. More elaborate landscaping would be desirable in the quadrangle at the intersection surrounding the sign.
- The building has regularly-spaced windows and is finished in brick on all four facades.
- The sign for the business is ground-mounted and uses similar materials as the building façade. The sign's location on the corner makes it highly visible.

Figure 15: Springfield Pike Park Enhancement and Fire Station Site Redevelopment Concept (10131 to 10157 Springfield Pike).

This concept design is intended to demonstrate two primary concepts: the community gathering place potential of the small park south of the existing Fire Station building, and strategies for designing multi-building developments that incorporate the site design recommendations in Plan Element #2.

The design for the Park includes several features discussed in Plan Element #2, including:

- Reconditioning the existing fountain and refacing it in a smooth, natural material that is more resistant to discoloration.
- Removing the small hill in the middle of the park and replacing that area with a plaza.
- Using decorative pavers to set the park space apart;
- Constructing a retaining wall to define the entrance to the park space and provide informal seating;
- Connecting the plaza areas of the park to a circular pathway that continues the curving design concept and connects to the footbridge across the creek. This bridge is a very important asset, but it must be well maintained and not blocked from view by brush.
- Equipping the plaza with simple equipment to support its use for community events, such as a stage.

The remaining space in this Concept design is occupied by commercial and municipal buildings. This portion of the Concept also demonstrates many key Plan recommendations, including the following:

- The building adjoining the Park is purposely designed to reinforce and benefit from the Park by providing commercial storefronts that open directly on to the park. This would be a good location for such businesses as ice cream stands, fast-casual restaurants, etc.
- The buildings are faced in natural brick and have gabled roofs to convey a small-town, quality aesthetic. However, they are not identical in design and vary from one to two stories.

- The buildings' streetfront and park-front facades open onto very wide sidewalks, due to their position at the heart of the Springfield Pike corridor and their proximity to a pedestrian destination. As in the other concepts, the existing tree lawn has been widened to provide improved buffering from traffic.
- There are no parking spaces in front of the buildings; all parking is accessed from a driveway that is aligned with Marion Road. Buildings have roadway and parking lot entrances, and the parking lots are striped and landscaped with perimeter and interior islands. Well-coordinated signage at the main driveway and the interior access driveways will be critical. The parking is designed to serve both the buildings' tenants and the park, and parking lot users can access the park using a sidewalk along the rear of the southernmost building.
- The Village Fire Department building has been relocated to the northernmost portion of this site. Fire equipment can pull through the truck bays and can access Springfield Pike via an emergency signal- control on the intersection's traffic signal.
- As with previous concepts, all signs are ground-mounted and appropriately scaled to the roadway and typical traffic speeds.



Village of Woodlawn Master Plan



Figure 13A

Concept: Hadley Building Upgrades
Springfield Pike and Grove Road

Village of Woodlawn Master Plan



Figure 13B

Concept: Hadley Building Upgrades
Springfield Pike and Grove Road

Village of Woodlawn Master Plan



Figure 13C

Concept: Hadley Building Upgrades
Springfield Pike and Grove Road

Village of Woodlawn Master Plan



Figure 14A

Concept: Site Redevelopment
Southwest Corner of Springfield Pike and Grove Road

Village of Woodlawn Master Plan



Figure 14B

Concept: Site Redevelopment
Southwest Corner of Springfield Pike and Grove Road

Village of Woodlawn Master Plan



Figure 15A

Concept: Redevelopment - Park /Fire Department Site
Springfield Pike between Marion Road and Warren Avenue

Village of Woodlawn Master Plan



Figure 15B

Concept: Redevelopment - Park /Fire Department Site
Springfield Pike between Marion Road and Warren Avenue



9. Plan Element #3: Successful Industry

Woodlawn's industrial base is one of the most critical factors of Woodlawn's potential for long-range growth, physical improvement and fiscal stability. Woodlawn has benefited for decades from an industrial base that is highly diversified and enjoys a prime location within Greater Cincinnati's transportation network.

However, Woodlawn's industrial base faces several challenges that will require long-term attention, including:

- Aging buildings and physical plants, many of which are 40 or more years old at this time;
- Relatively small lots with high lot coverage, which create difficulties for businesses seeking expansion opportunities, constrains parking and may create truck access challenges;
- Narrow, uncurbed roadways that may not provide reasonably easy access for trucks;
- A widespread lack of attractive site landscaping, particularly in highly visible locations along Glendale-Milford Road;
- Conflicts between industrial and residential land uses and transportation, particularly on Chester Road south of Glendale-Milford Road; and
- Increasing competition for industrial occupants from newer communities and greenfield sites, particularly along Interstate 75 in Butler and Montgomery counties.

To ensure future fiscal strength and job opportunities, Woodlawn will find it necessary to take a proactive approach to maintaining a healthy and diversified industrial base.

The reader should note that this Plan Element is designed to address the function and appearance of industrial sites throughout the Village, particularly north and south of Glendale-Milford Road. Design issues specific to Glendale-Milford Road frontages will be addressed in Plan Element #4: Beautiful Woodlawn.

Statements from the Woodlawn Master Plan Vision that are reinforced by this Plan Element:

- **The Village works to support, attract and retain businesses that enhance the community's environment, physical appearance and economy and positively contribute to its tax base.**

Plan Strategies:

1. Ensure frequent and effective communication between Woodlawn's industrial sector businesses and Village government.

As the analysis, public participation and other feedback gathered for this Plan indicate, Woodlawn's industrial sector businesses are generally located in Woodlawn because of some combination of regional transportation access and reasonably-priced space. With a few notable exceptions, most industrial establishments had little personal connection to the Village and indicated that they had had very little contact with Village staff or officials in recent years (other than police and fire, with whom they were largely satisfied). As a result, it is difficult for the Village to know conclusively whether industrial sector businesses are healthy and satisfied, or facing challenges. This is a factor in most industrial communities, but it is particularly important in Woodlawn, not only because of the age of the buildings and infrastructure and the small lots, but because many of Woodlawn's strategic advantages are no longer unique to the Village. Additionally, since so many of Woodlawn's industrial businesses are small, many business operators will be unlikely to take proactive steps to maintain communication with the Village - initiating Village contact may not be a priority until there is a crisis.

Although increased communication will not keep all businesses in Woodlawn, a heightened sense of open channels with the Village is likely to lead industrial business operators to believe that they can easily discuss specific concerns with the Village, and that the Village will make a reasonable attempt to address the industrial operator's needs. Even though the Village can never satisfy every request, a perception that the Village wants to help its industries find solutions is likely to significantly aid industrial retention.

- 1.1. **Develop a regular schedule of contact activities.** The Village currently engages in several activities that permit industrial sector representatives to meet Village staff and officials. These include the annual State of the Village speech to the Woodlawn Area Chamber of Commerce and the Woodlawn business networking events that began in 2006. Village staff and officials will find it beneficial to develop a regular schedule of events that will put them in contact with industrial sector representatives. These events may include a combination of Chamber activities, Village-sponsored events and activities sponsored by other parties.

1.2. Develop a regular schedule of business contacts. Small communities that are successful in retaining businesses often dedicate a portion of their staff's time to systematic, proactive contacts with community businesses. Scheduling brief, regular, informal meetings with business operators permits the Village to:

- Understand the needs of the business community more clearly,
- Identify and address issues that are not currently critical but might lead a business to relocate if they remain unaddressed, and
- Builds the business operators' perception of a having the power to address small concerns before they become crises.

Such contacts also reinforce that the business is a valued member of the community, and that the businesses' satisfaction is important to the Village. A schedule of contacts that places Village staff or officials face-to-face with each industrial sector operator once per year is likely to have a significant impact on Village-industry relations.

1.3. Evaluate the Village's future need for additional economic development/retention or business liaison staff at intervals. Although Woodlawn's industrial base is relatively small, Woodlawn may find that its existing administrative staff cannot adequately maintain consistent contact with the industrial community while attending to other pressing Village requirements. If funding permits, the Village may find it beneficial to hire a business liaison staff person. If a full-time person is not required, it may be possible to contract with a consultant to maintain connections with Village industries and alert Village staff and officials to any needs. This is a strategy used successfully by some of the Village's neighbors.

2. Focus redevelopment facilitation on the specific needs of the Industrial Park subareas.

The area of Woodlawn known as the Industrial Park is generally the northeast quadrant of the Village, extending from Springfield Pike past Chester Road, and from the Glendale buffer area south to Linden Avenue. Although this area shares many of the same issues, the needs are slightly different from one area to another. As Woodlawn implements the recommendations of this Plan Element and its other economic development activities, the Village should target its efforts to address the following issues. The areas identified are shown on Figure 16.

2.1 Chester Road vicinity. The Chester Road frontage consists of a large number of very small lots, most of which have extremely narrow side yards and rear lots. In some cases, the existing side yards are too narrow to permit vehicle access to the property's rear. Redevelopment in this area should be encouraged when it consolidates property. Without

parcel assemblage, these lots will be difficult to redevelop. Zoning for this area should permit a higher level of site flexibility in cases where lots are being combined. Because of the lot sizes, uses requiring heavy truck traffic should not be permitted unless sufficient parcels are assembled to facilitate truck access. Small offices and specialized services or light manufacturing may be most appropriate. This area may have the potential to provide office condominiums or "flex-space" that can play a key role in incubating Woodlawn's next generation of businesses. To facilitate redevelopment of this area, it may be beneficial to develop a small area plan that identifies potential redevelopment sites, preferred access and circulation, and preferred new building characteristics.

This area's potential for redevelopment will be significantly influenced by the type of development that occurs in the future on the Landmark property and the St. Rita's site. High end retail or office in that location may help spur interest in the Chester Road properties as potential office and research sites. To capitalize on that opportunity, the Village must monitor plans for that property closely and work with the Village of Evendale to ensure that access issues, particularly involving the intersection of Chester and Oak Streets and the Landmark private drive, are adequately addressed. It may also be possible to improve site assembly options by extending a connector road east-west through the site, if that road can be connected to any new roads on the Evendale side.

2.2 Hillsmith vicinity. This small subarea includes several properties belonging to one of Woodlawn's largest employers. This area is particularly challenged by land use conflicts, particularly to the west and south. Given that this area closely adjoins Woodlawn's newest residential neighborhoods, managing land use conflicts is critical to both the industrial sector's health and the satisfaction of a large number of Woodlawn residents. The Village may find it beneficial to facilitate a dialogue between industrial and residential users to find strategies for meeting their needs, such as noise barriers or shielded lights. The Village will also find it useful to maintain close coordination with the Village of Evendale regarding potential redevelopment of the St. Rita's Drive and Cincinnati Police firing range to the east, as redevelopment of the Evendale properties may create additional pressures on Area 2 businesses.

2.3 Redna & Taconic. This area includes many of Woodlawn's larger industrial operations. This area has a mix of larger and smaller properties. Although most of the smaller properties are not as constrained as those in the Chester area, the area is relatively densely occupied. Any significant expansion of a business in this area is likely to require acquisition of a nearby parcel. This area's industrial operations appear largely stable at this time, but property maintenance should be monitored and maintenance standards diligently enforced. This area has relatively robust landscaping; most businesses have ground-mounted signs, lawn and planting areas that lend them a pleasant appearance. Roadway maintenance, as discussed below, is particularly critical in this area

- 2.4 **North side Glendale-Milford.** Properties fronting on the north side of Glendale-Milford Road have generally experienced less reinvestment than on the south side. The north frontage of Glendale-Milford has several relatively large, underutilized sites and others that are experiencing deterioration. This area should be one of Woodlawn's highest priorities for redevelopment, and redevelopment should be in accordance with the strengthened Glendale-Milford overlay zone, as discussed below.
- 2.5 **South side Glendale-Milford.** This area, which extends to Linden Street to the south, contains a combination of uses, many of which are relatively new and stable. The most pressing challenge in this area is to define future land uses for the area's vacant and underutilized properties so that they reinforce each other. Although the office building employed by Brown-Mackie College provides an excellent complementary land use for the surrounding industrial uses, additional development of nursing home or other residential facilities may be problematic because of noise and pollution concerns. Any further non-industrial proposals for this area should be carefully evaluated for potential conflicts, such as nighttime lighting, location and buffering of truck loading zones, and auto access.
- 2.6 **Linden/Marion Area.** This small area includes a mix of industrial and residential properties, including the current Village Service Department facilities. Future development or redevelopment in this area should be limited to uses that will not adversely impact surrounding residences due to noise, dust, pollution or heavy traffic. Offices would be the most preferable use, but facilitating such development will require environmental remediation and coordination with nearby residents.

3. Facilitate the redevelopment of the Novner Drive properties for office and research and development land uses that are appropriate to its surroundings.

It is understood that the Novner Drive development resulted from a court decision several decades ago, although that fact has not been confirmed despite legal record searches. Regardless, the site does not appear to be operating robustly at this time. The Novner Drive properties are surrounded by relatively dense residential and commercial land uses; as a result this site may provide a good opportunity for redevelopment as a small campus-style office facility. Tenants of such facilities would have ready access to a large concentration of potential employees, as well as commercial offerings and cultural events at the revitalized Springfield Pike park (see Plan Element #2). The lots adjoining Novner Drive that are oriented to Springfield Pike should be developed with at least some retail component, and should adhere to the site design recommendations illustrated in Plan Element #2). Retail or restaurants in this area would also benefit efforts to redevelop the properties further west along Novner Drive. The Village may

wish to evaluate zoning strategies for the Novner Drive area and work with property owners to redevelop or improve the properties.

4. Position the Village to successfully address its environmental remediation needs.

As redevelopment and Village property acquisition occurs, a large number of Industrial Park properties are likely to be labeled as "brownfields," or sites where environmental contamination is believed to exist. The Village may wish to contract for preparation of Part 1 analyses to inventory sites that are likely to need environmental remediation. When this inventory has been completed, the Village can use this information to seek compensation, when appropriate, and plan for completion of Voluntary Action Plans. The Village may also find it beneficial to publicize brownfield remediation sources to its existing and potential business operators to help them understand their options.

5. Use capital improvement planning and available infrastructure funding to schedule maintenance and upgrades to all Industrial Park roadways, especially Redna and Taconic.

A large number of roads serving the industrial businesses are in very poor condition, exhibiting potholes, deteriorated curbs and inadequate stormwater drainage. Although the Village will not be able to repair every road immediately, a roadway condition inventory will provide a basis for identifying the most urgent and most visible roadway needs. Incorporating improvements into the Village's capital improvement planning as aggressively as possible will allow the Village to both demonstrate its commitment to the industrial sector and steadily improve the transportation environment for Woodlawn businesses. Consistent communication with industrial sector operators, as outlined in Strategy 1 above, should be part of the inventory process.

- 5.1 **Conduct a systematic survey of roadway conditions for use in capital improvement planning.** If improvement needs appear to be more extensive than a small number of intersections, or driveways, then it may be prudent to conduct a survey of industrial sector road segments and intersections and use that survey to prioritize improvements for inclusion in the Capital Improvement Plan. Such detailed evaluation will also benefit efforts to attract additional funding through grants, if necessary and available.
- 5.2 **Construct localized improvements to specific identified locations.** Based on feedback from industrial sector businesses, small improvements to specific intersections, curb segments, stormwater sewerage systems, apron portions in the public right of way, etc. may provide a cost-effective strategy for significantly improving the industrial sectors' operation and appearance. These improvements may

range from projects costing a few hundred dollars (such as cleaning out a storm sewerage basin) to intersections costing a few thousand dollars (and which may require capital improvement programming and matching grants). Again, it will not be possible to complete all necessary improvements immediately, but the goal should be to demonstrate consistent progress.

5.3 Evaluate options for upgrading the industrial areas' collectors, particularly Chester Road. As noted in Plan Element #1, Chester Road is a rural-style two-lane road with open ditches, no sidewalks and a narrow shoulder. Under the current federal transportation enhancements program (SAFETEA-LU), Chester Road may be a good candidate for various enhancement programs, particularly given the fact that this road serves industries and a low income, predominately African-American community, as well as the fact that it provides a potential pedestrian route to a school. Reconstruction of Chester Road to ensure an industry-standard roadway, adequate stormwater drainage and separation of pedestrians from vehicular traffic would benefit both the residential and industrial users of Chester Road and probably improve industrial redevelopment opportunities.

5.4 Remove unused railroad sidings, such as those crossing Glendale Road. Unused sidings create roadway hazards. Sidings that do not have the potential to serve industrial properties should be removed.

6. Evaluate strategies for allowing the Village to facilitate business expansion via strategic land acquisitions.

As noted in Plan Elements 1 and 2, Village ownership of strategically important parcels gives the Village additional ability to facilitate the types of development that will most benefit the Village. In this case, strategic ownership of some key parcels has the potential to help the Village facilitate the expansion of some of its existing businesses, as well as allowing the Village to require higher standards than would be permitted through zoning in exchange for lease or sale of the property.

6.1 Develop stated criteria for evaluating potential property purchases. Although attempting to identify parcels in this Plan that would be candidates for purchase would likely be counterproductive, the Village may find it useful to develop a set of criteria for evaluating potential land bank uses. Such criteria may be used to determine whether a site is worth acquiring, or as a basis for rejecting sites that do not meet the Village's needs. Criteria should be developed in partnership with Village officials, the planning commission and the Community Improvement Corporation. Effective criteria could include the following:

- The parcel's proximity to multiple built-out sites.

- The parcel's proximity to already-assembled parcels.
- The parcel's ability to provide road access or other benefits to underutilized properties.
- The parcel's potential for environmental contamination, or its ability to add uncontaminated land to a potentially contaminated site as part of its redevelopment.
- The potential to use the site to develop a partnership with a potential developer.

6.2 Re-invigorate the CIC. Woodlawn's Community Improvement Corporation (CIC) has had little activity in recent years, but this organization has the potential to provide a significant benefit to the Village's land acquisition and other industrial sector support efforts. Under Ohio law, only a CIC is permitted to negotiate in confidence for property acquisition without adhering to Sunshine Laws, which can make purchase negotiations with private owners nearly impossible. Any plans to begin strategic property acquisitions should be accompanied by an evaluation of the CIC's recent activities and participation and a strategy to reinvigorate this nonprofit corporation. The CIC can also be tasked with more proactive initiatives, such as overseeing the development of marketing materials or providing a forum for business operators' discussion. It should be noted that an active CIC may require additional Village staffing to manage records, serve as a primary point of contact and generally support economic development initiatives. The Village may wish to consider funding such staff on a full-time, part-time or contract basis if planned CIC activities would make such support necessary.

7. Create a strengthened Glendale-Milford Overlay zone that sets high standards for the redevelopment of Glendale-Milford Road.

As noted in Item #2 above, the Glendale-Milford Road frontage includes many of the largest, most underutilized and most deteriorated properties in the Industrial Park area. Fortunately, this corridor also includes several properties that have adhered to relatively high site development standards, including Ad-Ex, Kattus Sporting Goods and the new Glendale Place senior living facility. As available land in the I-75 Corridor becomes more scarce, it is possible that Glendale-Milford Road can become a center of redevelopment activity, particularly if the Village uses proactive economic development methods and brownfield remediation issues can be addressed. The Village of Woodlawn must treat Glendale-Milford Road as its "front door," recognizing that the first impression created by this corridor will have a profound impact on residents and visitors.

The existing Glendale-Milford Road overlay zone permits a wider range of uses than in other Industrial Park settings, but does not address any site development standards, access management requirements or architectural character requirements. Although the widened land

use alternatives are generally appropriate, repositioning the Corridor as a desirable location will require new development and redevelopment to demonstrate higher levels of architectural treatment, landscaping and access management. In general, the Overlay zone should

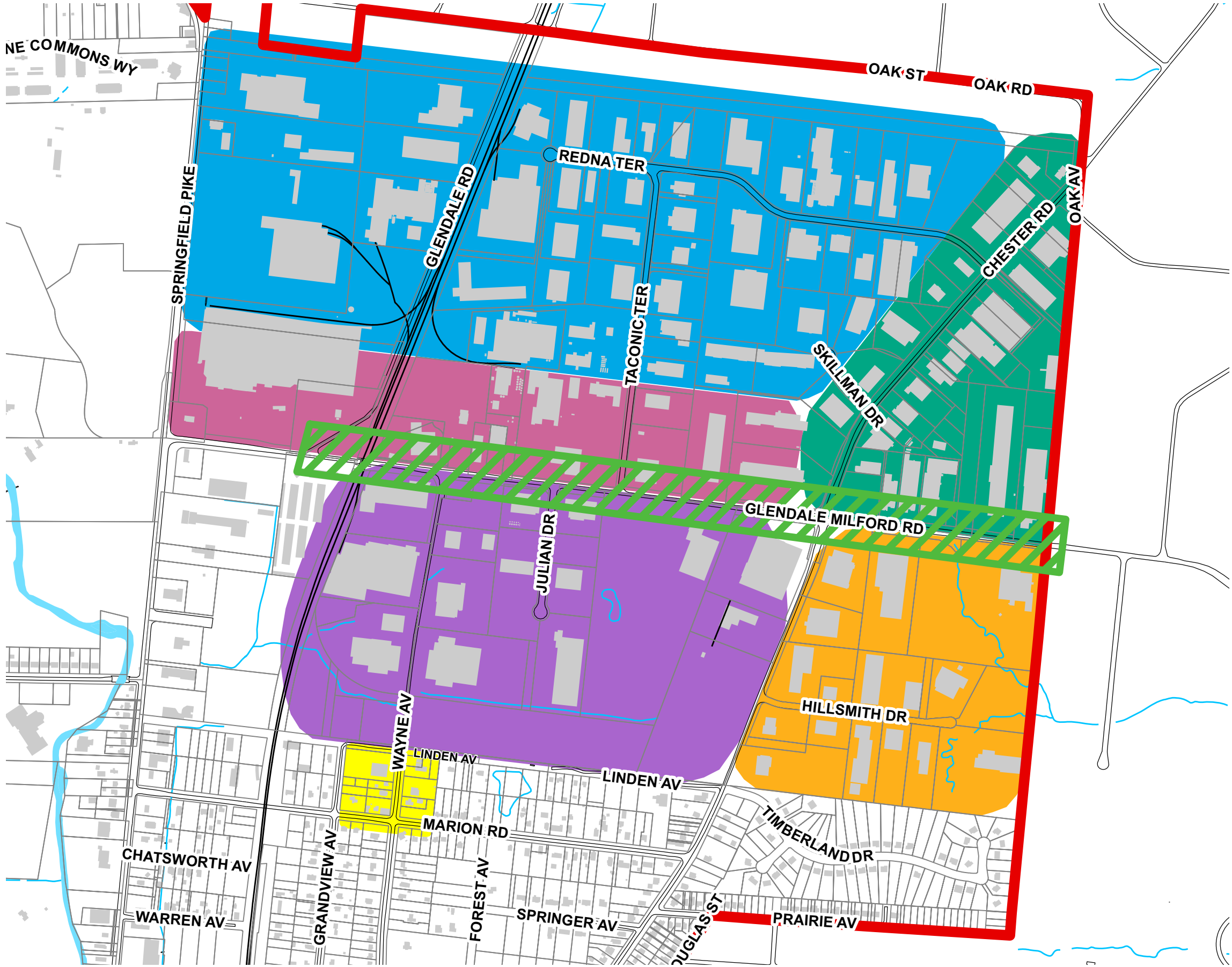
- Limit the number of curb cuts permitted and the width of curb cuts, and encourage access from side streets whenever possible;
- Manage the design, placement and interior landscaping of parking lots to avoid a streetscape of barren parking lots;
- Require reasonable levels of architectural treatment, including brick or concrete panel construction, use of windows in the primary façade; earth tone color schemes; etc.;
- Control signage, particularly larger multi-tenant signage, by requiring ground-mounted, landscape signs similar to those discussed in Plan Element #2 for Springfield Pike. Signs on Glendale-Milford Road should be permitted to be larger than those on Springfield Pike because of the wider road, greater building setbacks and higher average speed of passing vehicles.
- Require substantial landscaping in front of the building. Given the Beautiful Woodlawn motif discussed in Plan Element #4, landscaping should be a particularly high priority in this overlay zone. Approval of landscaping designs should be part of the approval process, and landscape designs should be required to include elements that will be attractive year-round, such as hardscape items and evergreen foliage.

As an incentive for meeting the Overlay Zone's requirements, the Village may also wish to permit greater latitude in terms of building height, site coverage and uses (for example, permitting a land use as long as the proposer can demonstrate that the use will benefit the corridor and not interfere with surrounding properties). The Village should also be willing to permit flexibility in site design as an incentive for meeting its design requirements.

8. ***Evaluate strategies for reusing or redeveloping the current Village Service Department facility on Marion Road and addressing environmental remediation needs.*** Given the large number of properties owned by the Village, this site may provide an opportunity to relocate or consolidate Village services, or generate additional income through its sale as surplus property. This site's proximity to residential properties will create significant challenges to non-polluting commercial or industrial reuses, and its history of road salt and vehicle storage indicates that environmental remediation may be necessary before other uses can be considered.



Village of Woodlawn Master Plan



- Legend**
- Woodlawn
 - Glendale Milford Overlay Zone
 - Industrial Subarea**
 - Chester Road Vicinity
 - Hill Smith Vicinity
 - Redna & Taconic
 - North Side Glendale-Milford
 - South Side Glendale-Milford
 - Wayne/Linden Area

Figure 16:
**PLAN ELEMENT:
Successful Industry**

Source: Cincinnati Area Geographic Information System

May, 2007

JE JACOBS
Edwards and Kelcey

0 500 1,000 2,000 Feet





10. Plan Element #4: Welcome to Beautiful Woodlawn

Woodlawn is unique among Mill Creek Valley area communities for its trees and its extensive natural green spaces. These include the Village Civic Center area, the Mayview Forest Area and Glenwood Gardens, among others. As the public participation and Regional Context Analysis indicated, this character may present Woodlawn's best opportunity to differentiate itself from surrounding communities and establish itself as a location of choice in Greater Cincinnati. Given that nearly one quarter of Woodlawn's land mass consists of parkland, and that most of Woodlawn's neighborhoods feature mature trees and an attractive natural setting, it is appropriate that Woodlawn continue to position itself as a beautiful, park-like community.

Despite this character, however, a large proportion of Woodlawn's most visible public areas do not present a high quality natural appearance. Locations such as the Glendale-Milford Road frontage and the Springfield Pike corridor generally lack a consistently attractive appearance. Challenges include the following:

- Both Glendale-Milford Road and Springfield Pike have very minimal public right-of-way other than that consumed by the roadway. This eliminates one of the key opportunities to establish an attractive natural character: unless the right of way can be widened, there is little opportunity to line the road with large trees, such as are found in surrounding communities.
- Given that most visitors to Woodlawn will use one of these two arteries, the public perception that these roads create will have a large impact on Woodlawn's ability to present itself as it wishes to. Strategies for improving pedestrian access and streetscaping incrementally were discussed in Plan Element #2, but mature trees will not develop on Springfield Pike for many years. Glendale-Milford Road presents even fewer opportunities for such enhancements, since there is virtually no unpaved public right of way and there are few existing or anticipated pedestrian destinations that would create a justification for installing sidewalks and streetscaping.
- Springfield Pike has some streetscaping elements, most notably the saucer-like planters and gas-style pedestrian lights, but these features tend to lack the impact that they should. Part of this lack of impact is due to the level of streetside visual clutter - the lights, and particularly the planters, tend to be lost in the rush of signs, buildings, cars and other elements that line the roadway. Given the disjointed appearance of private development on the Pike (as discussed in Plan Element #2), the small number of low planters are almost invisible to the motorist. Pedestrians are more likely to see these features, but even at the pedestrian scale they are too small, too scattered and too disconnected from everything else

to create a memorable visual impact - and a memorable visual impact is necessary to create a strong impression of the street as a desirable location.

- In places where there have been streetscape improvements, maintenance of these features appears to be lacking. On Springfield Pike, there are some planters that have been placed in locations that do not get enough sun to grow the same plants as in others. In several locations, existing brick pavers in the sidewalk have heaved and have not been replaced, while some of the gas-style street lamps evidence peeling paint and damage. On Glendale-Milford Road, a series of small median islands that were constructed during the road widening in 1999 have received minimal landscaping, despite having water and electrical service available.
- Woodlawn has older, routed-wood style gateway markers at its borders along several collector roads, including Chester, Mayview Forest and Grove Avenue. These signs are functional, but their appearance is dated and their surroundings are overgrown. Woodlawn has no gateway markers at its borders along Glendale-Milford Road and the north end of Springfield Pike. There is a nicely-designed gateway sign at the south end of Springfield Pike, but it is adjacent to the southbound lanes of the roadway and is not readily visible to northbound travelers entering the Village. This lack of gateway markers at the most heavily-traveled entrances to the Village help perpetuate regional perceptions of Woodlawn as an undifferentiated place between two prominent communities. For Woodlawn to establish itself as a unique and desirable place, announcing its presence at these gateways is vital.

The following recommendations focus on creating highly visible, physical improvements that will help establish Woodlawn's regional identity and reinforce residents' pride in Beautiful Woodlawn.

Statements from the Woodlawn Master Plan Vision that are reinforced by this Plan Element:

- **Our neighborhoods are attractive and well maintained, and they offer a mix of quality housing options for people in all life phases and income levels.**
- **Woodlawn residents of all ages enjoy our unique park and trail system, our outstanding indoor and outdoor recreational resources, and community events.**
- **Woodlawn's major corridors, highly visible public areas and key gateways support our claim that we are "Beautiful Woodlawn."**

- Woodlawn preserves its green spaces and natural beauty so that all our residents can use and enjoy them.
- The Village's government works to make wise decisions that focus the many strengths of the community into a vibrant whole and keep the community focused on realizing our vision.

Plan Strategies:

1. Ensure that all existing public facilities, including buildings, landscaping, sidewalks and parks, are well maintained.

One of the reasons why the public participation conducted for this Plan demonstrated that Woodlawn is not perceived as being as attractive as it should be is because many of the publicly-managed areas that are visible to residents, business operators and visitors have not been well maintained. Maintenance issues observed or raised by members of the public during the preparation of this Plan have included planters with sickly plants; heaved sidewalk pavers; broken gaslights; weeds along sidewalks and in public grassy areas; absent or deteriorated landscaping in the Glendale-Milford medians, and deterioration of some public facilities, such as the baseball field on Woodlawn Boulevard and the bridge across the West Fork between Bicentennial Park and the recreation complex.

Although public spaces are subject to damage and deterioration and cannot be expected to be perfect at all times, the level of deterioration that has been noted in some locations detracts from the Village's appearance and may lead observers to assume that the Village is not as affluent and progressive as it wishes to be. Attention to details in maintenance is necessary, not only to prolong the life of a public investment, but to ensure that the dollars invested in public spaces have the return on investment that was desired when the money was expended.

2. Upgrade all of Woodlawn's major Streetscape and entrances by coordinating all improvements through a Streetscape and Gateways Design Plan that provides a palette of design strategies and phases improvements over time.

Because of the number and scope of landscape improvements needed, Woodlawn will need to use its Capital Improvement Planning process to phase the recommended improvements over a period of several years. One of the greatest challenges of urban design is to ensure that

improvements that are made over a long period of time are visually consistent and convey a high quality public image. Uncoordinated, piecemeal improvements are likely to lead to an uncoordinated, piecemeal appearance, and without a high level of consistency, landscape features or other improvements will not demonstrate the Village's commitment to quality, and are likely to be mistaken for private property landscaping or become simply another part of the jumble of the landscape.

The Streetscape and Gateway Design Plan must create a vocabulary of public space improvements that will clearly appear to be continuations of the same Village identity. The Plan will ensure that all public space improvements constructed by the Village contribute to the perception of the Village as a distinct, high-quality place. By coordinating designs through a detailed design plan, the Village will be able to demonstrate that it is a place that has a unique place in Greater Cincinnati, one that projects commitment to high quality. A coordinated streetscape and gateway program will also strengthen the Village's efforts to raise its requirements for private development by establishing a higher standard for site improvements.

The Design Plan must be based on a detailed analysis of the trees, plants and hardscape (walls, paving, etc.) materials that will work best across the range of locations where improvements are planned. As every home gardener knows, a plant that thrives in one location often does poorly in another because the light, pollution or other factors are different. Because of the scale and the public investment necessary, Woodlawn must ensure that the design palette will work equally well in all planned locations. Given that a large number of the landscape sites identified in this Plan Element are on hillsides, choosing trees, plants and design strategies that can succeed on hillsides is particularly critical.

The Design Plan should include the following elements:

- It should use the hierarchy of improvements outlined below and in Figure 17 to identify the exact locations of improvements. Given the need to acquire property or easements in some instances, these locations may need to be revised over time.
- It should develop a standard set of design features, including sign design, types of stone or paver blocks, and specific variants of trees and plants to be used. These features should be adaptable to any of the proposed improvement sites and should be able to thrive in all of the proposed locations.
- The Design Plan should develop a hierarchy of typical designs for each of the different types of improvement locations (major gateways, secondary gateways, intersection improvements, etc.). These typical designs should identify the preferred elements for any site of that type and should demonstrate how these elements should be arranged. These typical designs can

be modified to fit the specifics of each location, but the typical designs will ensure that the final results are part of the overall system and convey the same visual message.

- The Design Plan should estimate costs for construction and maintenance, and it should develop a phased schedule of construction that will help the Village budget for the improvements over several years. The phasing should also prioritize improvements so that the Village's funds are spent most effectively.

3. Base the Streetscape and Gateway Design Plan on a strategy of developing high-impact, concentrated improvements at strategic locations.

Although streetscapes are usually linear elements that use a regular pattern of amenities along the length of a corridor, this strategy will not be adequate for Woodlawn's needs. Since available public right of way is scarce, and since maintenance funds and staff are limited, improvements must be designed in such a way as to

- Limit the amount of additional right of way needed;
- Maximize the Village's funds by gaining the highest possible visual impact for each site; and
- Maximize the efficiency of maintenance.

This strategic approach to streetscape and gateway design should include the following elements. Proposed locations for these improvements are identified on Figures 18, 19 and 20.

- **Major Gateways.** These locations will announce that the motorist is entering Woodlawn, a community that is beautiful, believes in high quality and is a desirable location. These gateways should have a ground-mounted sign that uses the design elements from the sign that currently exists on the south end of Springfield Pike (this design is clean and attractive, and would be easy to transfer to other gateway signs. Using this sign also eliminates the cost of developing a new sign concept). For maximum impact, the sign could be mounted on a brick or stone wall. The sign should be surrounded by attractive landscaping that includes a mix of trees, evergreens, and perennials (and annuals, if maintenance of annuals can be assured).

The gateway at Glendale-Milford Road is probably the most important, and should be designed at a larger scale than the other two gateways because of the width and speed of Glendale-Milford traffic. The location identified for this Gateway on Figure 20 is in the front yard of a private business. The Village will need to make arrangements with this property owner or a nearby property on the north side of the road to purchase, lease or gain an easement for the construction and maintenance. It should be possible to work out favorable terms, perhaps by structuring it as a charitable contribution. This gateway should have a sign at least six feet in height and eight feet in length, including landscaping.

The preferred location for the major gateway on Springfield Pike at the Village of Glendale border would be on the buffer land owned by the Village of Glendale on the east side of the road south of the intersection with Route 4. Given that this is largely unused land, negotiations should not be difficult. This gateway should be somewhat smaller than the one at Glendale-Milford; a sign similar to the existing sign at the south end of Springfield Pike would probably be appropriate. Woodlawn may also wish to discuss some landscaping for the island in the intersection, which is within Glendale's boundaries, to further enhance the area.

The gateway at the south end of the Village could use the existing sign, but it should be relocated to the east side of the roadway so that it is facing incoming traffic. A good location would be directly across from its existing location; if that is not feasible, the frontage of the Wyoming Recreation Center may provide a good alternate. If the gateway is located in this area, a stone or brick sign similar to that proposed for Glendale-Milford may be appropriate because of the large amount of open space available.

- **Secondary Gateways.** Secondary gateways are located at entrances on collector streets. These streets have existing gateway signs, but these signs are of a dated routed-wood design and have no surrounding landscaping. These gateways are located in natural wooded areas, and as they are replaced, that visual character should be reinforced. As feasible, these gateway signs should be replaced with smaller versions of the Springfield Pike gateway signs and a small area around the base of the sign should be cleared of brush and landscaped with simple, low-maintenance perennials from the set developed in the Streetscape and Gateway Plan.
- **Intersection improvements.** Creating concentrated landscaped areas in highly visible locations is one way to continue the design presence established by the Major Gateways along Glendale-Milford and Springfield Pike. For the Glendale-Milford Road intersections, improvements should include a hardscape feature, such as a wall or pillar, which has an element of the Beautiful Woodlawn sign design on it. This feature should be surrounded with complimentary landscaping, including trees, if space permits. At the Springfield Pike locations, pedestrian amenities such as benches and trash receptacles should be part of the design; these should also carry the Beautiful Woodlawn logo. Landscaping in these areas may be more limited due to space but should be designed for the highest visual impact possible. Some of these locations fall on Village controlled land, while others will require an arrangement with surrounding property owners.

The Intersection improvement at Springfield Pike and Glendale-Milford is particularly important, and should be designed with the larger scale elements of the Glendale-Milford sites and the pedestrian amenities of the Springfield Pike sites. The Village should coordinate with the Hamilton County Park District to establish the site on the highly visible southwest corner of the intersection. The Park District could also improve its visibility by co-locating a

new sign for Glenwood Gardens in conjunction with the Woodlawn intersection design. These must be carefully coordinated to create a harmonious appearance.

- **Landscape Pockets.** Landscape pockets can be used to create the linear connection between more intensively landscaped sites and maintain a visual reminder of the Village's attractiveness between these locations. Landscape pockets should use intensive groupings of the same design elements as the other landscape sites, but without the hardscape elements. Three landscape pockets have been identified on raised berms along Glendale-Milford and the north end of Springfield Pike. Several landscape pockets are also identified along the Springfield Pike frontage south of Riddle Road. Depending on redevelopment activity, other landscape pockets may be possible.
- **Wayfinding.** As many residents and Key Person Interviewees noted, Woodlawn has a variety of attractions that casual visitors may not notice. This is partly due to the fact that a large amount of the municipal complex, including the Community Center, the swimming pool, Woodlawn Elementary School and Glenwood Gardens are not located directly on Springfield Pike or Glendale-Milford Road. The Streetscape and Gateways Design Plan should include a typical design for a simple sign that incorporates the design elements discussed previously and provides arrows indicating the direction to these major destinations. A small number of separate locations can be shown on one sign. Individual businesses should not be signed because of their likelihood for turnover, but general areas (Springfield Pike Commercial District, Woodlawn Industrial Park), may be identified.
- **Linear Streetscape elements.** As noted in the introduction, Woodlawn's limited available right of way limits the amount of impact that can be achieved through conventional linear streetscapes. However, linear elements should be included to provide consistency and propel the visual theme of the corridors along their lengths.

The Streetscape and Gateways Design Plan should include a typical linear segment design for Springfield Pike. It should identify preferred spacing of street lights, street trees, decorative pavers and any other elements. This typical segment will also allow the Village to implement the linear streetscape consistently along the length of the Corridor whenever additional easements for sidewalks are being negotiated. When the Bicentennial Park improvements and the new construction outlined in Plan Element #2 occur, this typical streetscape can be implemented as a way of demonstrating to other property owners how attractive the new streetscape will be. It may also be possible to negotiate such easements in exchange for constructing this streetscape, particularly in locations where the existing building is set back from the street.

Since the streetscape is not likely to be constructed immediately, the Village can also use small, carefully-designed banners on the existing gaslights to create a sense of linear

consistency. It will be necessary, however, to ensure that the existing poles are structurally able to hold banners (not all poles are) and that banner brackets can be purchased for them. Banners of Springfield Pike must be designed to have a consistent visual impact without overwhelming the viewer or adding to the visual clutter. Banners should be small and contain only two or three colors in a simple graphic design (again, this design can be drawn from the Beautiful Woodlawn sign). Banners should not be placed on every existing pole, as that will result in too many banners in the visual field. Banners on every other pole or every third pole, alternating from one side to the other, would probably be adequate.

Banners may also be appropriate on Glendale-Milford Road, although the scale of the road will require that the banners be much larger and higher than on Springfield Pike. Banners on both roads should use the same design elements.

- **Glendale-Milford median islands.** The Streetscape and Gateway Design Plan should also address the Glendale-Milford median islands, although options for these islands may be limited. Given the islands' narrow dimensions, it appears unlikely that the planters currently on Springfield Pike could be relocated to these islands because it appears likely that the planters would either extend slightly beyond the islands' curbs or would be close enough to the curbs to be clipped by passing vehicles. This is particularly likely in light of the volume of tractor trailer traffic accessing driveways along Glendale-Milford Road.

Landscaping on these islands will need to be constrained to a narrow strip down the center of the island, with grass or mulch between the planted area and the curb. Landscaping on the islands must be designed to coordinate with the other landscaped areas, but they must also be highly pollution resistant. Given the volume of traffic and the number of trucks on Glendale-Milford Road, any trees included in the medians must be small, hardy and upright in aspect. Selecting appropriate trees will require particularly careful attention, since a tree that grows too tall, spreads too wide, blocks the view of oncoming traffic or cannot tolerate high levels of exhaust fumes will create a new set of problems. Landscaping or trees in the islands will also require development of a maintenance strategy to ensure that they remain attractive despite their location. The Village must keep in mind that street trees may need to be replaced as soon as 10 years and the potential maintenance issues related to each type of median treatment.

- **Enhance Springfield Pike bridge at Grove when it is replaced.** When the Springfield Pike bridge is replaced, the Village should lobby the Ohio Department of Transportation (ODOT) to use context-sensitive techniques in the design of the replacement bridge. Context-sensitive design will go beyond basic deck bridge construction and may include ornamental railings, signage and other design features. To be successful, Woodlawn must know of plans to replace the bridge before it is designed, which may be years in advance of construction.

■ **Pedestrian crossing enhancements.** Pedestrian crossings present a particular challenge along Springfield Pike, and options for enhancing the roadway may be limited by the Ohio Department of Transportation. The Design Plan, however, should also include a crosswalk enhancement strategy that meets ODOT requirements and can be used for implementation when the opportunity is available. Potential enhancements may include pavers or tinted concrete in the roadway. The Riddle Road and Grove Street intersections, which are already signalized and include a pedestrian crossing phase, are the best currently available opportunities. If the access road aligned with the terminus of Marion at Springfield Pike is constructed (see Plan Element #2), this intersection would also be a top candidate for enhancement.

4. Support efforts to continue to improve the Woodlawn’s recreational facilities and access to them. Woodlawn is especially fortunate to have an expansive amount of recreational land available, particularly in the Civic Center complex. Recreation facilities have been consistently demonstrated to impact whether or not a community can attract and retain residents, and this regional trend is expected to continue. As Woodlawn’s neighboring communities continue to enhance their recreational offerings, continuing to maintain and improve Woodlawn’s resources will play a key role in its ability to retain and attract residents and businesses.

4.1 Continue to program improvements to the Village’s park and recreation center facilities according to the Recreation Master Plan. Woodlawn’s Recreation Master Plan identifies an ambitious program of improvements, including tennis courts, community gardens and other amenities to supplement the existing soccer and baseball fields, swimming pool complex and other facilities. Several of the identified improvements, including the pavilion, have been constructed. Woodlawn should continue to program and maintain these improvements. Given the proposal for additional residential development west of the Civic Center, the Village may wish to reevaluate or slightly reconfigure plans for gardens and yard waste disposal as identified on the Recreation Master Plan.

4.2 Complete the pedestrian network in the Civic Center area. One of the benefits of the concentration of recreational facilities at the Civic Center site is the ability for users to walk from one activity to another. For example, students enrolled in the summer camp program at the Community Center can walk to the swimming pool on a daily basis. However, the sidewalk system within the Civic Center complex is incomplete - for example, summer camp students find themselves walking in the grass or on the roadway because the sidewalk between these two locations has not been completed. A careful evaluation of existing recreational facilities and Master Plan will identify any missing pedestrian links.

4.3 Conduct an assessment of the Caboose and determine if a viable and cost-effective use exists. It is possible that the railroad caboose car that sits in front of the swimming pool could be used constructively, but at time the car and its surroundings appear unused and minimally maintained. It is understood that this resource was donated to the Village, but because of the highly visible site that it occupies, the caboose needs to be maintained and used, or it should be removed. The Village may find it beneficial to recruit the Cincinnati Railroad Club to examine the car and recommend future uses, whether on site or otherwise.

4.4 Support completion of the West Fork Bikeway, particularly by facilitating the completion of the link across Springfield Pike. As discussed throughout this Master Plan, the West Fork Mill Creek Bikeway has the potential to become a highly desirable feature of the Village. Designing a safe and pleasant Springfield Pike crossing will be essential to the success of the Bikeway, and completing this link will increase Woodlawn’s desirability for residents and visitors. The Village must play an active role in identifying an appropriate crossing and helping develop grant funding to support its construction.



Village of Woodlawn Master Plan



Legend

- Woodlawn
- Intersection Landscaping
- ✱ Major Gateway
- ✱ Alternative Major Gateway
- ✱ Secondary Gateway
- Pedestrian Crossing
- Pocket Landscape
- Improvement Park Plan

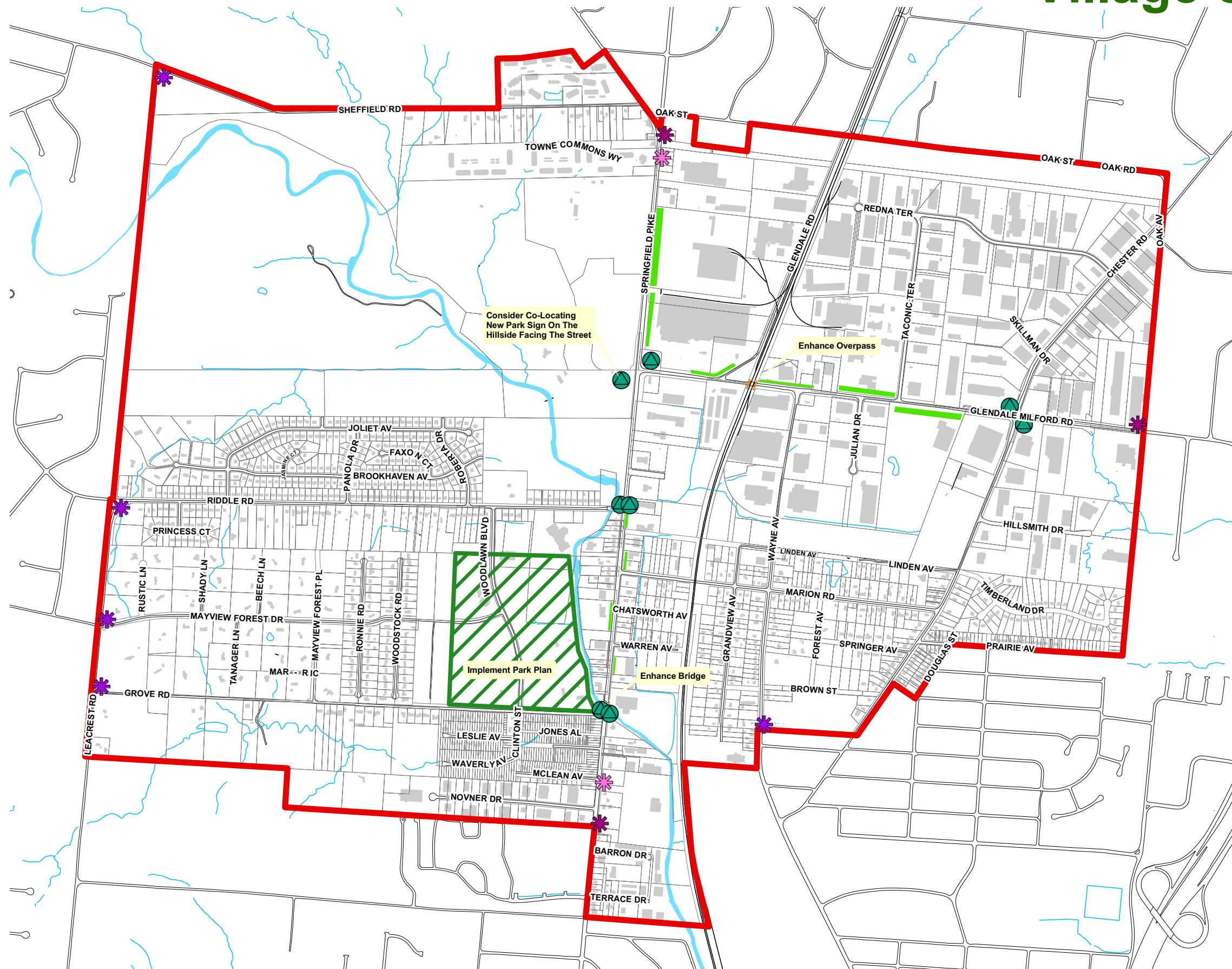


Figure 17:
**PLAN ELEMENT:
Introducing
Beautiful Woodlawn**

Source: Cincinnati Area Geographic Information System

May, 2007

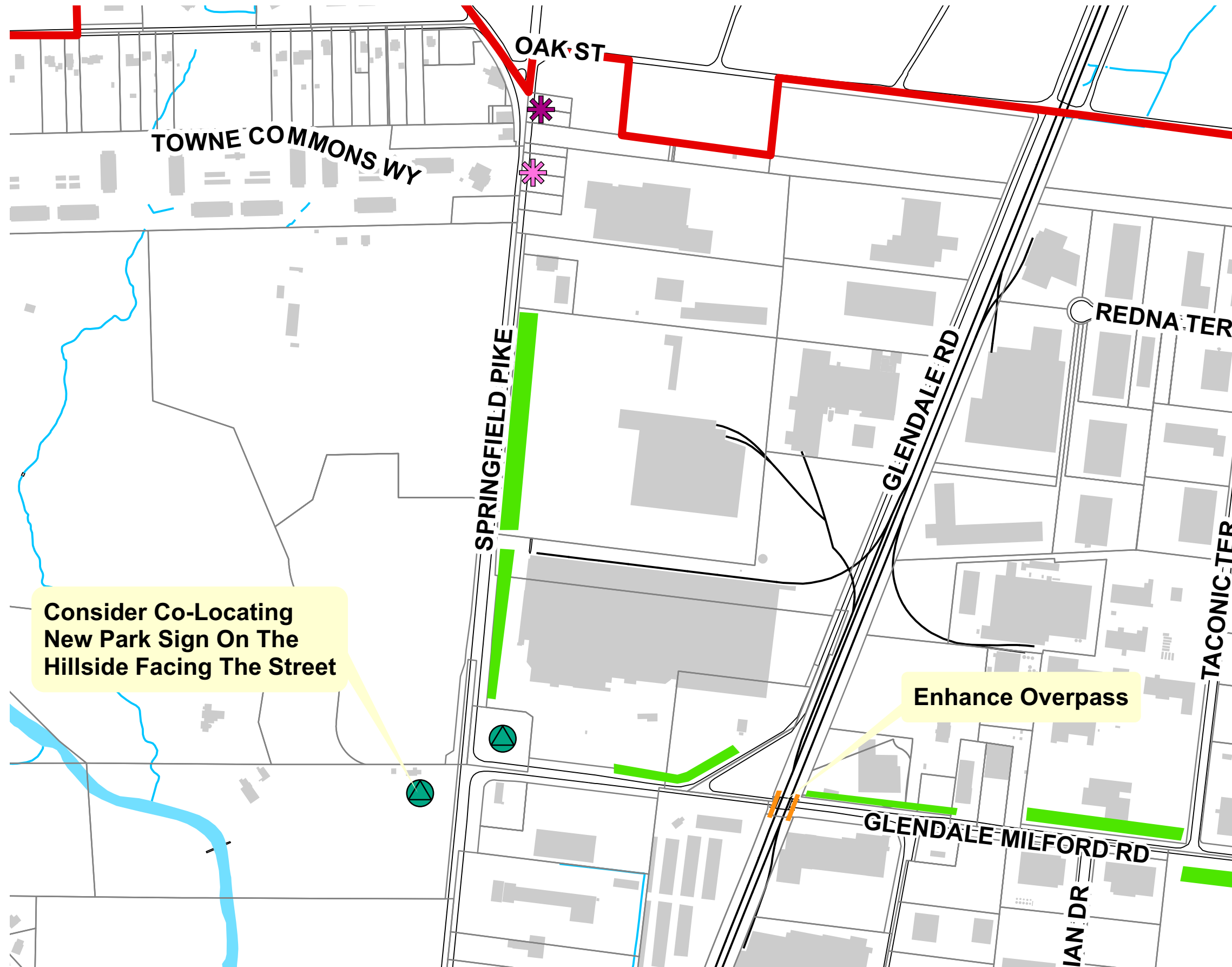


0 500 1,000 2,000 Feet





Village of Woodlawn Master Plan



Legend

- Woodlawn
- Intersection Landscaping
- Major Gateway
- Alternative Major Gateway
- Secondary Gateway
- Pedestrian Crossing
- Pocket Landscape
- Improvement Park Plan

Figure 18:
**PLAN ELEMENT:
Introducing
Beautiful Woodlawn**

North Springfield Pike

May, 2007

Source: Cincinnati Area Geographic Information System

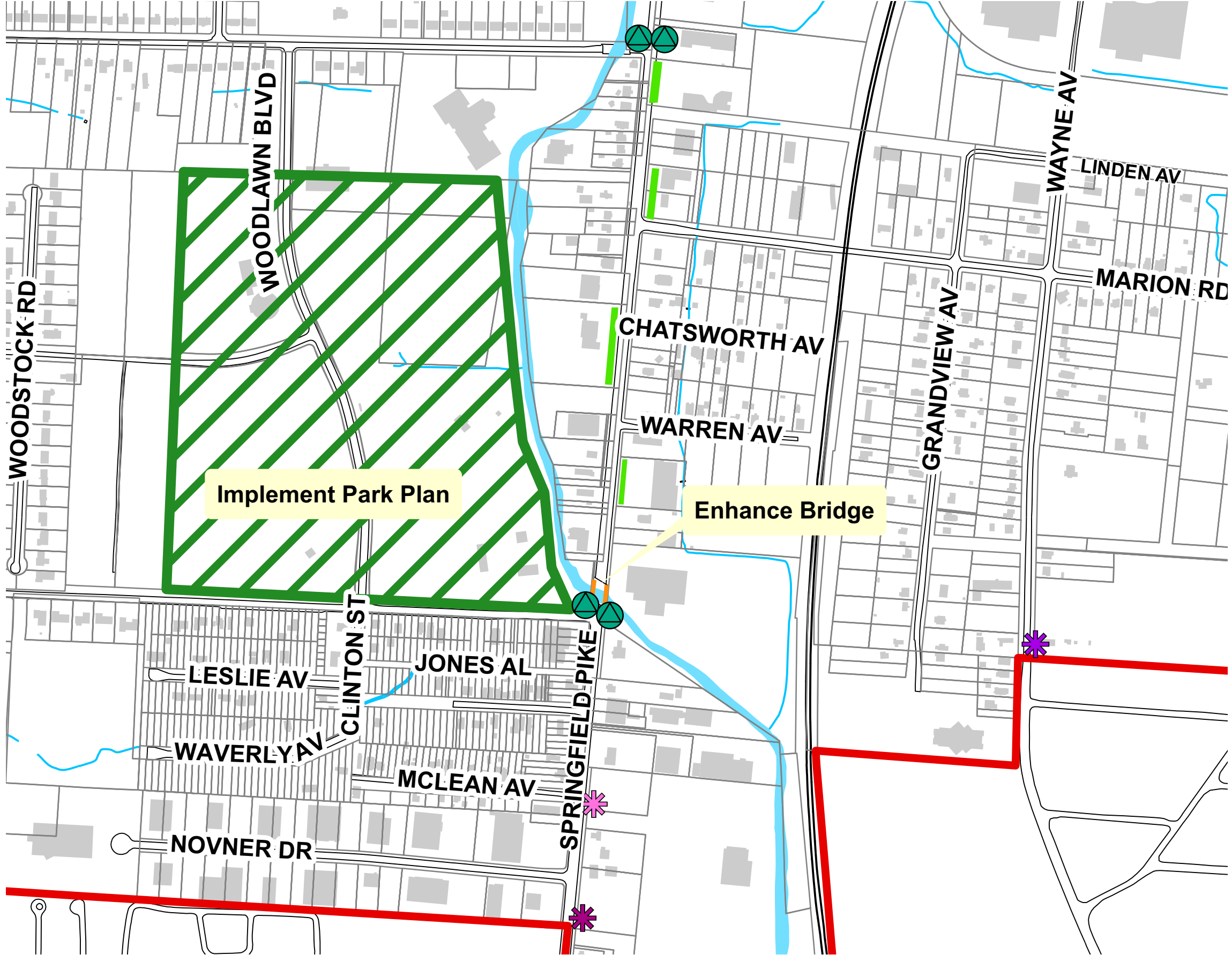
JE JACOBS
Edwards and Kelcey

0 500 1,000 2,000 Feet





Village of Woodlawn Master Plan



- Legend**
- Woodlawn
 - Intersection Landscaping
 - Major Gateway
 - Alternative Major Gateway
 - Secondary Gateway
 - Pedestrian Crossing
 - Pocket Landscape
 - Improvement Park Plan

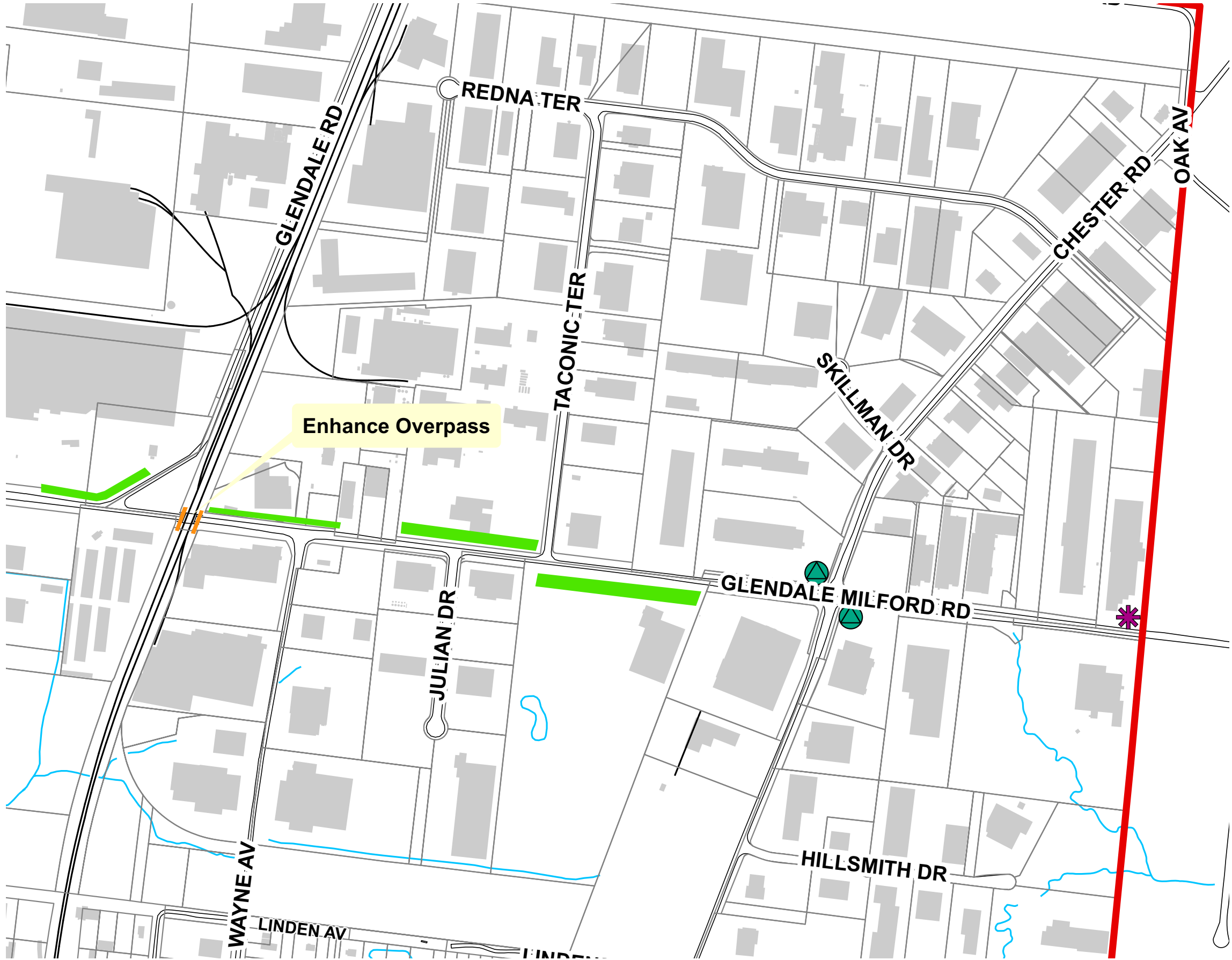
Figure 19:
PLAN ELEMENT:
Introducing
Beautiful Woodlawn

South Springfield Pike

May, 2007



Village of Woodlawn Master Plan



- Legend**
- Woodlawn
 - Intersection Landscaping
 - Major Gateway
 - Alternative Major Gateway
 - Secondary Gateway
 - Pedestrian Crossing
 - Pocket Landscape
 - Improvement Park Plan

Figure 20:
PLAN ELEMENT:
Introducing
Beautiful Woodlawn

Glendale Milford Road

May, 2007





11. The Implementation Matrix

The final element of the Woodlawn Master Plan is the Implementation Matrix. This table identifies each of the Plan’s recommendations and outlines a strategy through which the Village can work toward achieving that recommendation. Implementation elements include the relative level of priority, time benchmarks, lead and supporting entities and a preliminary understanding of funding needs and potential funding sources. The Implementation Matrix was developed by the Steering Committee for implementation by various Village Councils, Boards and Commissions as well as private entities.

Plan Element #1: Vibrant Residential Communities										
Importance	Element Number	Action Plan Steps	What should it include?	Begin By When?	Complete by When?	What does it need to be coordinated with?	Who should lead?	Who should help?	What will it cost (Estimate)?	How pay for it?
1. Ensure that Woodlawn’s existing housing stock maintains its value by proactively supporting property maintenance.										
A	1.1	Continue to support aggressive and detail oriented building and property maintenance code enforcement.		Ongoing	Ongoing	Zoning, Police, Fire Department	Village Administration & Council	Police, Fire Department.	ongoing	ongoing
A	1.2	Help Village residents, particularly its elderly or disabled homeowners, to meet the Village’s property maintenance standards.	Coordinated Public and Nonprofit-sector led activities; active assistance and information on resources	2008	Ongoing	Building Code/property maintenance enforcement	Village Administration & Council	Nonprofit and faith-based organizations	less than \$1,000	
B	1.3	Maintain continued high rates of homeownership among residents.	Monitoring, home ownership incentives	as needed	as needed	Building Code/property maintenance enforcement	Village Administration & Council	County/regional home ownership support agencies	less than \$1,000	
A	1.4	Improve public infrastructure in existing residential areas to enhance their attractiveness, value and connection to Woodlawn destination centers.	Construct sidewalks and trail extensions in key locations (1.4.1)	2009	Complete identified by 2020 and reevaluate needs	Street construction and improvements; stormwater management; subsystems improvements	Village Administration & Council	Public Works Department, property owners, trail/sidewalk advocates and advocacy agencies	Costs to be determined by site engineering	Safe Routes to School grant program (SAFETEA-LU), state and regional trails initiatives
			Address stormwater management issues as identified (1.4.2)	2009	2015	Street construction and improvements; stormwater management; subsystems improvements	Village Administration	Public Works Department, property owners, Mill Creek Valley Conservancy	Known needs estimated at \$463,000 in 2003	Issue 2 funds, Capital Improvement budget
			Complete process to remove Waverly area from flood plan; file appropriate documentation with Army Corps of Engineers	immediately	2010		Village Administration; Village Engineer		Approx. \$8,000 to \$12,000 for study and documentation	
2. Support construction of new housing that will increase the variety of Woodlawn’s housing stock in terms of ownership and property type options while reinforcing Woodlawn’s high quality standards and natural character.										
B	2.1	Facilitate construction of new residential properties in Woodlawn that will give Woodlawn a wider range of quality housing options.	Determine whether existing Village-owner property can be sold for residential development to catalyze residential market	2010	2020	Civic Center improvements, Springfield Pike development, Grove Street development, Wayne/Marion neighborhood initiatives, property owners, Planning Commission	Village Administration; private and not-for-profit development agencies	Surrounding property existing and planned uses, transportation network, public service needs, neighborhood interests	Feasibility study, if needed, may cost \$10 - \$30,000	Can use Tax Increment Financing (TIF) to fund infrastructure improvements, if necessary.
B	2.2	Support appropriate infill construction in locations where new housing can be developed in a manner that is compatible with the surrounding neighborhood.	Strengthen site standards for Mayview Forest area to preserve character; evaluate public-private partnership opportunities for supporting appropriate new housing construction in Wayne/Marion area.	2009	2015	Surrounding land uses (existing and planning); available and planned infrastructure	Planning Commission; Village Council	Property owners, potential public-private partnership housing development agencies	Approx. \$5,000 for enhanced site standards; Village staff time and effort for development agency recruitment and coordination	
B	2.3	Evaluate and revise the Village’s residential zoning code and subdivision standards to ensure that new residential development will support the Village’s Vision and Plan objectives	Establish residential Planned Unit Development (PUD) regulations and architectural standards	2008	2010	Existing development standards; remainder of Village zoning and subdivision code	Planning Commission; Village Council	Property owners, neighborhood representatives	Approx. \$5,000 - \$10,000 for zoning and subdivision regulation revisions	

Plan Element #2: Destination Springfield Pike										
Importance	Element Number	Action Plan Steps	What should it include?	Begin By When?	Complete by When?	What does it need to be coordinated with?	Who should lead?	Who should help?	What will it cost (Estimate)?	How pay for it?
1. Establish standards for new development, particularly between Riddle Street and the south Village boundary, that will create the Springfield Pike that Woodlawn's residents have envisioned.										
B	1.1	Encourage multi – building, coordinated developments, particularly when they will create pulse nodes of activity.	strategic land assembly when possible	immediately	ongoing	other aspects of site design; existing and planned surrounding development	Village Administration and Planning Commission	Board of Zoning Appeals, property owners	zoning revision completed; cost of property acquisition will depend on specifics of site involved	General fund, Capital Improvement Fund, private sector funding
A	1.2	Continuous curb cuts should not be allowed, and should be removed from existing properties as early as possible.	Access management requirements in regulations; encouragement of and incentives for removal of surplus curb cuts.	immediately	ongoing	other aspects of site design; existing and planned surrounding development	Village Administration and Planning Commission	Board of Zoning Appeals, property owners	zoning revision completed. Village may consider construction assistance with cross-easements; typically less than \$3,000 per easement.	
A	1.3	Only ground-mounted signs should be permitted.	Standards for sign design and landscaping; Village can consider amortizing old signs	immediately	ongoing	other aspects of site design; existing and planned surrounding development	Village Administration and Planning Commission	Board of Zoning Appeals, property owners	zoning revision completed.	Small Village grant to serve as an incentive to remove old signs
A	1.4	Require high quality design features while encouraging building variety.	Architectural standards; Village can offer incentives during review process for higher quality design	immediately	ongoing	other aspects of site design; existing and planned surrounding development	Village Administration and Planning Commission	Board of Zoning Appeals, property owners	zoning revision completed.	
B	1.5	Limit parking, especially near the street.	Site development regulations and PUD - based incentives	immediately	ongoing	other aspects of site design; existing and planned surrounding development	Village Administration and Planning Commission	Board of Zoning Appeals, property owners	zoning revision completed.	
B	1.6	Move the public sidewalk away from the street as much as possible.	incorporate into site design and PUD negotiations	immediately	ongoing	other aspects of site design; existing and planned surrounding development	Village Administration and Planning Commission	Board of Zoning Appeals, property owners	Easements for new sidewalk locations should be negotiated as part of approval process; Village may find it necessary to fund easement purchases. Individual easement purchase unlikely to exceed \$3,00 - \$5,000	General fund or other development assistance programs
2. Facilitate the improvement of existing properties, particularly between Riddle Street and the south Village boundary, that will create the Springfield Pike that Woodlawn's residents have envisioned.										
A	2.1	Use Village maintenance code to create appropriate pressure for property maintenance and improvement.	New and existing codes	immediately	ongoing	other building code and property maintenance enforcement	Village Council and Administration	Chamber of Commerce, property owners	part of regular building code enforcement	
B	2.2	Require improvement of existing parking lots	Based on Overlay standards; improvement required when building permit required	as opportunity presents	ongoing	surrounding sites' planned or potential improvements	Village Administration	Chamber of Commerce, property owners	private property expenditure.	
A	2.3	Relocate parking away from the building front and remove continuous curb cuts.	Feasible when reconstruction occurs or rear property can be claimed	as opportunity presents	ongoing	surrounding sites' planned or potential improvements	Village Administration	Chamber of Commerce, property owners	private property expenditure	
C	2.4	Evaluate strategies for encouraging the improvement of existing properties.	May include site improvement incentives	2009	ongoing		Village Administration	Chamber of Commerce, property owners	Village may choose to fund or fund through nonprofit or corporate sponsor, effective incentive program could be less than \$5,000 per year or higher	Nonprofit agency, corporate sponsor, Village

Plan Element #2: Destination Springfield Pike (continued)										
Importance	Element Number	Action Plan Steps	What should it include?	Begin By When?	Complete by When?	What does it need to be coordinated with?	Who should lead?	Who should help?	What will it cost (Estimate)?	How pay for it?
3. Use the park space next to the existing Fire Department building to create a community gathering place that will support Springfield Pike's revitalization.										
B	3.1	The Village should consider removing the hill in the middle of the park and replacing it with a paved plaza	Plaza should have properly placed pavers or stamped concrete surface; integrate with sidewalk.	2008	2012	other Park improvements and new development on Springfield Pike	Village Administration and Council	Village departments	\$150,000 - \$250,000	SAFETEA-LU competitive grant; corporate sponsorship; NatureWorks competitive matching grant, Tax Increment Financing District (TIF); other governmental and nonprofit funding programs.
B	3.2	The park should receive reasonable enhancements to facilitate its use for informal gatherings, such as benches, staging areas, etc.	Benches and staging area should be part of design plan for park	2008	2012	other Park improvements and new development on Springfield Pike	Village Administration and Council	Village departments	\$5,000 - \$10,000	features can be sponsored by businesses and residents
A	3.3	The bridge across the creek should be well-maintained and marked by signs indicating the direction to the Community Center and other facilities.	Signs should be coordinated with Village Wayfinding system (Plan Element #4)	2009	2014	other Park improvements and new development on Springfield Pike	Village Administration and Council	Village departments	cost is dependent on assessment of bridge needs	SAFETEA-LU competitive grant; corporate sponsorship; NatureWorks competitive matching grant, Tax Increment Financing District (TIF); other governmental and nonprofit funding programs.
A	3.4	The Park should have attractive, well – maintained landscaping. Landscaping does not have to be overly complex or highly elaborate, but it should be clean and attractive.	Coordinate landscaping with the Streetscape Design Plan (Plan Element #4)	2008	2013	other Park improvements and streetscape improvements via Streetscape Design Plan	Village Administration and Council	Village departments	\$5,000 - \$10,000	
B	3.5	The Park should regularly host events that are sponsored by the Village or other agencies with Village approval, such as concerts, performances and public art exhibits.	A regular schedule of formal and informal activities	2010	ongoing	Park facilities and other community events	Village Administration	Village churches, schools, other Village and regional nonprofit agencies	cost to Village depends on sponsoring agency and program	
B	3.6	The parking lot behind the Fire Department should be improved, clearly signed from the street and clearly available for public use.	Marked spaces and organized landscaping, either in islands or at perimeter	2010	2012	other Park improvements and development/redevelopment in the area	Village Administration and Council	Village departments	\$10,000 - \$20,000	SAFETEA-LU competitive grant; corporate sponsorship; NatureWorks competitive matching grant, Tax Increment Financing District (TIF); other governmental and nonprofit funding programs.
A	3.7	Future redevelopment near the Park should visually relate to the park, provide goods that can be used in the park, and reinforce the Park as a community center.	Address via Springfield Pike Overlay zone and PUD negotiation process	immediately	2020	Park Improvements; other private development	Village Administration and Council; Village Planning Commission	Property owners; prospective developers.	cost depends on amount of public property involved	SAFETEA-LU competitive grant; corporate sponsorship; NatureWorks competitive matching grant, Tax Increment Financing District (TIF); other governmental and nonprofit funding programs.
B	3.8	The Park's name should be commonly agreed to, and that name should be publicized on signs, on Village maps and in promotional materials		immediately	2012	Streetscape Design Plan, promotional materials and Wayfinding sign system	Village Council, Village Administration	Private Sector	Costs included in promotional materials and wayfinding system	General fund or private donations

Plan Element #2: Destination Springfield Pike (continued)

Importance	Element Number	Action Plan Steps	What should it include?	Begin By When?	Complete by When?	What does it need to be coordinated with?	Who should lead?	Who should help?	What will it cost (Estimate)?	How pay for it?
4. Manage the maintenance, development and redevelopment of North Springfield Pike to maintain its value and improve its traffic circulation.										
B	4.1	Monitor Glenwood Crossings and maintain lines of communication with the property owner.		immediately	ongoing		Village Administration	Village Council, Planning Commission		
C	4.2	Develop the frontage portion of the property between Fieldstone Terrace and Glenwood Crossings in a manner that supports the area's commercial character and improves the pedestrian environment.		immediately	2012		Village Administration, Council & Planning Commission	Village Board of Appeals, property owner/developer, surrounding property owners	Cost to Village is negligible unless Village participates in development actively.	
B	4.3	Improve pedestrian crossings, particularly the crossing at Glendale-Milford Road, for pedestrians and transit users.	Crossing system should be fully accessible and as convenient as possible. Improvements to intersection can include enhanced transit waiting area.	immediately	2012	Streetscape Design Plan, Village/County/ODOT transportation improvements, SORTA transit routing system	Village Administration, Council & Planning Commission	Village Engineer, ODOT, County Engineer	Cost depends on specific design approach chosen	Issue 2 and SAFETEA-LU competitive grant funds; other available grant programs.
C	4.4	Continue to lobby ODOT for improvements to the State Routes 4/747 intersection to facilitate access from the apartment buildings.	Regular system of long-term pressure for improvements	ongoing	2015	Streetscape Design Plan, Village/County/ODOT transportation improvements, SORTA transit routing system	Village Administration, Council & Planning Commission	Village Engineer, ODOT, County Engineer	Cost depends on specific design approach chosen	Issue 2, Surface Transportation Program, CM/AQ and SAFETEA-LU competitive grant funds; other available grant programs.
C	4.5	Evaluate other strategies for improving access to Springfield Pike northbound from the apartment buildings.	Close coordination with apartment building owners	when possible	ongoing	transportation requirements	Village Administration, Council & Planning Commission	Village Engineer, ODOT, County Engineer	Cost depends on specific design approach chosen	Issue 2, Surface Transportation Program, CM/AQ and SAFETEA-LU competitive grant funds; other available grant programs.
5. Proactively promote Springfield Pike as a business opportunity, particularly for small businesses and entrepreneurial developers, and help support small business growth.										
A	4.5	Develop a comprehensive strategy for Village marketing designed to promote Springfield Pike's strategic advantages.	Market position or "Branding" approach, upgraded Internet presence, print materials, targeted advertising	2009	ongoing	Chamber of Commerce and regional marketing efforts	Village Administration	Chamber of Commerce, key businesses	\$15,000 to \$30,000 over multiple years	partner with regional Chamber and other economic development initiatives as much as possible
A	4.5	Build Woodlawn's reputation as a small business-friendly environment.	Village participation in events, Village hosting of small business events, aid in accessing resources; Best Business Plan competitive cash award program	immediately	ongoing	Chamber of Commerce and regional small business support efforts	Village Administration; Chamber of Commerce	key businesses, small business community	\$7,000 to \$10,000 depending on initiatives	

Plan Element #3: Successful Industry										
Importance	Element Number	Action Plan Steps	What should it include?	Begin By When?	Complete by When?	What does it need to be coordinated with?	Who should lead?	Who should help?	What will it cost (Estimate)?	How pay for it?
1. Ensure frequent and effective communication between Woodlawn’s industrial sector businesses and Village government.										
A	1.1	Develop a regular schedule of contact activities.	Informal and formal methods	ongoing	ongoing	Chamber of Commerce; Economic Development Committee	Village Council	Chamber of Commerce; Economic Development Committee	\$1,000	General Fund, corporate sponsors
A	1.2	Develop a regular schedule of business contacts.	One-on-one, face-to-face contacts between Village representatives and business operators	ongoing	ongoing	Chamber of Commerce; Economic Development Committee	Village Council	Chamber of Commerce; Economic Development Committee	n/a	Activities can be incorporated into existing staff duties or pursued by volunteers
B	1.3	Evaluate the Village’s need for additional economic development/retention or business liaison staff.	Needs may be met by full time or part time staff or by contract employee	2009	ongoing	Chamber of Commerce; Economic Development Committee	Village Administration	Chamber of Commerce; Economic Development Committee	\$40,000 - \$50,000	TIF, General Fund, fees.
2. Focus redevelopment facilitation on the specific needs of the Industrial Park subareas.										
B	2.1	Chester Road vicinity.	Support parcel assembly for redevelopment, permit site flexibility, control truck use	2009	2015	Chester Road improvements; redevelopment of Landmark Baptist Church site	Village Administration and Council; Village Planning Commission	Woodlawn Chamber of Commerce, Hamilton County Development Corporation, property owners/developers	Costs depend on level and type of strategic land acquisition pursued.	Job Ready Sites; small business/ high tech economic development aid
A	2.2	Hillsmith vicinity.	Use dialogue to manage land use conflicts between industrial and adjoining uses; coordinate with any proposed redevelopment of Cincinnati Firing Range site	immediately	ongoing	Surrounding property owners; Village of Evendale	Village Administration; property owners	Village Council, Village Planning Commission	Costs incurred only if constructed mitigation methods chosen	
A	2.3	Redna & Taconic	Maintain close communication to identify needs; improve roadways	immediately	ongoing	Roadway improvements	Village Administration	Village Council, Village Public Works Department, Chamber of Commerce	Roadway improvement costs discussed below.	
B	2.4	North side Glendale-Milford	Support redevelopment through heightened site maintenance and improvement standards, brownfield remediation support, etc.	2009	2015	Upgraded Glendale-Milford Overlay Zone	Village Council	Village Administration, Chamber of Commerce, property owners, state remediation agencies	Costs depend on specific evaluation of brownfield remediation needs and strategic site acquisition opportunities	SAFETEA-LU competitive grant; corporate sponsorship; TIF, state grants.
B	2.5	South side Glendale-Milford	Manage non-industrial land uses through enhanced Glendale-Milford Design Overlay	2009	2012	Other property improvements and Streetscape Design Plan	Village Council & Planning Commission	Village Administration, Property owner/developer and surrounding property owners.	n/a	
B	2.6	Wayne-Linden Area	Facilitate redevelopment in scale with residential neighborhood and environmental remediation	2009	2012	Residential Redevelopments	Village Council & Planning Commission	Village Administration, Property owner/developer and surrounding property owners.	n/a	

Plan Element #3: Successful Industry (continued)										
Importance	Element Number	Action Plan Steps	What should it include?	Begin By When?	Complete by When?	What does it need to be coordinated with?	Who should lead?	Who should help?	What will it cost (Estimate)?	How pay for it?
3. Position the Village to successfully address its environmental remediation needs.										
A			Conduct Part 1 survey of potential brownfield sites to facilitate redevelopment	2008	2010	Redevelopment plans	Village Council & Village Administration	Hamilton County Development Corporation , Ohio EPA	\$10,000 - \$20,000	State EPA grants
4. Use capital improvement planning and available infrastructure to schedule maintenance and upgrades to all Industrial Park roadways, especially Redna and Taconic.										
A	4.1	Conduct a systematic survey of roadway conditions for use in capital improvement planning.	evaluation of roadway surface markings, curb and gutter system, stormwater management system, known substructure needs	2008	2010	Existing roadway and major site redevelopment plans	Village Council & Village Administration	Village Engineer, Village Public Works department	\$20,000 - \$25,000 if fully contracted to outside source	Issue 2, State Transportation Program, CMI/AQ
B	4.2	Construct localized improvements to specific identified locations.	Immediate maintenance needs: stormwater system damage, curbs/gutters, localized roadway surface repairs	2009	2015	Existing roadway and major site redevelopment plans	Village Council & Village Administration	Village Engineer, Village Public Works department	Cost depends on number and scope of immediately repairable locations	
B	4.3	Evaluate options for upgrading the industrial areas' collectors, particularly Chester Road.	Roadway beds, shoulders, curb and gutter and stormwater removal systems upgraded to industry standards	2010	2020	Existing roadway and major site redevelopment plans	Village Council & Village Administration	Village Engineer, Village Public Works department	Cost depends on number and scope of roadway segments identified by survey as needing reconstruction	
C	4.4	Remove unused railroad sidings, such as those crossing Glendale Road.		as available	as available	Existing roadway and major site redevelopment plans	Village Council & Village Administration	Village Engineer, Village Public Works department	Cost depends on roadway reconstruction requirements	
5. Evaluate strategies for allowing the Village to facilitate business expansion via strategic land acquisitions.										
A	4.1	Develop stated criteria for evaluating potential property purchases	Decision factors for determining objectively whether a given acquisition opportunity is likely to benefit the Village. Factors may include likelihood of need for parcel assemblage, potential to provide access to undeveloped land, etc.	2008	2010		Village Council & Village Administration	CIC	n/a	
A	4.2	Re-invigorate the Community Improvement Corporation (CIC).	CIC needs to be able to play active role in property acquisition and sale negotiation and facilitate access to funding options	2007	2010		Village Council & Village Administration	CIC	n/a	
6. Create a strengthened Glendale-Milford Overlay zone that sets high standards for the redevelopment of Glendale-Milford Road.										
B			Overlay zone should allow wide but more controlled range of uses and should require high site and building standards	2008	2010		Village Council and Village Planning Commission	Village Administration	\$5,000 to \$7,000	
7. Evaluate strategies for reusing or redeveloping the current Village Service Department facility on Marion Road and addressing environmental remediation needs.										
B			Site remediation assessment necessary to determine appropriate future reuse needs given surrounding land uses.	2008	2012		Village Council and Village Planning Commission	Village Administration, Department of Public Works, neighboring property owners	\$3,000 - \$5,000 for site assessment if not conducted as part of Village Phase 1 assessment (#3 this Plan Element)	

Plan Element #4: Introducing Beautiful Woodlawn										
Element Number		Action Plan Steps	What should it include?	Begin By When?	Complete by When?	What does it need to be coordinated with?	Who should lead?	Who should help?	What will it cost (Estimate)?	How pay for it?
1. Ensure that all existing public facilities, including buildings , landscaping, sidewalks and parks , are well maintained.										
A			Written Maintenance Plan for all public facilities elements, including landscaping and sidewalks, identifying maintenance tasks, schedules, and equipment required. Use as benchmark for evaluating maintenance	immediately	ongoing	All public space improvement plans	Village Council; Village Administration; Village Public Works Department	Village Recreation Department	development and maintenance become part of regular responsibilities	General Fund
2. Coordinate all improvements through a Streetscape and Gateways Design Plan that provides a palette of design strategies and phases improvements over time.										
A			Palette of hardscape and planting materials, coordinated hierarchy of design elements, typical designs and modifications of typical designs to specific sites, when known.	immediately	2008	Park Design plan (see Plan Element #2), Civic Center improvements	Village Council; Village Administration	Village Recreation department, Village Public Works Department, Village Planning Commission	Cost of plan development: approx \$20,000 - \$30,000	General Fund; Civic Garden Fund competitive grant
3. Base the Streetscape and Gateway Design Plan on a strategy of developing high-impact, concentrated improvements at strategic locations.										
A			Develop strategy for acquiring easements, property purchase or joint maintenance agreements with key locations as identified	2008	2012	Streetscape and Gateways Design Plan	Village Council; Village Administration	Village Recreation department, Village Public Works Department, Village Planning Commission	Cost will depend on phasing of sites, and availability of donated easements. Most purchased easements, with exception of large sites, should cost less that \$5,000.	Seek joint agreement with property owners as often as possible
4. Support efforts to continue to improve the Woodlawn’s recreational facilities and access to them.										
A	4.1	Continue to program improvements to the Village's park and recreation center facilities according to the Recreation Master Plan.	Program improvements into Capital Improvement Plan	2008	2017	Streetscape and Gateways Design Plan	Village Council, Village Administration, Village Park and Recreation Department	Village Public Works	Costs as per Recreation Master Plan	NatureWorks matching grant from Ohio Department of Natural Resources; Surface Transportation Act matching grant; other state and regional trail grants.
A	4.2		Construct sidewalk segments as identified to complete system	2008	2011	Streetscape and Gateways Design Plan	Village Council, Village Administration, Village Park and Recreation Department	Village Public Works	Cost will depend on length, location and construction details; all segments should be completed for less than \$10,000	
A	4.3		Use railroad car specialists to determine salvage potential, reuse and sale potential of resource; use Village staff and residents to identify potential programming uses if salvageable.	2010	2013	Recreation Master Plan	Village Council, Village Administration, Village Park and Recreation Department, donor's representatives	Village Public Works	May be possible to conduct evaluation at no cost; cost of professional evaluation expected to be less than \$3,000	
A		Complete West Fork Bikeway	Support obtaining easements; design and construct trail segment	immediately	2010	Park District; neighboring communities; Mill Creek Greenways Plan, Recreation Master Plan. Streetscape and Gateways Design Plan	Village Council, Village Administration, Village Park and Recreation Department, property owners	Park District; neighboring communities	Cost will depend on preferred design strategy and construction details.	

7. Plan Element #1: Vibrant Residential Communities

To maintain long-term success, Woodlawn must provide high quality housing options for a variety of residents, including families, singles, empty nest households and seniors. Woodlawn has unique opportunities to capitalize on its residential assets, including

- Mature tree cover and natural character,
- Well-maintained neighborhoods,
- Regional highway access,
- A new public school, and
- The Village's location among several communities that are experiencing quality residential infill.

To benefit from these advantages, however, Woodlawn must be proactive in protecting the value of its existing neighborhoods and ensure that it has laid the groundwork for the type of new residential construction that will most benefit the community.

Statements from the Woodlawn Master Plan Vision that are reinforced by this Plan Element:

- **Our neighborhoods are attractive and well maintained, and they offer a diversified mix of high quality housing options for people in all life phases and income levels.**
- **Woodlawn preserves its green spaces and natural beauty so that all our residents can use and enjoy them.**
- **Our Village is automobile, bicycle and pedestrian friendly.**
- **Woodlawn has a high quality of life for its residents through public services, education, and close proximity to a variety of shopping.**

Plan Strategies:

1. Ensure that Woodlawn's existing housing stock maintains its value by proactively supporting property maintenance.

- 1.1. ***Continue to support aggressive and detail -oriented building and property maintenance code enforcement.*** Successful mature communities protect their value by ensuring that properties are well constructed and maintained. Successful mature communities are able to attract new property owners and keep existing property owners because people have confidence that their investment will not be devalued by other peoples' lack of investment. Building code enforcement protects other property owners against the impacts that poorly-maintained properties have on the value of what is probably their largest investment.

Although property maintenance enforcement may create potential hardships for some property owners, these hardships can be addressed through the strategies identified in 1.2. Any such concerns, however, must be balanced against the benefits Woodlawn property owners gain from their property's location in a well-maintained community. Woodlawn's residents used the Community Survey and the Vision Open House to express a clear preference for strong property maintenance enforcement.

- 1.1.1. ***Continue to maintain a high level of staff capacity for full time property and building code enforcement.*** The Village has recently increased its capacity for property and building code enforcement, and this strategy has already had positive benefits for the Village's residents and business owners. Vigilant property and building code enforcement will be essential to maintaining the Village's viability.
- 1.1.2. ***Evaluate the Village's existing building and property maintenance code over time to ensure that new technologies are required where appropriate, and that new strategies for evaluating code requirements for existing and older buildings are used.***

Consistent and stringent enforcement of the Village's existing codes is likely to significantly benefit the Village's properties, but it is possible that increased enforcement will illuminate items in the code that need to be revised.

Additionally, national building code standards have evolved significantly in recent years to enable a more flexible approach to renovations to existing buildings - in many communities, overly rigid building codes have prohibited reasonable strategies for addressing the needs of older buildings, preventing rehabilitation of usable structures. Regular evaluation of building code issues among Village staff may provide an opportunity to improve the Village's capacity over the long run.

- 1.2. Help Village residents, particularly its elderly or disabled homeowners, to meet the Village's property maintenance standards.** Woodlawn's home owners include a significant number of elderly residents, some of whom may find it challenging to make necessary repairs or conduct home maintenance. Since these homeowners are vital to the community's stability and are critical to Village life, it is in the Village's public interest to help these residents meet the standards necessary to maintain the Village's property values and residential desirability. Although these programs are likely to require some investment of Village time to initiate, there are likely to be a relatively small number of homeowners who would be eligible for such assistance, so the actual investment is not likely to be extensive.

Although property maintenance assistance programs have begun to develop in southern Ohio, a larger number of such programs exist in the Greater Cleveland area, as well as mature areas throughout the eastern United States. The Village may find it useful to pursue opportunities such as Ohio Municipal League meetings to discuss these issues with other mature communities throughout the state.

1.2.1. Tap volunteer networks to coordinate regular cleanup/maintenance assistance.

Churches and other community groups in Woodlawn and surrounding communities sometimes sponsor volunteer work days to assist senior and disabled homeowners with routine maintenance, seasonal cleanup and other relatively simple but labor-intensive tasks. This can occur through the national Make a Difference Day initiative or through private initiatives or local events.

The Village may find it useful to initiate discussions with churches and other social groups in or near Woodlawn to discuss the possibility of participation in a Help Out day. The Village may also find that such an activity provides an opportunity to engage the business and industrial sectors of Woodlawn by inviting them to participate. The Village may also offer to help arrange publicity for the businesses that participate, thus giving them an added incentive. The Village Recreation Department may wish to use this opportunity as an initiative to launch a youth community service group, such as the Phi Lambda Pi organization in Evendale. Such a program can provide not only a constructive, peer-oriented activity for Woodlawn youth, but it can also provide an additional resource for volunteers for this and other Village activities.

- 1.2.2. Actively promote available County and State tools for financing homeowner improvement.** A variety of existing programs are available from County, state and private providers, but these programs are often poorly promoted and little known. For a relatively small investment of Village time in terms of compiling information and promoting these programs, the Village may be able to help its residents access funding

opportunities that they would not otherwise know existed. The following list is not exhaustive, but is intended to highlight some of the major available programs and indicate the scope of potential alternatives.

- The Home Improvement Loan (HIP) available from Hamilton County. This program offers below-market rate loan of up to \$50,000 for home improvements on one-, two-, and multi-family properties valued at up to \$300,000 through many participating banking institutions. This loan must be paid back in 5 years.
- Reverse mortgage products available through private lenders and accessed through several regional nonprofit counseling agencies. These loans permit seniors to tap the equity in their homes and defer payment until their property changes ownership.
- Repair and weatherization assistance available from several local agencies such as People Working Cooperatively.
- A fact sheet from the Southwest Ohio Council on Aging is provided in the "For More Information" section of this report. Woodlawn residents will not be eligible for all of the programs identified, but this information may indicate other options that the Village or other community partners could initiate.

- 1.2.3. Consider establishing a "Mayor's Handyman" program to assist seniors and disabled residents with minor repairs.** This strategy is not essential and may be more costly than others in this section, but it may be an alternative to consider if

- The previous strategies do not appear to be providing sufficient resources for residents in need of assistance;
- There is occasional, short-term surplus Village capacity among employees who would have the technical capability to do simple repairs, or
- A reliable volunteer source of such assistance can be developed.

A small but growing number of communities with significant populations of seniors and disabled persons have found that providing a service that offers basic assistance with small repairs can help these residents maintain their homes. Such a program can also reinforce a positive relationship between the Village and residents. Specific parameters for appropriate work and a process for tracking such work should be developed.

1.3. Maintain continued high rates of homeownership among residents. Woodlawn's residential ownership rates for single family homes has remained relatively high for a mature community, but Woodlawn's demographic characteristics indicate some potential for significant property ownership turnover among its single family homes over the next ten to 20 years.

1.3.1. Monitor rental/homeownership proportions. Although maintaining high property maintenance standards will help reinforce home ownership, trends relating to property ownership should be monitored. Provided that large numbers of new rental units are not constructed, the Village should be able to estimate changes based on residential building permits and tracking Woodlawn residential property sales. These estimates can be compared to decennial Census counts to determine accuracy (inter-census estimates are not recommended at this time because of unreliability of small area estimating methods).

1.3.2. If homeownership rates show evidence of decline, consider targeted strategies to turn renters into homeowners, particularly as available homeowner stock increases. Simple methods such as homeownership trainings that may be available from nonprofit sources may help convert Woodlawn's rental population into homeowners.

1.4. Improve public infrastructure in existing residential areas to enhance their attractiveness, value and connection to Woodlawn destination centers. Woodlawn's existing single family homes do not face as many infrastructure challenges as many mature residential areas in Greater Cincinnati, particularly when compared to rural areas that are distant from existing water and sewer services. However, Woodlawn's development patterns have created some challenges, particularly in terms of providing safe pedestrian environments and managing stormwater runoff. Woodlawn also has some locations that are not adequately served at this time by public water and sanitary sewer facilities.

1.4.1. Develop a prioritized system of new sidewalk construction in key residential locations that do not currently have sidewalks. Woodlawn's residents used the Community Survey and the Vision Open House to express a strong demand for sidewalks, particularly in locations that connect residents to community destinations. Although walking is not likely to become the community's predominant transportation method, Woodlawn residents walk to school, to businesses, to recreational facilities and for health benefits. It is reasonable to expect that walking for short-distance transportation and recreation will increase over the next ten to 20 years, and trends in the new residential construction industry indicate that sidewalks are again becoming standard expectations for residential subdivisions. As a result of these trends, improving Woodlawn's

pedestrian environment is critical to Woodlawn's success as a community where people choose to live.

For Woodlawn's existing residential neighborhoods, the following sidewalk segments are particularly critical. These segments are outlined on Figures 10, 11 and 12.

■ **Riddle Road from Roberta Drive to Springfield Pike.** This segment is the most in need of sidewalks because it connects a large number of residential properties adjoining western Riddle Road to Woodlawn Elementary School and the Community Center complex. There is a sidewalk on the south side of Riddle Road between the school entrance and Woodlawn Boulevard, but pedestrians coming to the school from the west must walk along the edge of the road for several hundred feet before reaching this sidewalk segment. Pedestrian destined for the school or the Community Center from the east also must cross a distance of over 200 feet that has no sidewalk. Riddle Road at this time consists of two travel lanes with no curb and gutter, and is adjoined by a culvert on the north side of the road.

It should be noted that there is approximately 22 feet of additional right-of-way beyond the roadway edge on the north side of Riddle Road, based on available data regarding property line locations. As a result, it may be feasible to construct a sidewalk on the north side of Riddle Road between Roberta Drive and Springfield Pike. Although the sidewalk can be constructed separately from any roadway improvements, construction of the sidewalks would be particularly beneficial and efficient if the roadway can be reconstructed with curb and gutter, which would eliminate the culvert and swale that currently occupy a portion of the available right of way. This reconstruction would permit installation of a tree lawn to further buffer pedestrians from the street. Such a sidewalk may also be eligible for grants, as noted in the Implementation Matrix. Any sidewalk construction in this area must be closely coordinated with Woodlawn Elementary School and the Princeton School District to ensure that student walking patterns and safety needs are fully addressed.

■ **Grandview and Wayne avenues.** Although Marion Road does have sidewalks, Grandview and Wayne, as well as several smaller streets, do not. Grandview and Wayne include a large number of the existing residential units in eastern Woodlawn, as well as several potential residential infill sites. Constructing sidewalks in this area would help demonstrate Village commitment to this neighborhood and potentially strengthen the neighborhood's ability to retain and attract residents. Sidewalks would be particularly beneficial on Wayne because of the large number of homes, the potential for infill development and its role as a through route between Woodlawn and communities to the south.

- **Chester Road.** Although there are a number of single family residential homes on the southern portions of Chester Road in Woodlawn that may benefit from sidewalk construction, a potential additional source of sidewalk demand in this area may be indicated by anecdotal accounts of pedestrians on the roadway moving between southern portions of Woodlawn and Lincoln Heights and the Chester Road corridor in Sharonville. Through Woodlawn, this roadway is generally two lanes in width with deep culverts on either side, leaving little safe space for pedestrian movement. Plans to construct sidewalks in this area should be based on accurate counts of pedestrians during peak travel hours to confirm whether such need actually exists. If sidewalks are determined to be appropriate, careful attention must be given to their design in order to manage the safety of pedestrians in the industrial portion of this corridor, which is heavily traveled by trucks.
- **Extend the existing pedestrian trail system from the terminus of existing trail behind Glenwood Crossings to Towne Commons or Sheffield Road.** Conversations with persons familiar with the apartment buildings on the north end of Woodlawn indicated that at least some residents of these complexes feel cut off from the balance of Woodlawn due to limited non-automotive transportation options. Although the trail that has been constructed to date from Springfield Pike northeasterly behind Glenwood Crossings has been a benefit to the community, its ability to provide a safe and comfortable pedestrian route for apartment complex residents has not been realized because it currently ends in the vacant lot north of Glenwood Crossings. Existing concept plans for the West Fork Mill Creek Greenway trail show the trail branching at this location, with one branch extending easterly through the Village of Glendale-owned greenbelt south of Oak Street and another branch extending northwest inside the northern Glenwood Gardens boundary. In addition to these plans, the Village of Woodlawn should pursue any feasible alternative for extending a trail segment to Sheffield Road in order to provide access to the trail system for northern Woodlawn residents. Construction of the remainder of the trail may not be feasible until plans for the currently undeveloped property are finalized. The Village should carefully monitor activity involving this site and seek out proactive opportunities to work in partnership with the property owners, as well as the coalition of trail supporters who have championed construction to date, to ensure that the trail is incorporated into future plans for that property. It may also be possible to partner with the property owners to construct the trail before plans for the property are finalized, as this may provide an extra selling point for the property owner.

- 1.4.2. *Address Stormwater management concerns in residential areas.* Unlike many Mill Creek Valley communities, Woodlawn's stormwater management issues tend to consist of localized stormwater flows resulting from inadequate or nonexistent drainage systems. This is significantly different from the construction runoff, waterway obstruction and other challenges involving multi-jurisdiction water issues causing significant damage in some other area communities.

Stormwater drainage was identified as a key concern by a small number of Community survey respondents. A 2003 study identified several site-specific stormwater drainage issues in areas that had been previously reported to the Village, although this evaluation was not comprehensive and is believed to have missed a number of stormwater management deficiencies. That study provided specific recommendations for each identified site.

- 1.4.2.1. *Establish legally defensible basis for determining public vs. private property owner responsibility for drainage improvements.* This process is currently underway through the Village Solicitor. Determining legal responsibility for drainage management is critical to the improvement of the Village's stormwater drainage requirements, and subsequent recommendations cannot be adequately enforced until that responsibility is established. Once it is established, enforcement of private property maintenance standards for drainage facilities must receive attention comparable to that discussed previously with regard to property maintenance and building code requirements.
- 1.4.2.2. *Use the Capital Improvement Planning processes to program those public sector improvements identified in the 2003 Village Wide Drainage Study and any subsequent studies that are determined to be the Village's responsibility.* This study, which was prepared in 2003, reviewed drainage complaints from 16 Village property owners, and identified potential drainage solutions and costs. Costs for the recommended improvements range from \$6,000 to \$100,000, and the entire list of public stormwater improvements recommended totals \$463,000. Although it is likely that the Village will not be able to construct all of these improvements immediately, the Village can use capital improvement programming methods to coordinate stormwater improvements with roadway or other public construction projects in order to ensure efficient construction. Addressing the stormwater issues identified in that study will not eliminate all stormwater needs within the Village, but construction of these improvements appears likely to address most of the pressing stormwater management needs and will convey the Village's willingness to work with property owners to address these issues.

The study’s sites and recommendations are summarized on the following page. This summary does not include all of the report’s recommendations; private property improvements and long-range reconstruction options are not included. The reader should reference the original study for full details and explanations of alternatives.

1.4.2.3 *Undertake a comprehensive stormwater management study if constructing the specific improvements identified in 1.4.2.2 does not appear to address the full range of the Village’s stormwater management needs.* As noted previously, the 2003 Study did not attempt to fully model the Village’s hydrogeologic characteristics and it did not identify all possible stormwater management needs. If construction of the improvements identified in 2003 does not resolve all known stormwater management concerns, the Village may consider retaining qualified professionals to undertake a full hydrogeologic model of the Village, which would identify all locations where stormwater management issues may arise. This study can then be used to develop a prioritized program of additional improvements designed to fully address all of the Village’s stormwater management needs.

Stormwater Management Complaint locations, 2003.

Address	Nature of complaint	Summary of recommended solutions	Preliminary estimate of cost (2003)
10067 - 10075 Chester	ponding due to inadequate drainage system	improve existing culverts/swales or install catch basins; long-term system reconstruction	\$75,000 for short term options
10106/10124 Forest Ave.	Heavy stormwater flow due to deteriorated ditches and drainage	construct storm sewer and catch basins	57,000
443 Marion Rd.	yard/basement flooding due to damaged and deteriorated catch basins and drainage	install high capacity ditch inlet and swale/catch basin improvements	\$19,000
10291 Roberta Drive	Basement flooding due to inadequately connected drain pipe.	connect pipe to streetside catch basin	\$5,000
219 Brookhaven	ponding and basement flooding due to grading or private patio	improve drainage swale, private property improvements	\$6,000
261 Riddle Rd.	substantial runoff due to property's location in topographic depression and lack of stormwater management features	construct culvert and drainage channel system	\$100,000
197 Riddle Road	yard flooding due to undersized natural drainage channel	Increase channel capacity	\$25,000
10194 Ronnie Road	Storm water accumulation due to removal of trench drain	Install curb inlet, drainage ditch and catch basin system	19,000
10144 Ronnie Road	Storm water accumulation due to inadequate curb drainage	Install curb inlets and drainage ditch	\$40,000
182 Mayview Forest Dr.	Storm water accumulation due to topographic location below uncurbed roadway	Construct curb and ditch	\$60,000
185 Grove Road	Surface water buildup in shallow ditchlines,clogged inlets and conduits	Replace or repair existing storm sewer and swale	\$49,000
10097 Woodstock Road	Basement flooding due to site topography and inadequate downspout discharge	Construct two swales; private improvements to home drainage	\$8,000
Source: Village Wide Drainage Study, CDS, 2003.			TOTAL: \$463,000



1.4.2.3. *Evaluate the impact of the stormwater management strategies recommended in this section, and determine whether additional stormwater management regulations may be necessary.* Given the very limited nature of known stormwater management issues in Woodlawn, it appears likely that improved enforcement of existing regulations and construction of the identified improvements may address most or all of Woodlawn’s known stormwater management issues. In the event that additional stormwater management strategies are needed, Woodlawn may find it beneficial to work with the Mill Creek Conservancy and/or the Hamilton County Planning Partnership to identify potentially effective stormwater management strategies that are being used by other nearby communities.

1.4.2.4. *Participate actively in regional efforts to address stormwater separation and management of stormwater in the Mill Creek Valley region.* As noted in the Implementation Matrix, completely addressing Woodlawn’s stormwater separation issues (reconstructing older sewer systems to prevent stormwater from entering the sanitary sewer system) is expected to cost multiple millions of dollars. However, such reconstruction will be necessary to protect the long-term health of the Mill Creek watershed and the Ohio River Valley. The Village of Woodlawn will find it beneficial to partner as closely as possible with the Metropolitan Sewer District (MSD) to find opportunities to address these issues in Woodlawn, as well as in other communities.

2. Support construction of new housing that will increase the variety of Woodlawn’s housing stock in terms of ownership and property type options, while reinforcing Woodlawn’s high quality standards and natural character. Woodlawn has experienced notable demand for residential development in recent years, and it is reasonable to expect that additional development interest will occur in the future as infill opportunities within northern Hamilton County become increasingly scarce. However, developers’ assumptions regarding the type of properties that will sell run the risk of underestimating Woodlawn’s potential for certain types of residential products. As the Market Analysis prepared for this Master Plan indicates, residents of Woodlawn and the surrounding trade area have the potential to support a wider range of housing products than are currently provided in the Village.

2.1. Facilitate construction of new residential properties in Woodlawn that will give Woodlawn a wider range of quality housing options. Although housing markets as a whole are in a less aggressive growth period at this time, evidence suggests that demand for several housing types, including patio homes and condominiums, may continue strong on the basis of long-term demographic trends. However, Woodlawn’s land available for new residential development is limited in terms of acreage available.

Figure 10 in Plan Strategies #1 and the following table identify areas in Woodlawn that may be appropriate for new residential development (this map excludes potential residential development in the Springfield Pike corridor, which is addressed in that section). It should be noted that the following recommendations are planning level concepts, and do not constitute a change in zoning map designations or potential zoning code text.

Map area	Current Description	Current ownership type	Potential residential development type	Approximate acreage	Potential unit density (gross)	Estimated potential number of units (less 15% right of way)	Potential Development Assets	Potential Development Challenges	Site design needs	Potential regulatory requirements	Potential time frame for market interest
A	Wooded land west of Civic Center	Public (Village of Woodlawn)	Clustered patio homes; one-story condominiums	13	6 per acre	66	Village ownership gives Village high level of control over development character. Location between well-regarded neighborhood and Civic Center recreational facilities. Potential for Village to use as catalyst for additional residential development. Existing access to sewer and water tap in.	Relatively narrow site. Need for substantial buffer between new development and Roberta Drive homes. Need to relocate Village yard waste site. Moderate topography change at south end of site.	Flexibility in layout of roadway and lots to meet design challenges. Architectural character in keeping with site dimensions and nearby home profiles.	Residential Planned Unit Development zone to permit clustering and variable density. Lower building height requirement. Require maintenance of mature tree corridors, especially along north side of site, and substantial buffers. Appropriate pedestrian connections to Civic Center area.	Village may be able to recruit a developer through competitive proposal process after appropriate regulations are prepared. A Development Concept plan may help with developer recruitment.
B	Rear portion of property between Fieldstone Apartments and Glenwood Crossings	Private; commercial/residential developers	Condominiums or patio homes	5	8 per acre	40	Proximity to retail and Glenwood Gardens. Existing roadway and available Springfield Pike access.	Lack of recent local demand for residential rental units. Lack of ownership product in vicinity. Concerns regarding access and traffic congestion. Lack of comfortable streetfront pedestrian routes to destinations.	High architectural standards due to site visibility. Internal pedestrian system with strong connections to existing pedestrian trail system. Roadway must be designed for pedestrian access to shopping center. Vehicular traffic must access through existing signalized roadway north of Glenwood Crossings to avoid additional access issues at Fieldstone Drive/Springfield Pike/State Routes 4 and 747 vicinity.	Establish Planned Unit Development overlay with standards that include strengthened clustering and open space standards and pedestrian connectivity. Underlying zoning may remain. Access management standards	More likely after comparable owner-occupied housing products are constructed and sold in Woodlawn. Potential for additional rental property development if rental market improves before owner-occupied demand can be established.
C	South side of Grove west of Leacrest	Private residential	Clustered single family or patio homes in open space subdivision	55 (not all developable)	1 per acre [clustered to preserve at least 30% of site as natural open space].	38	Small number of relatively large, wooded parcels. Proximity to comparable neighborhoods. Potential for rural character preservation at this setting makes property unique in market	Lack of visibility. Proximity to Novner Drive industrial land uses. Relatively uneven terrain. Proximity to Hillcrest Training School. Sewer currently extends only to northern corners of site	Building site flexibility due to terrain. Appropriate internal circulation. Mature tree stands should be preserved as much as possible. Buffering from Novner Drive area.	PUD overlay for R-S zone permitting siting flexibility and open space preservation. Standards for Home Owners Association to ensure maintenance of open space. Site standards within PUD to facilitate preservation of mature tree stands and other natural features.	Requires private owners' willingness to sell. More likely after current small development at Leacrest and Mayview Forest is completed and sold. May require proactive marketing.
D	Southwest of intersection of Springer and Chester	Private --largest parcel owned by Lincoln Heights Missionary Baptist	moderate density single family homes; clustered patio homes.	8 (largest parcel; several smaller	3	20	large available single parcel; access to Chester Road. Mature tree stands and cleared area	Lack of residential reinvestment in vicinity likely to create financing challenges. Largely invisible location. Incomplete roadway system in vicinity.	Site has few design constraints. Roadway access may need improvement. Mature tree stands should be preserved.	Moderate density single family homes may require no zoning revisions, although increase in permitted density may be appropriate. Patio homes will require rezoning to residential planned unit development approach to ensure Village ability to enforce architectural standards, open and natural space preservation, buffers and pedestrian and vehicular traffic circulation and access, as necessary.	Unlikely to occur in foreseeable future without substantial reinvestment in area or substantial public/private partnership.

2.2 Support appropriate infill construction in locations where new housing can be developed in a manner that is compatible with the surrounding neighborhood.

In addition to the multi-acre development possibilities noted above, there is some potential for residential redevelopment to occur in the Mayview Forest area and the Marion/Wayne area. The Mayview Forest area is characterized by large lots that are primarily occupied, while the Marion/Wayne area has a variety of developable and undevelopable parcels of varying sizes.

2.2.1 Maintain currently-zoned densities in the Mayview Forest area, and require preservation of natural character in conjunction with any new development. The Mayview Forest area is often considered one of the most attractive neighborhoods in the Village, thanks to its low density, rural character and expanses of mature trees. Although it is likely that future decades will see increased pressure for higher density development in this area, the amount of developable residential land in Woodlawn is likely to be more than sufficient to absorb Woodlawn's residential demand over the next 10 years. Channeling new residential development to the areas identified previously, and discouraging higher residential densities for redevelopment in the Mayview Forest area, will allow the Village to foster residential development that will use services efficiently, and prevent unnecessary disruptions to the residents of the Mayview Forest Area.

Maintaining current residential densities in this area, however, also means that sanitary sewers and natural gas lines are not likely to be extended to this area within the next 10 years. Extending sanitary sewer mains and natural gas lines into this area will not be cost-effective for the providers under the existing residential density; the cost of constructing the main lines would be greater than most residents are likely to be willing to pay because of the small number of residential units among which that cost can be divided. Unless an environmental crisis forces the MSD to construct sanitary sewers (for example, if widespread contamination of drinking water were discovered), it is unlikely that sewers could be provided to the current density of residents in a cost-effective manner. If very strong demand develops for sanitary sewers at the existing residential density, the Village could consider strategies for sharing the costs of the main line with residents, particularly in conjunction with construction in Area A.

2.2.2 Facilitate quality infill in the Marion/Wayne area. The Marion/Wayne area, by comparison, has suffered from a relative lack of reinvestment and new construction, as well as a legacy of unregulated site planning and road construction methods. Privately-funded development is not likely to occur in this vicinity until market demand for this location has been demonstrated. The Village may wish to consider working with institutions in this neighborhood to identify potential public-private partnership strategies for constructing new housing in this vicinity through such tools as a Community Development Corporation

(CDC). Moderately-priced senior housing or condominiums, for example, may represent an appropriate development strategy.

2.3 Evaluate and revise the Village's residential zoning code and subdivision standards to ensure that new residential development will support the Village's Vision and Plan objectives. To facilitate the new residential development described above, the Village may find it beneficial to revise its residential zoning standards. The following recommendations are based on a review of the existing Zoning Ordinance in light of the future development recommendations discussed above:

- **Establish a residential Planned Unit Development (PUD) to give the Village additional flexibility in developing sites and preserving natural features, as well as the ability to review additional site development issues.** A PUD allows the Planning Commission to permit a development to occur that does not meet standard setback, side yard, per-acre densities or other rigid standards if the overall development will meet Village standards and if permitting flexibility will benefit the Village (for example, by permitting a higher quality of development or by permitting beneficial development of a property that could not be developed without this flexibility). Sites A and C as identified in the table on the previous page are not likely to be developable under existing zoning due to setback and side yard requirements. A PUD would give Woodlawn the benefit of being able to facilitate developments or more challenging sites, and it can also give the Village the ability to require appropriate site improvements, buffers, traffic circulation and other issues that are important to ensuring that the proposed development does not create additional challenges for the Village as a whole. PUDs are often structured as overlays, permitting the underlying zone's overall uses, density and other requirements to remain in place while using the PUD to provide additional flexibility and review.

The existing R-4 Variable Density District includes some of the functions of a PUD: it permits the Village to waive area regulations, but it does not provide any basis for determining when such waivers may or may not be granted. This could expose the Village to some risk of a legal challenge if the Planning Commission chose not to waive these requirements, because it does not provide any rationale for the Planning Commission to cite in support of their decision. Additionally, the R-4 does not give the Planning Commission the power to review other items that can be critical to the success of a non-traditional development, such as traffic circulation patterns, access points, building siting, landscaping, buffering, and other factors that are often addressed through PUD regulations.

- **Architectural standards.** Villages have the ability through Ohio home rule to reasonably regulate building architecture items that fall outside of building code minimum standards.

Architectural standards can include such items as roof pitch, avoiding blank side walls, siding materials, garage door locations, etc. Architectural standards are defensible if they can be demonstrated to reflect prevailing or desired architectural trends and are intended to safeguard the character of surrounding property. Architectural standards must be balanced against the risk of pricing development out of the existing market, but moderate, clearly-written and justified architectural standards can help raise the quality of a community's new construction.

- *Landscape/Natural Areas preservation standards.* As noted in the Mayview Forest discussion above, maintaining the natural character of this environment will require that higher residential densities generally not be permitted when properties are to be redeveloped. Standards should be put in place to ensure that any new development or substantial renovation or addition to a property in the Mayview Forest area preserve as much of the mature tree stand as possible. This is particularly important along the roadway frontage, where a dense curtain of trees plays a key role in the rural, natural character of this area.

Appendix A: Results of Public Participation Activities

- Key Person Interview summary
- Written comments from Community Survey
- Results from Public Vision Open House, July 24, 2006



Summary of Key Person Interviews

During the months of May and June, EK staff conducted Key Person Interviews with seven persons identified by the Village as likely to have valuable insight into the Village’s issues, history and future challenges. The seven persons interviewed were:

- Roger Brookfield, Cincinnati Metropolitan Sewer District
- Todd Hall, Goodwill Industries/Woodlawn Chamber of Commerce
- Bob Harris, Glenwood Gardens Site Manager, Hamilton County Park District
- Greg Malone, Casto Realty.
- Brent Nichols, President, TSS Technologies
- Dr. Mari Phillips, Associate Principal of Student Services, Princeton City Schools
- Charles Waller, Resident

The following persons also participated in the TSS Key Person Interview.

- Tom Reif, Chief Financial Officer, TSS Technologies
- Holly Leitz, Human Resource Manager, TSS Technologies

To ensure confidentiality and to elicit honest feedback, the comments from these interviews are presented below in loose thematic order and are not attributed to the speaker. When necessary, items have been deleted in order to avoid identifying the speaker. The reader should keep in mind that the statements come from several different individuals, and their perceptions may disagree with each other or represent an inaccurate understanding of actual conditions.

In addition to general perceptions regarding the Village, some of the interviewees addressed plans for specific facilities that are not controlled by the Village. These have been included in the “Regional Context” memo and map prepared separately.

These comments are the opinions of the interviewees and do not reflect the opinions or recommendations of the Steering Committee, Village staff or officials or Edwards and Kelcey staff.

Woodlawn’s Assets

Physical:

- Mayfield woods is one of the nicest areas in Cincinnati

Village Services/Administration:

- The fire department comes through property on a regular basis
- Fire and EMS service are very good, police are great.
- Fire inspections are generally well done and helpful.
- Permitting is a smooth process (at least the last time interviewee went through it)
- Had no problems with building department when did addition to their building.
- The park is good neighbors with the Village.
- Between the Mayor and the Village Administrator, it appears that the ship has been righted.
- As far as police and fire, they could not be better. EMS is here probably daily, even when we had a lot of false alarms due to system problems; they were here every time and were never hesitant.
- Police are generally very responsive and provide good incident reports when requested.
- Village public works: snow removal is OK, has gotten better since financial emergency.

Regional Location

- It is in the Center of the County. Excellent access.

Village Community

- Woodlawn is a good community—very family oriented.
- Before moving primary kids to RELIS during reconstruction of Woodlawn Elementary, parents and community members were very involved in the school. Had lots of volunteers. Expecting to have that again when the school returns.
- Because it’s a small community, it’s not difficult for people to go places. It’s all pretty much within walking distance.
- Woodlawn has always been supportive of its schools. Community is very tight-knit. Multi-generational community, kids come back. Tendency to want things to stay within the community.

Woodlawn's Challenges

Land Uses:

- There are some boundary issues between Glenwood Gardens and homeowners. This is typical when a park has property owners as a boundary instead of a street.
- It's unclear what buildings and development are going on behind the vacant BP station.
- Interviewee has a minor drainage issue at the rear of the building.
- Conflicts with subdivision behind business: business was at this location before subdivision constructed. When business attempted to expand on their lot, encountered significant resistance from residential neighborhood. Residents recently complained because company started using a parking lot near residences that had previously been unused. Company planted a tree line voluntarily, put sound barriers around a/c units, but no other buffering – there is no room. Would like to add onto buildings, but won't because of expected conflict. As a result, most of company's business expansion is occurring on sites in other cities.
- Glenwood Gardens has visibility issues.
- Interviewee is very disappointed in the National Guard coming in here. Not sure how they purchased the land. Unhappy that Village would sell the park and "have no place for the children." Interviewee has concerns regarding Pollution from the Community Center parking lot, pollution effects on children and park.

Village Services/Administration:

- Interviewee claimed Village Administrator expressed interest initially in participating in Chamber events for information sharing, but has not been responding to requests lately. It's beneficial when someone from the Village is at Chamber events so that participants can get feedback from the Village and can find out what's going on.
- Former Village Administrator was very faithful Chamber participant, said we'll get grants etc. to fix drainage issues, but nothing happened. More recent acting manager, answer to everything was no, no, no.... Seems to be back on track now.

- Not much sign of public works or maintenance – there are streetlights that are out, potholes, interviewee claims has never seen maintenance workers. Don't get a sense of seeing anyone working. You see the Fire and Police departments out a lot, but not the Service Department.
- Company has tried to get help from Village to expand by helping with purchase of nearby business. Village official's years ago said they would help, but nothing happened. Can't get personal attention from Village. We understand that there are limitations, but can Woodlawn help the other business find a new location?
- Concern over "speed trap" on Chester – perception that 25 mph is too slow for industrial area, although understand need for slower speeds through residential district.
- Woodlawn needs to be an easy place to do business. When firm did last expansion in late 1990s, the departments did not communicate well and some were staffed by part time staff and volunteers – getting approvals was very difficult logistically. Building department then was not communicative, didn't tell you what you needed to do. Felt like operating in the dark. Expectations/requirements in terms of the site were not unreasonable – not a concern.
- Village government/administration generally needs to be more visible. No one from the Village has visited company since several administrations back. Company gets letters asking them to donate for various initiatives, usually do so, but that's extent of communication.
- Village is not keeping up the level of recreation as they used to. Village needs a Recreation Department Director that is willing to make changes to the programs. Only need a part-time Director in the winter because kids are in School. Interviewee is dissatisfied with current level of activity.
- Garbage Fee is on the Water Bill (Interviewee claims he didn't think you could do that without a vote)
- Interviewee claims police force is made up of a lot of younger people who seem like they are there for training. Interviewee believes they are not adequately trained and do not understand people

Village Infrastructure

- Chester Road is too narrow for trucks, some widening would be beneficial.
- The Mill Creek runoff control project was discussed as a concern at Woodlawn Chamber. Interviewee was not convinced of relevance to Woodlawn.

- Condition of Chester Road –it takes a long time to get potholes filled. “And when any maintenance does occur, it’s just filling potholes – street has never been repaved.”
- “Are there plans to repave Marion? It needs it.”

Village Business Community:

- Trane, the College, etc. have no connection to the rest of the community. Few business owners/managers work and live in Woodlawn.
- Businesses and homes: when you own it you stay there. This is highly unusual in Woodlawn.
- Addition of Kroger and surrounding improvements has made a dramatic change, definitely created a hub of activity.
- Industrial area is pretty anonymous – most are not Chamber members, businesses do not use any other Woodlawn businesses. Ad-Ex as an example – all suppliers and customers are outside Woodlawn.
- A number of the retailers are providing goods and services that they take elsewhere – e.g. landscaping supply. Not really visible, don’t need to be visible. Don’t need site to be attractive because it’s a base from which to travel.
- Retail: “there’s nothing here that is unique – nothing that you can’t get somewhere else.”
- Century Inn appears to be doing well.
- Carpet One headquarters is back in industrial center. Retail outlet on Springfield Pike.
- Interviewee’s company has been here since 1977. Large equipment would be extremely expensive to move. Company probably would have moved otherwise. Company is landlocked – need to expand, company growth has been very difficult due to need to expand facilities and parking.
- Chamber is mostly very small mom and pop businesses.
- “Feels like we’re out on an island – isolated.”
- Woodlawn needs to understand frustration as a business of being a taxpayer here but having no representation.

Village Image/Perceptions:

- Woodlawn’s image is nondescript – people don’t think of Woodlawn as a village. Lack of downtown is part of that. More of a bedroom community.
- Glenwood Gardens provided a whole new activity center. Is becoming or has become the core of what people think of as Woodlawn.
- Did some beautification on Glendale-Milford – it has helped, banners are needed. Need to identify that you are here.
- There are no major events in Woodlawn – there use to be a Heritage Days but that didn’t really seem to be the whole community – just a select few. Village could create events, but is it worth the effort?
- Most people at [his business] don’t know where the Community Center or Village Hall are located.
- We need to get more people aware of the Village.
- There is nothing to draw people – no events, nothing to hang your hat on.

Written responses to questions, Woodlawn Community Survey, June- July 2006

The following comments were provided by survey respondents in response to specific questions. General comments, which were provided on the last page of the survey, are provided in a separate memo.

Question 1: What do you think are the most important issues facing the Village today? (please circle two)

- roads and infrastructure
- Need Restaurants, just have fast food
- Fixing your streets (Sheffield Rd)
- Main Roads & Neighborhood Streets
- cleaning sidewalks and picking trash
- reduce taxes
- Specialty or interesting restaurants
- manufacturing businesses in current buildings, not new buildings
- resurfacing side streets ~ ours is terrible!
- Keeping major trucks from using Riddle Road to get to Winton Rd. They are too noisy and damage our road.
- paving Brown Street
- Repaving Sheffield Road Bumps
- Taxes
- Deteriorating streets and roads
- Having sidewalk on one side of Riddle Road
- fiscal conservativeness
- enforce the law of Woodlawn
- Need new attractions along Route 4 that will generate business and community growth
- [new buildings:] Green building techniques [trails and sidewalks]: Connect Woodlawn to neighbors and end the isolation!

Question 2: What is Woodlawn's greatest strength? (please circle two)

- convenient access to everything

- Safety, shopping - Tri-County
- great services by service department. Leroy Williams mgr.
- natural woodlands
- [Regarding natural beauty:] If we'd quit destroying it!
- making sure enough employees
- This idea of a plan is a strength, however, a plan is great, but action is what needs to be done for overall strength.
- West Fork Mill Creek Greenway which can expand to encompass other "green" improvements (rain gardens, rain barrels). Especially using recycling in public spaces -- like community center to be a good Village citizen.

Question 3: Overall, how satisfied are you with the appearance and function of the following sections of Woodlawn? [Bracketed text indicates the column marked, if any.]

- [Not Satisfied]: rec. center landscaping
- [Very Dissatisfied]: Marion and Wayne
- [Not Satisfied]: junk cars
- [Not Satisfied]: Traffic Problems
- [Very Dissatisfied]: some residential neighborhoods
- The new armory -- now that the exercise equipment has finally arrived!
- Riddle Road needs sidewalks
- Too much traffic congestion north Springfield Pike at 5:00 M-F
- [Satisfied]: Fire Department
- [Very Dissatisfied]: Sheffield Road
- [Very Satisfied]: beautiful west side
- [Very Dissatisfied]: volume of street litter
- All areas need clean appearance to assist in growth
- [Very Dissatisfied]: Appearance of Fire Department and Police Department
- [Very Dissatisfied]: Sheffield Road
- Too little greenspace on Krogers + Rt. 4

Question 4: How do you feel about the quality of Village services? [Bracketed text indicates the column marked, if any.]

- [Very poor:] trash out over the weekend
- [Very poor:] activities for working people
- [Very poor:] diversity
- [Very poor:] Tax Department
- [Excellent:] EMS
- Sidewalks: Where?
- Is there (senior) services?
- [Very poor:] Village services
- need more police officers
- All services need to be seen as important, however more needs to be done to see that this community moves forwards and not backwards.
- [stormwater drainage]: need to have signs indicating not to dump down storm drains, it drains to Mill Creek. [Other]: Village and administration recycling

Question 5: What kind of businesses would you use most if they were available in Woodlawn? (please circle two)

- auto repair
- Panera & Graeters
- Woodlawn is not a retail center, which makes it hard for any of these to thrive
- Captain D's
- I would like a Long John Silver's or a White Castle
- Health and Beauty Aid store like Sally's
- YMCA. If it had not been sold Woodlawn should have been kept for future use.
- health food store
- [Drew a line through big box store]
- I am not sure
- Definitely no more fast food. It's contributed to the increase in litter.

- Dairy Mart or UDF type place
- Movie theater
- gas station, car center
- [Restaurant]: Wendy's.
- [food store:] Deli/produce market like "Country Fresh" in Wyoming.
- [other:] new post office
- Coffee Store
- Library
- More specialty and commercial development is needed to improve overall status of Woodlawn

Question 6: What kind of businesses in Woodlawn do you use most frequently? (please circle two)

- barbershop
- gas stations
- gas stations, Auto Zone, Dairy Queen
- Video store
- barbershop
- Parks
- gas station
- [Beauty Supply Store] We have one?
- Video store

Question 7: Which of the following Village policies would you support? (please circle one)

- Improve Village facilities and pay
- [Tax incentives for new] and old [businesses]
- Hire more policemen for the safety of the community
- New Homes/Condos
- [regarding increasing variety of housing:] but not low income
- Conservative fiscal policy due to potentially lean economic future
- ["trails" in answer "e" crossed out]

Question 8: Which of the following are most important to your quality of life in Woodlawn: (please circle two)

- Lower income taxes
- want sidewalks!
- Good police protection
- I use the bike trail
- public transportation
- The more jobs you can supply, the more growth the community will have.

Question 9 [Business]: Why is your business located in Woodlawn? (please circle two)

- owner lives in Woodlawn
- centrally located
- interstates
- Work out of my home
- location to expressways

Question 10 [Business]: Other than decisions beyond your control, which factor would be most likely to cause you to leave Woodlawn? (please circle one)

- Being over scrutinized on my taxes
- Very little law enforcement
- polluting industry -- possibly inadequate oversight.

Question 13 [Resident]: Why do you live in Woodlawn? (please circle two)

- No real reason
- beauty of area/green spaces
- excellent school system
- homes with acreage
- I've been here 51 years
- my family has a history of 50 years in Woodlawn
- Have liked the safety of feeling protected by our Enforcement

- it's home and it pains me to see it this way
- I grew up in the area
- 37 years a resident...bought home for the school quality -- Princeton
- Great apartment close to elderly mother

Question 14 [Resident]: Other than a change in employment, which factor would be most likely to cause you to leave Woodlawn? (please circle one)

- If I cannot maintain my own home (age 83)
- Demographic of residents
- decline in well maintained residential property-value
- If I couldn't take care of myself or if I died.
- marriage
- Very little law enforcement
- lack of peace and quiet
- Death

Public Vision Open House, July 24, 2006 Results of Activities

Strengths

1. Glenwood Gardens
2. New Community Center
3. Caring people willing to work to accomplish things.
4. Safety and Service Departments
5. Life-long residents, people rarely move far.
6. Everyone knows everyone.
7. Small / The size of the community.
8. New School
9. New Recreation Building
10. Family / Community Feeling / “Small Town” Feel
11. Small Community Feel
12. Landscape
13. Senior Citizen Retirement Village (Now!)

Weaknesses

1. Lack of Identity
2. Lack of Diversity
3. Need more business opportunities to create more jobs. Especially youth.
4. Services / Code enforcement – need to clean up some vacant and unoccupied places and pick up the trash.
5. Compel homeowners to keep up their properties.
6. Poor (and usually late) communication flyers. No sign board facing Woodlawn Blvd. announcing meetings that residents should attend, Eg: Council Meetings, etc.
7. You really can’t identify Woodlawn when you enter, because most of our beautiful assets are named after Glendale and not Woodlawn.
8. Need for stronger leadership.
9. Display greenway hike/bike trail prominently at Municipal Building & Community Center

Opportunities

1. Annexation
2. Businesses needs to be encouraged to come here
3. More businesses
4. No Annexation
5. I agree with # 1 (Annexation)
6. Hike/Bike Trail – Greenway, Chance to highlight history – Underground Railroad

7. Federal push toward increasing home ownership/hopefully more money available to help current owners maintain ownership.
8. With the new Community Center there is a great opportunity to widen the sports options and program and now that we have a community theatre, we should try to bring in more of the arts. EX: plays instrumentalists, concerts...
9. Vacant properties on Springfield Pike.

Threats

1. Eminent Domain Laws
2. Aging population, limited funds
3. Excess non-green development which could increase storm water runoff and erosion problems along WF Mill Creek.
4. Cuts in federal programs eliminating vital social services and forcing more substandard housing (and rental populations w/limited means) into the community and eliminating resources available for community development.
5. Debt / Credit Crises / Predatory Lending
6. Increase in rental properties – aging community
7. Lack of housing for young families

King / Queen For A Day: Results

- Make Springfield Pike from the edge of Wyoming to Glendale more attractive to drive past.
- Advertise how great Woodlawn is to work in, live in, & play in.
- Change the name of major areas along Springfield Pike. EX: Glenwood Crossings would be Woodlawn Crossings.
- Bring more arts and activities to the Community. EX: Festivals, theatre, concerts...
- Build Woodlawn library and post office
- Make the Village more walk-able. (Sidewalks on Riddle)

6 Issues Results

Housing

- Establish moderate condo units
- New single family dwellings
- Affordable senior/assisted living housing
- Offer help in maintenance of our seniors’ current housing. They may need help in the more specific areas or in physical labor.
- Keep housing affordable
- Push property upkeep stipulations on owners and landlords

- Old houses that are abandoned or not up to code. Try to buy them from the bank cheap and then sell to the people who will use the land to put up a new house.
- Moderate rental units
- Make sure every household has a copy of the Woodlawn Housing and Property Codes
- See #6 – (Econ. Development)
- Help residents maintain property
- Decrease Section 8 housing

Land Use

- Increase mixed retail
- Establish a downtown identity
- Have “pretty” buildings – Maintain upkeep by passing laws to keep it nice (EX: Forest Parks Laws on Property Maintenance)
- Preserve some for animals
- Enforce existing Zoning Ordinances
- Do not clutter the Village
- Enforce codes with fines like Forest Park and the City of Cincinnati does
- Create village in Woodlawn
- Walk able village shopping; Café’s
- Plant a lot more trees
- Gear some retail to enhance/attract people to greenway trail
- Enforce any existing pressures to make residents get rid of junk cars/trucks parked on their property
- Create more single family housing

Economic Development

- Encourage small business incubator to begin and grow – to need larger spaces. Also co-op food or other types.
- Cultivate light industry
- More industry/business will create more jobs
- More village more inviting for businesses
- Develop with a percentage of green land held untouchable – identify the community development with names that identify the community (EX: Woodlawn Crossings not Glenwood Crossings)
- Give TIF grants and 15 year abatement for new housing development that improves the community and replaces old or no existing utilities
- Consolidate parcels to create larger planned developments
- Encourage un-kept properties to explore a co-op type of ownership – residents build equity vs. just rental
- Village needs to strive to be more “business friendly.”

Transportation

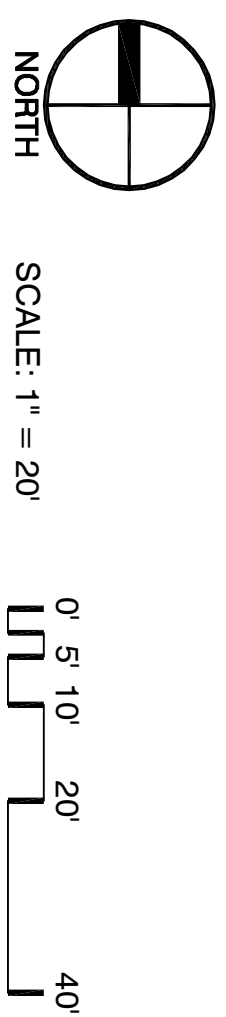
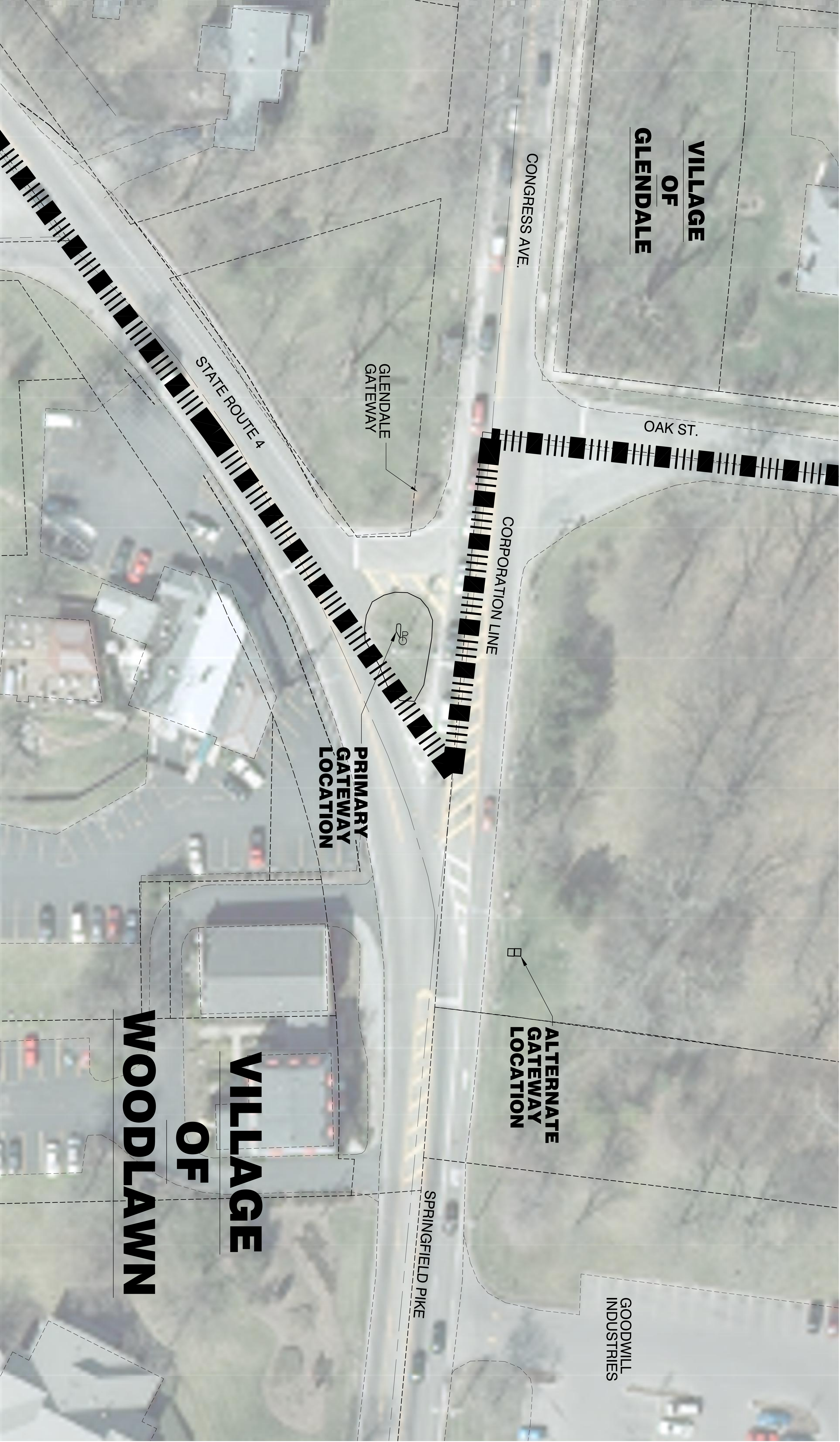
- Not a problem
- Nothing
- Speed bumps on Riddle Rd.
- Give incentives for public transit and non-motorized commuters (bikers, walk)
- Make sure greenway brochure is widely available
- Fix (re-pave) existing roads
- Sidewalks on Riddle Rd. for kids to walk to school
- Push neighbors for completion of bike path (County Parks)

Natural Resources & Open Space

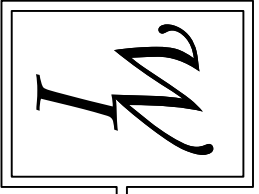
- Maintain existing and expand where possible
- Have more green space for all to enjoy
- Hold on to our natural beauty (ex. Trees) = maintain what we currently possess
- Good and accommodating
- Keep open spaces clean and maintained
- Maintain existing open spaces
- Keep as many trees as possible
- Not concrete areas
- Do not allow any changes to the size of lots and green spaces
- Also, have a tree drive every two years where trees are donated by the state
- Incentivize “green building” (roofing techniques to reduce erosion and improve water quality)
- Celebrate Arbor Day with tree planting

Public Facilities & Services

- Improve services...continue to expand public facilities
- Pay our police more to keep quality services and good men & women on the force
- Services: develop more opportunities in the arts (EX: theatre, music)
- Maintain police we currently have and implement more community outreach
- Allocate resources – money and labor – to keep streets and right-of-ways trimmed and clean
- Continue to improve on safety issues
- Use kids from the community to help out with grass cutting, trash pick-up, etc...for the summer months only
- Hire residents from within the Village to do work
- Policemen get out of the cars and walk the streets sometimes or the beat get to know the peoples and check on the senior citizens
- Create incentive packages to keep good policemen
- Pay our fire department more and better fire house to keep guys for Woodlawn



CDS ASSOCIATES, INC.
Knowledge • Expertise • Innovation



Williams International, Inc.



M1: North Gateway Aerial

Woodlawn Streetscape and Gateway Design Plan - February 2009

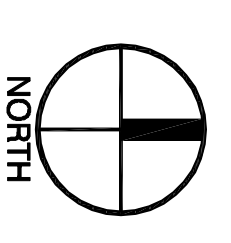
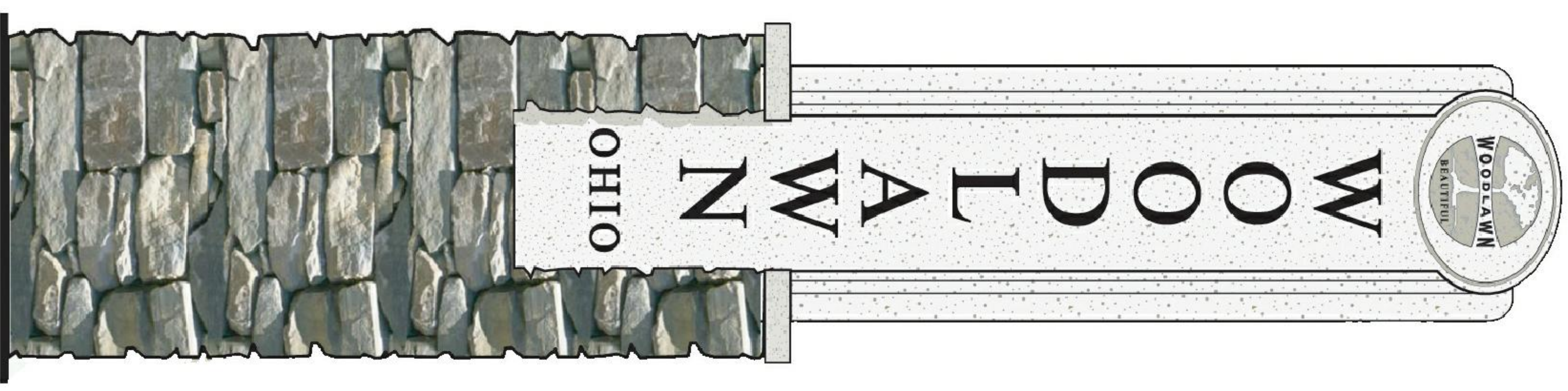
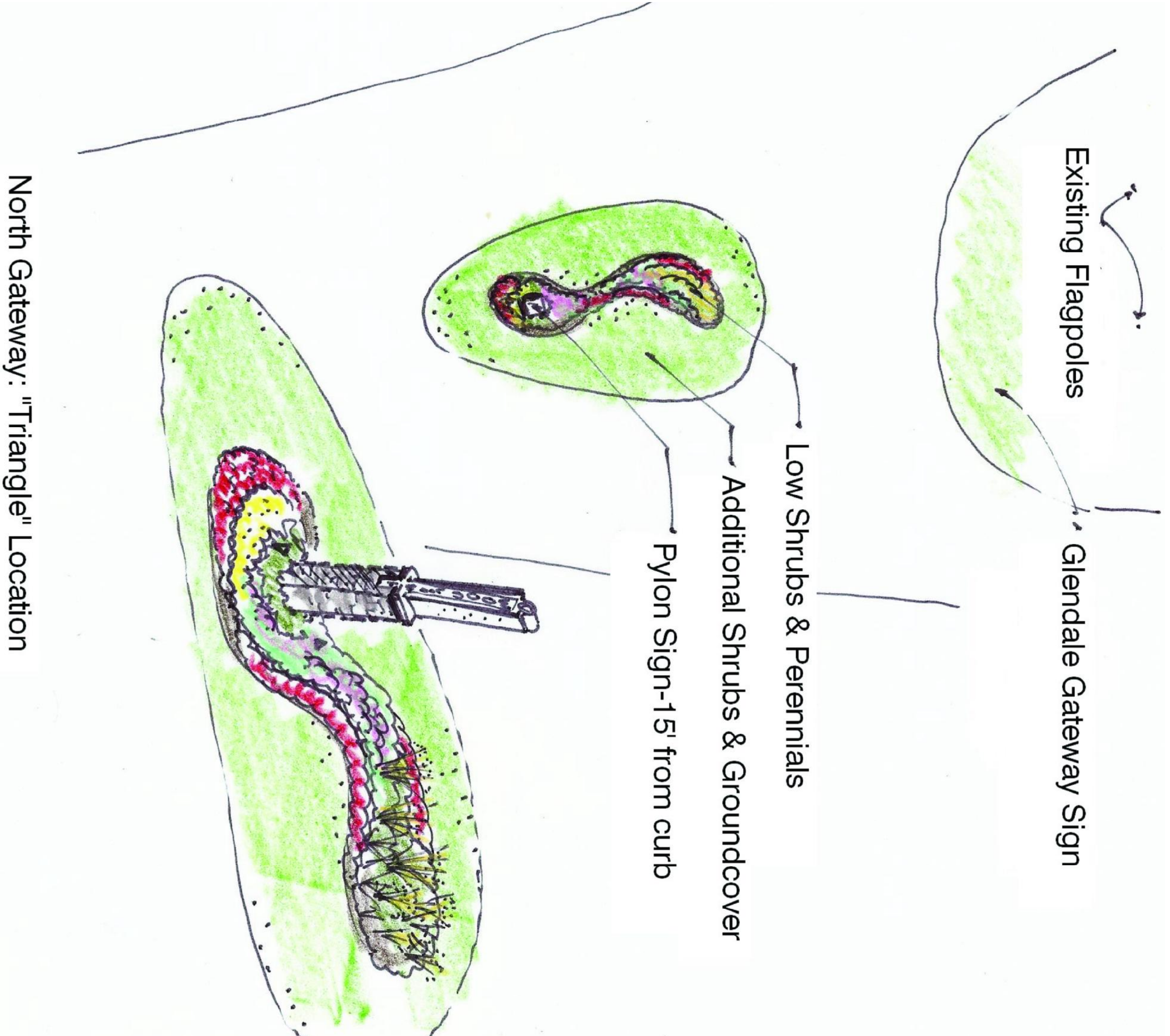




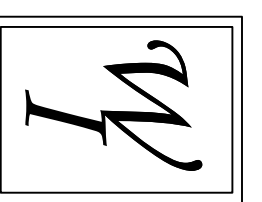
M1: North Gateway Panoramic - Facing East

Woodlawn Streetscape and Gateway Design Plan - February 2009





CDS ASSOCIATES, INC.
Knowledge • Expertise • Innovation



Williams International, Inc.



M1: North Gateway Signage

Woodlawn Streetscape and Gateway Design Plan - February 2009





Primary
Gateway Monument

Primary Gateway
Tower

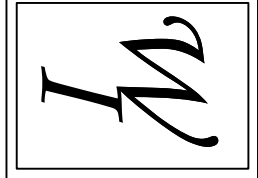
Secondary Gateway
Tower

Tertiary
Gateway A

Tertiary
Gateway B



CDS ASSOCIATES, INC.
Knowledge • Expertise • Innovation



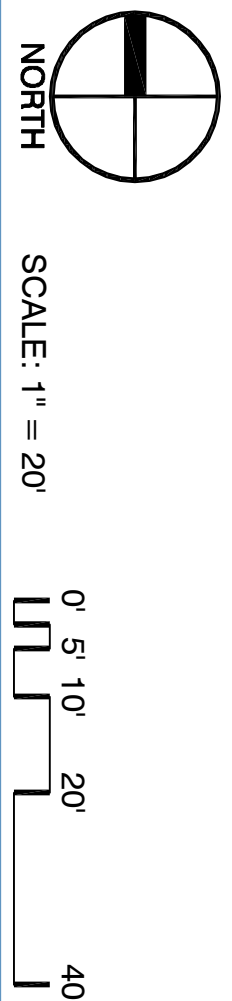
Williams International, Inc.



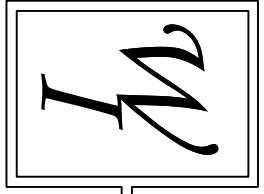
Sign Family

Woodlawn Streetscape and Gateway Design Plan - February 2009





CDS ASSOCIATES, INC.
Knowledge • Expertise • Innovation



Williams International, Inc.



M3: South Gateway Aerial

Woodlawn Streetscape and Gateway Design Plan - February 2009

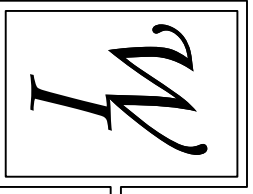




PROPOSED SOUTH GATEWAY LOCATION
PRIMARY GATEWAY MONUMENT



CDS ASSOCIATES, INC.
Knowledge • Expertise • Innovation



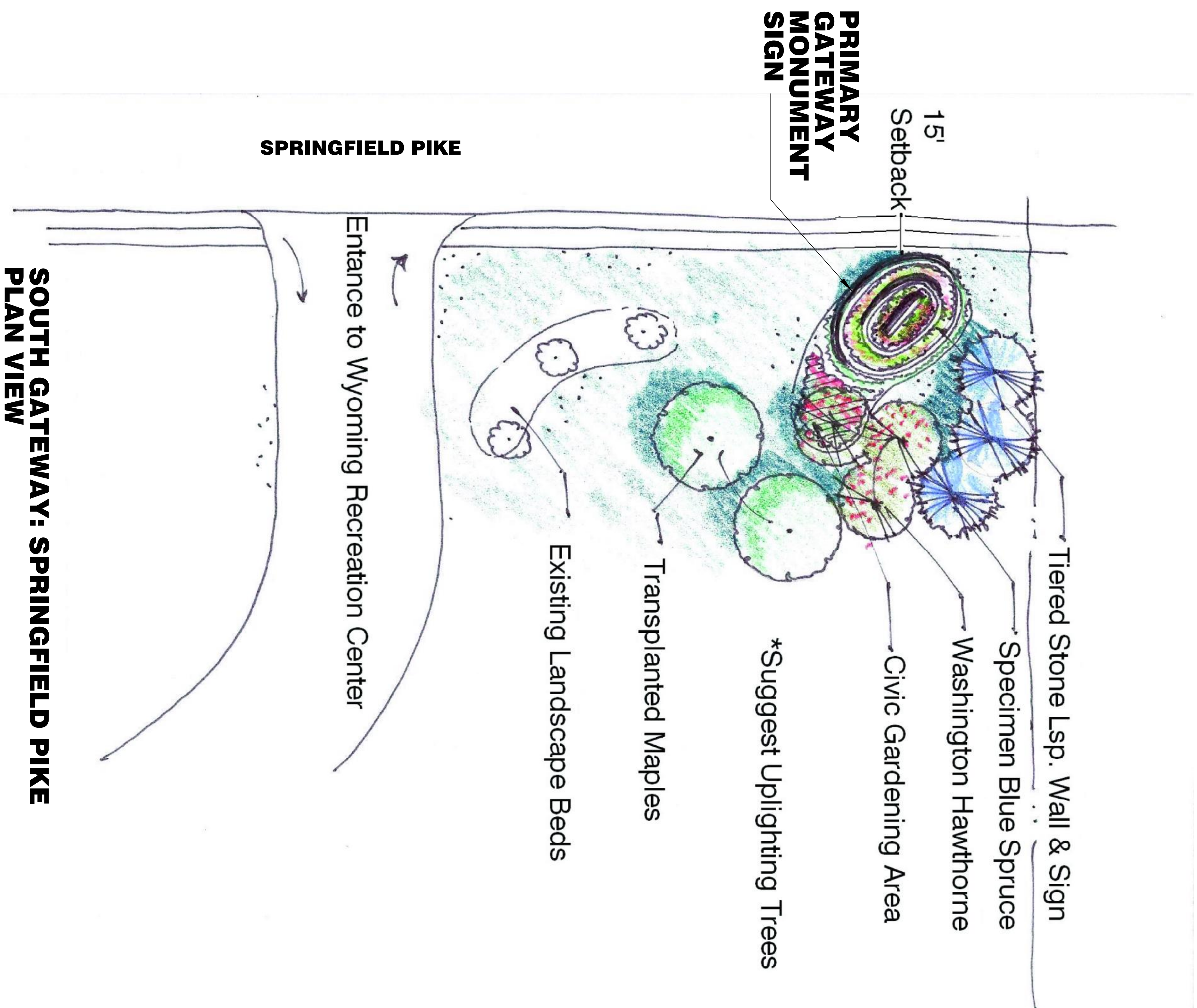
Williams International, Inc.



M3: South Gateway Panoramic - Facing North

Woodlawn Streetscape and Gateway Design Plan - February 2009

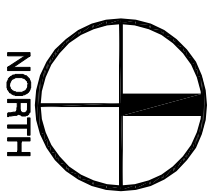




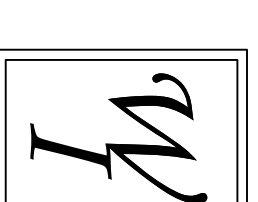
**SOUTH GATEWAY: SPRINGFIELD PIKE
PLAN VIEW**



PRIMARY GATEWAY MONUMENT SIGN



CDS ASSOCIATES, INC.
Knowledge • Expertise • Innovation



Williams International, Inc.



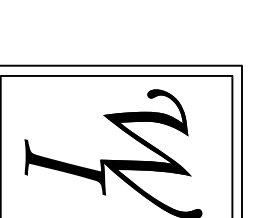
M3: South Gateway Signage

Woodlawn Streetscape and Gateway Design Plan - February 2009





CDS ASSOCIATES, INC.
Knowledge • Expertise • Innovation



Williams International, Inc.



T2: South Gateway - Tertiary Gateway

Woodlawn Streetscape and Gateway Design Plan - February 2009

