

Rebuilding the West End Neighborhood.
Preserving Affordable Housing.
Creating Opportunities for Residents.



WE WEST END
TRANSFORMATION

Cincinnati Choice Neighborhood
Signature Place-Based Initiative
DECEMBER 16, 2022

ACKNOWLEDGEMENTS

THE CINCINNATI METROPOLITAN HOUSING AUTHORITY (CMHA) would like to acknowledge the Stanley Rowe Towers A and B, Rowhouses and Liberty Street Apartments Residents, Partners, Community Stakeholders, and Leaders whose support and involvement were critical in developing the West End Transformation Plan.

NEIGHBORHOOD

LEAD: LISC/CITY PLANNING

Stanley Rowe Towers, Rowhouses and Liberty St Apartments Residents
West End Community Council
West End Business Alliance
City Planning Department
City Transportation & Engineering
City Community & Economic Development
Cincinnati Recreation Commission
City Police Department
Hamilton County
Cincinnati Development Fund
Cincinnati Metro
Cincinnati Regional Chamber of Commerce
ROMAC (Regal Theater)
City West Homeowners' Association
St Vincent de Paul
West End Art Gallery
The Port of Greater Cincinnati
Messer Construction
Samuel Adams
Kroger Company
West End Churches
Cincinnati Fire Department-Station 29

PEOPLE/EDUCATION

LEAD: SEVEN HILLS NEIGHBORHOOD HOUSES

Stanley Rowe Towers, Rowhouses and Liberty St Apartments Residents
Cincinnati Public Schools
Robert A. Taft Information Tech High School
Hayes Porter Elementary School
Virtual School (CPS)
Cincinnati College Preparatory Academy
St. Joseph's Church/School
Greater Cincinnati Foundation
TM Berry Children-Family Center Head Start
Cincinnati Recreation Commission
Cincinnati Works
Cincinnati Job Corps
Cincinnati Museum Center
CityLink Center
Community Action Agency
Council on Aging
Freestore Foodbank
Healthy Harvest Mobile Market
Jobs and Family Services
MORTAR
Urban League
United Way
West End Library
YMCA Impact Centers
HOME Cincinnati
WinMed City West
West End Churches

CMHA would like to extend gratitude and recognize the team members that are working to engage the community.

COMMUNITY AMBASSADORS

Aretha Alexander
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Gladys Watson
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TRANSFORMATION TEAM

City of Cincinnati/
Hamilton County
Community Building
Institute
Seven Hills
Neighborhood Houses
Community
Development
Strategies
Lord Aeck Sargent/
Moody Nolan LISC

HOUSING

LEAD: CMHA

Stanley Rowe Towers, Rowhouses and Liberty St Apartments Residents
City Community & Economic Development
Hamilton County
Community Action Agency
Cincinnati Development Fund
Greater Cincinnati Foundation
Habitat for Humanity
The Port of Greater Cincinnati
Seven Hills CDC
West End Community Council
HOME Cincinnati
Council on Aging

COVER IMAGE: Rendering of the proposed new city block on the northwest corner of Linn and Liberty Streets. Incorporating new and renovated housing with a central park and playground areas.



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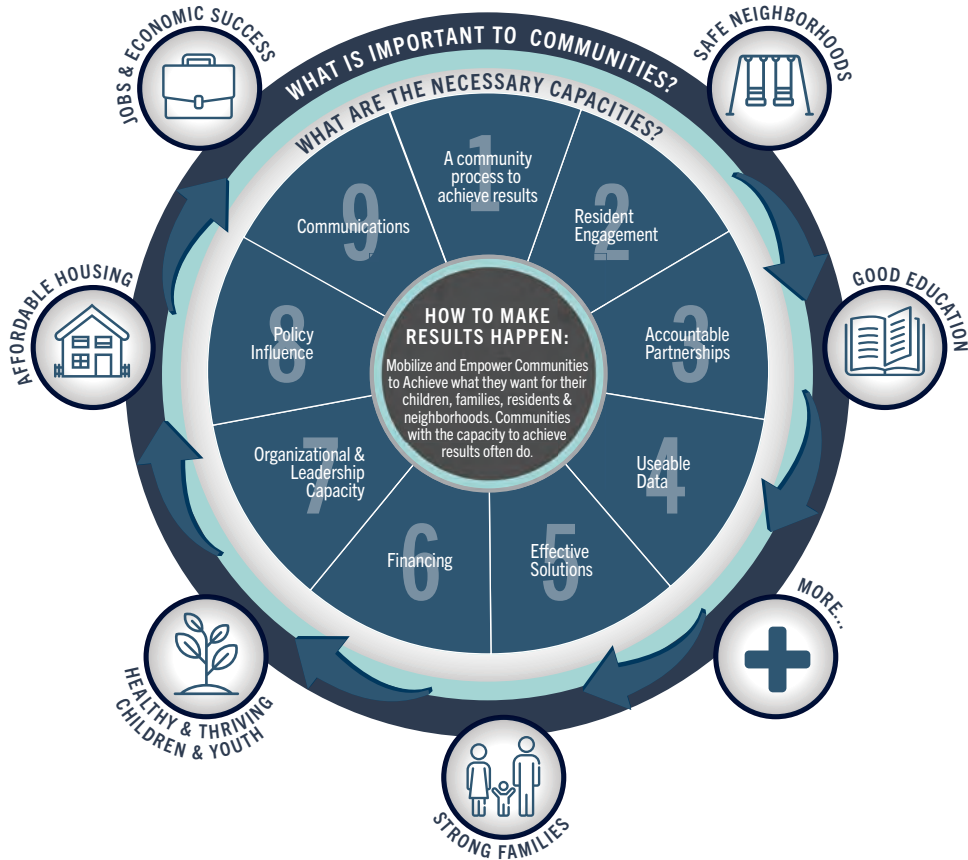
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- B Resident Needs Assessment and West End Resource Guide
- C Site and Building Assessment, Resident Design Input Summary, LEED and Checklist
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SIGNATURE PLACE-BASED INITIATIVE



Neighborhoods are the building blocks of our regional economies and the places that families call home. When neighborhoods thrive, they generate new economic development opportunities, offer quality housing options, and help our youth reach their full potential.

EXECUTIVE SUMMARY

In February 2021, **Cincinnati’s West End Choice Neighborhoods Transformation Planning team** initiated the planning process, funded by a 2020 U.S. Department of Housing and Urban Development Choice Neighborhoods Planning Grant, CMHA and other local commitments, to develop and build consensus around place-based strategies that leverage opportunities and address challenges in the West End neighborhood to revitalize the target public housing sites **Stanley Rowe Towers A and B, Rowhouses and Liberty Street Apartments**.

To develop a shared vision and a custom-tailored road map towards lasting and significant transformation, the **Cincinnati Metropolitan Housing Authority (CMHA)** established a Choice Advisory Council to oversee the work of the Housing, Neighborhood and People Task Forces that includes over 50 committed public and private partners. The **Stanley Rowe Towers A and B, Rowhouses and Liberty Street Apartments public housing residents** continue to be involved in all aspects of the development of the West End Choice Neighborhood Transformation Plan that includes detailed implementation strategies for: Housing Development, Human Investment and Neighborhood Development.

As part of this inclusive planning process, the Transformation Team synced efforts with the **City of Cincinnati** and the **West End Community Council** to integrate the process of updating the **WE Speaks Neighborhood Plan** on a parallel track to develop a shared neighborhood framework.

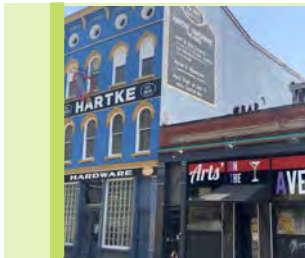
This Transformation Planning process serves as a critical juncture in the future of the West End; CMHA, the City and all stakeholders have an opportunity to ensure that the distressed public housing sites and other challenges be addressed, so that the West End is an inclusive, thriving community for everyone that capitalizes on the potential of an evolving neighborhood adjacent to downtown.

1 INTRODUCTION

The **West End Choice Neighborhoods Transformation Plan** reflects the voice and vision of the West End Neighborhood as heard through public housing resident assessments, focus groups, interviews, as well as resident and neighborhood meetings and workshops held in 2021/2022.

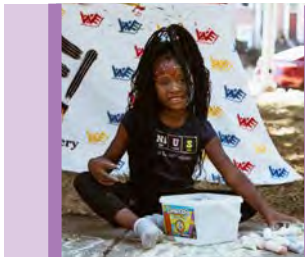
The Choice Neighborhoods planning process served as the platform to develop strategies that built upon the strengths of the West End, capitalized on planned investment for more equitable and broader impact, and while reflecting on the rich history of the West End to retain the fabric and character of the community. The West End Transformation Team and all stakeholders recognize that the significant development planned for the neighborhood, over **\$934.6M** in the next decade, must be managed carefully to ensure **Social Equity and Economic Mobility** for all residents as the Team implements the shared vision. Planned investment can amplify existing disparities and add to the pressure on low-income residents, or it can, as the West End Transformation Plan envisions, catalyze opportunities for all residents.

WEST END CHOICE NEIGHBORHOODS PRINCIPLES



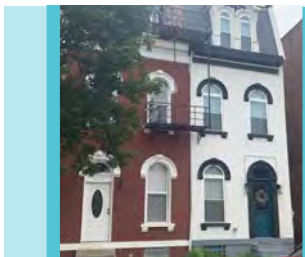
NEIGHBORHOOD

- Attract and deploy capital for a variety of housing types and economic investment
- Focus on safety, early childhood education and connecting people with living wage jobs
- Plan for mobility pedestrian and bicycle-oriented systems and bus networks



PEOPLE/EDUCATION

- Prepare students for post-secondary education and global competition
- Form public/private partnerships work with businesses to train individuals for future industries
- Improve the physical and mental health and well-being of seniors, children and families
- Bridge the digital divide



HOUSING

- Transform distressed public housing into sustainable communities that serve residents and is physically and financially viable over the long term
- Incorporate supportive programs and wellness into housing communities
- Create a safe community, connected to assets with a high quality of life



October 14, 2021 | Stanley Rowe/Liberty St. Apts Resident Meeting



September 27, 2021 | WE Speaks Neighborhood Meeting



August 17, 2021 | Senior Residential Focus Group

1.1 The West End Choice Neighborhoods Transformation Planning Process provides a significant opportunity to develop solutions that are locally grounded to place-based problems.

The planning process was informed and driven by the recognition that neighborhood environmental factors, from local economic opportunities to social interactions with neighbors, to the physical environment, to services such as local grocery stores where people can buy nutritious food, all affect the health of West End residents.

Residents of low-income communities and communities of color suffer disproportionately from negative environmental factors: poor air quality because of overexposure to toxins such as diesel exhaust from highways and trucks, poorly maintained homes with mold, lack of healthy food options, and the lack of clean, safe open spaces such as parks and playgrounds.

Social, economic and service components, lack of access to good jobs, inadequate healthcare and other crucial services, and fractured social networks, also present obstacles. There is considerable work to be done to implement the shared vision for the West End.

The West End transformation planning process worked to foster an equitable approach to building healthy communities with diverse tactics from multiple stakeholders. Collaboration across a broad range of sectors and groups, including the private sector, is necessary to create the type of healthy communities we all want for ourselves and our neighbors.

The West End team recognized that the experience and voices of community members, particularly people of color, must continue to be an integral part of discussions and strategic thinking around sustainable change. The West End Transformation Plan is dynamic and will be evaluated to evolve over time to best meet the needs of Residents and Stakeholders.



WEST END TRANSFORMATION PILLARS

1.2 PILLARS These five pillars formed the framework for the **West End Transformation Team** to collect and analyze data, obtain Resident and Stakeholder input, formulate the planning process approach and to develop preliminary objectives.



PRESERVATION OF AFFORDABLE HOUSING: One for one replacement housing integrating mixed-income and mixed-use communities providing onsite services, particularly for seniors and children.



SUPPORTIVE SERVICES: Individualized personal development plans for each household to improve early education, school, out of school options, job training, employment, income and health. The West End Transformation Plan has support from over 50 local community-based organizations.



ECONOMIC IMPACT: Choice Neighborhoods stimulates public and private investment, an estimated \$934.6M in economic impact in this City revitalization area is anticipated. The site is located partially in an Opportunity Zone and in an area for which the City of Cincinnati has applied to designate as a Community Development Block Grant Neighborhood Revitalization Strategy Area.



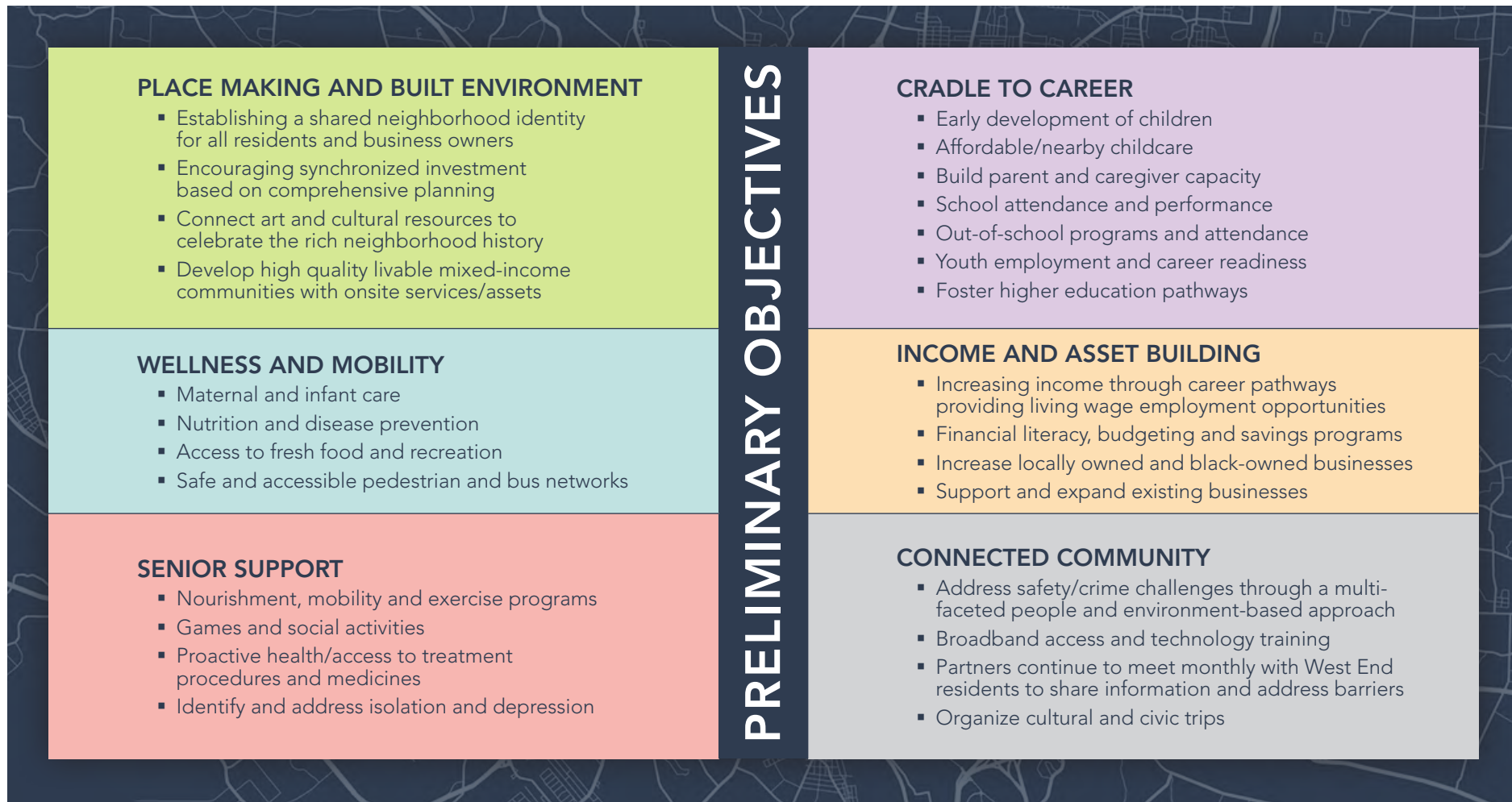
EXCELLENCE IN DESIGN: Master planned community, connected sidewalks, green open space, high quality building materials, energy efficient systems built in accordance with 2020 Enterprise Green Communities.



BRIDGING THE DIGITAL DIVIDE: The West End Transformation Team is planning for a 21st century broadband connected neighborhood.

1.3 Shared Vision/Preliminary Objectives: The Stanley Rowe Towers A and B, Rowhouses and Liberty St Apts public housing residents are first throughout the **West End Choice Neighborhoods Transformation** planning process, which is the glue that provides structure and support for the Housing Development, Human Investment and Neighborhood Development Strategies.

This Shared Vision: I) Focuses on Social Equity and Economic Mobility for all Residents. II) Works to ensure every Resident and Partner sees themselves in the shared vision. III) Includes strategies that benefit Public Housing Residents, West End Residents, Stakeholders and Partners.



Implementation Strategies In Section 4, 5, 6 and 7 of this Plan the West End Transformation Team worked with Residents and Partners to formulate specific strategies and quantifiable metrics that identify the Lead Partner, resources and timing and how outcomes will be measured/tracked and adjusted so the implementation activities best serve the people this work is intended to serve.

PLACEMAKING AND BUILT ENVIRONMENT

The West End neighborhood is rooted in history, arts and culture. Enhancing the identity of West End pride will further all West End residents' connection to the neighborhood and begin to make it a destination. Building on the West End's location adjacent to both the Cincinnati Central Business District and the Over-The-Rhine neighborhood, the West End will become a premiere destination of African American history, arts and culture.



West End History Trail Work with local arts and history organizations, outdoor historical markers are being placed throughout the neighborhood. The walking trail will be available digitally, with QR codes placed at each site.



Bus Stop Improvements Work with Metro, the local transit authority, and the City, to improve two bus stops on Linn Street, near where the target housing is located, by installing enhanced bus shelters with graphic panels which will serve as two stops on the history trail and LED boards. Metro will maintain the shelters, LED boards and signs.



Streetscape Enhancements Work with the Cincinnati Neighborhood Business Districts United and the City to install streetscape improvements along Linn Street and Keep Cincinnati Beautiful to maintain streetscapes throughout the neighborhood.



Wayfinding/Pedestrian Connections Increase resident and visitor connections to areas inside and outside of the neighborhood, including improving the pedestrian by adding signage and wayfinding directions to community assets and destinations through Cincinnati's FY2022 Rebuilding American Infrastructure with Sustainability and Equity (RAISE) grant (see Appendix A2 for more details).



WHAT MAKES A GREAT PLACE?



WELLNESS AND MOBILITY

The physical environment of the West End plays an equally important role in residents' well-being related to health, employment, food security. Both physical and mental health are an essential part of personal well-being and enabling positive engagement, both socially and economically. The Transformation Team is working to create a culture of wellness that meets residents where they are and provides them with the resources to address their individual health needs.



Wellness Work with Hamilton County Jobs and Family Services mobile health clinic (513Relief Bus) and Council on Aging (home52) to further enhance resident access to services and to create safe spaces to address physical and mental health issues both through the mobile clinic and to provide transportation to healthcare partners. Work with the University of Cincinnati College of Medicine to assist residents with mental health and trauma.



Work with the following partners to enhance physical and mental health access for Stanley Rowe Towers, Rowhouses and Liberty Street Apartments Residents: Cincinnati Health Department (Robert A. Taft High School Health Center-420 Ezzard Charles Dr), St. Vincent de Paul's Charitable Pharmacy (1125 Bank St), Center for Chemical Addiction Treatment (834 Ezzard Charles), CityLink Center Vision and Dental Health Center (800 Bank St), Crossroads Health Center (5 E. Liberty St), Walnut St. Health Center (1005 Walnut St) and Winmed City West Health Center (1019 Linn St).



Nutrition Expand multiple pathways of access to affordable healthy foods including the Free Store Foodbank's Health Harvest Mobile Market and Seven Hills Neighborhood Houses food pantry, Stanley Rowe Towers, Rowhouses and Liberty Street Apartments Residents' access to the West End Farmers' Market, the Hays Porter Elementary School garden.



Exercise Work with the Cincinnati Recreation Commission to enhance Stanley Rowe Towers, Rowhouses and Liberty Street Apartments Residents' access and other West End residents' access to the Lincoln Recreation Center's (1027 Linn Street) gymnasium, boxing, classes and programs, workout center and outdoor pool by providing transportation, field trips, incentives and walking groups.



SENIOR SUPPORT

Seniors make up nearly half of the resident population at Stanley Rowe Towers, Rowhouses and Liberty Street Apartments and many of the Resident Leaders are seniors. The West End is a food desert and lacks a number of important resources within walking distance.



Nutrition/Food Security Work with Cincinnati Area Senior Services and Council on Aging to ensure Stanley Rowe Towers, Rowhouses and Liberty Street Apartments Residents are aware of daily living support programs like Meals on Wheels and other nutrition programs.



Wellness Coordinate with Council on Aging to organize, sponsor and offer incentives for Stanley Rowe Towers, Rowhouses and Liberty Street Apartments Residents to participate in onsite Healthy U workshops offered by Council on Aging that includes diabetes, chronic disease and chronic pain self-management programs. Work with Council on Aging to train resident leaders to facilitate workshops and group meetings with other residents.



Transportation Work with Metro, Cincinnati Area Senior Services, Council on Aging and the United Way to sponsor the cost for shared-ride transportation services to ensure safe and reliable origin to destination transportation, particularly for individuals with disabilities or mobility challenges, is provided.



CRADLE TO CAREER

From cradle to post-secondary training, career and beyond, focus on supporting and providing opportunities to West End as they move from one life stage to the next, building the foundation at birth.



Early Learning Work with the Community Action Agency to ensure Stanley Rowe Towers, Rowhouses and Liberty Street Apartments Residents' access to the Head Start program at the Theodore M. Berry Children and Family Learning Center (880 West Court St) and Families Forward program at Hays-Porter Elementary School (1030 Cutter St).



Youth/Out of School Time Work with Hays-Porter Elementary (1030 Cutler St), Robert A. Taft Information Technology High School (420 Ezzard Charles Dr) and Cincinnati College Preparatory College Academy (1425 Linn St) to track and enhance Stanley Rowe Towers, Rowhouses and Liberty Street Apartments youth's participation in after school programs and tutoring by addressing transportation and equipment barriers to participation.



Parent/Caregiver Support Build Stanley Rowe Towers, Rowhouses and Liberty Street Apartments Residents' capacity by developing programs in coordination with Seven Hills Neighborhood Houses, Family Nurturing Center and the Community Action Agency by developing a curriculum and support network with resources that increase their confidence to be an educational role model for their children.



Workforce/Career Development Work with Hays-Porter Elementary, Robert A. Taft Information Technology High School, Cincinnati College Preparatory College Academy, Cincinnati Works, Cinti Job Corp Center (1409 Western Ave), Ohio Department of Education's Queen City Vocational Center (425 Ezzard Charles Dr), and CityLink Center (800 Bank St) to foster an environment and provide a supportive network of academic achievement and growth including tutoring Stanley Rowe Towers, Rowhouses and Liberty Street Apartments youth, providing one-on-one mentoring, and identifying business to sponsor field trips to local and regional higher educational institutions to allow pathways for students to pursue higher education or non-college careers.



INCOME AND ASSET BUILDING

In order to set Stanley Rowe Towers A and B, Rowhouse and Liberty Street Apartments residents up for success we are focused on increasing income through career pathways and providing living wage employment opportunities, as well as supporting entrepreneurship and small businesses.



Budgeting and Financial Literacy Workshops Work with the following partners to establish onsite services offered by the Brighton Center, Working in Neighborhoods and Santa Maria Community Services. Expand CMHA's Family Self Sufficiency program in preparation for the plan for Transformation and the revitalization of Stanley Rowe Towers, Rowhouses and Liberty Street Apartments.



Homeownership Work with the following partners to ensure Stanley Rowe Towers, Rowhouses and Liberty Street Apartments Residents have access to counseling, financial preparation for homeownership, down payment assistance, and mortgage programs. City of Cincinnati, CMHA, Brighton Center, Ohio Housing Finance Agency, the Port, the Homeownership Center, Federal Home Loan Bank, Working in Neighborhoods and Habitat for Humanity.



Business Development Work with MORTAR, Urban League of Great Cincinnati, City of Cincinnati's Department of Economic Inclusion, Service Corps of Retired Executives (SCORE), Cincinnati USA Regional Chamber of Commerce.

CONNECTED COMMUNITY

Bridging the digital divide, sharing information and building a coalition with a shared vision empowers Stanley Rowe Towers A and B, Rowhouse and Liberty Street Apartments residents to influence change in their community.



Access to Internet Provide computer centers to Stanley Rowe Towers, Rowhouses and Liberty Street Apartments Residents at multiple onsite locations. Assist residents with using the computers and ensure access to computer classes at both the onsite computer centers and the West End Branch Library's technology resources and classes (805 Ezzard Charles Dr). CMHA will utilize resources through its ConnectHomeUSA designation.



Partners Meet with West End Choice Neighborhoods planning partners quarterly to pool resources and assess approach to needs and challenges of West End residents.



Resources/Empowerment Connect residents to basic needs by maintaining the West End Resource Guide (see Appendix B). Encourage Stanley Rowe Towers, Rowhouses and Liberty Street Apartments Residents and other West End Residents to participate in the West End Community Council (City designated neighborhood association) meetings and follow activities on social media.



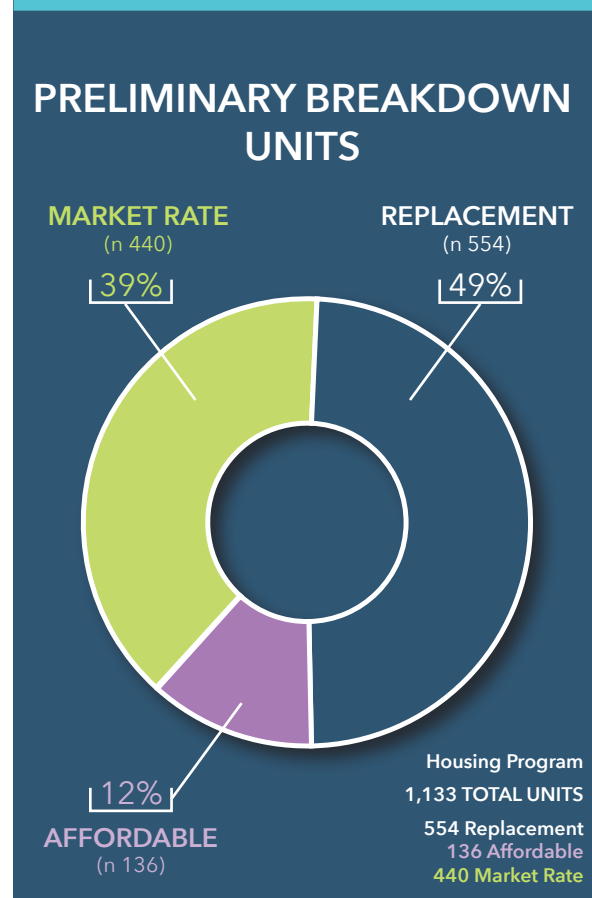
Pedestrian Connections Work with Cincinnati Public Schools to improve pedestrian safety to enhance the Safe Routes to School program for Stanley Rowe Towers, Rowhouses and Liberty Street Apartments residents and other West End residents. Incorporate crosswalk improvements at key intersections included in Linn Street improvements project.

Housing Plan The West End neighborhood is mostly built-out with few vacant parcels and property values quickly rising, so the Transformation Team, led by CMHA, is working to identify possible partnerships in addition to the redevelopment of CMHA owned sites in the West End.

Target Public Housing Sites include Stanley Rowe Tower A (151 units), Stanley Rowe Tower B (207 units), Stanley Rowe Rowhouses (66 units) and Liberty Street Apartments (130 units). Throughout the planning process, CMHA has assessed the household composition for public housing residents to develop the needed bedroom mix. In May 2022, 130 public housing resident head of households were over the age of 62. The bedroom mix below generally represents the needs of the existing public housing residents.

Housing Plan will include a multi-phase development approach that includes approximately 1,130 total multifamily apartments and for sale homes built over 6 to 10 years. This includes 554 replacement units, 136 affordable and 440 unrestricted/market rate.

Each community will be built to market-rate standards and serve a broad range of incomes by providing deeply subsidized and affordable (LIHTC/RAD PBRA and PBV), workforce (LIHTC-only) and market rate (unsubsidized) housing.



HOUSING PROGRAM	SENIOR APTS	FAMILY APTS	TOWNHOUSE	TOTAL
ONSITE (DEFINED ON THE FOLLOWING PAGE)				
STANLEY ROWE TOWER B (S1) STANLEY ROWE TOWER A (S2-S5)	169	184	75	428
LIBERTY STREET APTS (L1-L2)	0	109	0	109
SUBTOTAL	169	293	75	537
OFFSITE				
OFFSITE	0	593		593
SUBTOTAL	0	593		593
GRAND TOTAL	169	961		1,130

The Stanley Rowe Towers A and B, Rowhouses and Liberty Street Apartments public housing residents are first throughout the West End Choice Neighborhoods Transformation planning process.

1.4 Background On September 14, 2020, CMHA applied for a FY2020 Choice Neighborhoods Planning Grant, which HUD awarded on December 16, 2020. CMHA and the West End Transformation embarked on a two-year planning process that culminated in December 2022. The West End Transformation incorporates CMHA's commitments to Stanley Rowe Towers A and B, Rowhouses and Liberty St Apt Commitments listed below, the planning process involves Residents and Stakeholders in every facet to ensure the Transformation Plan reflects Resident and Stakeholder priorities and preferences.

Residents have deep roots and a strong attachment to the community and a majority have a desire to stay in the West End. Urban renewal and disinvestment in the West End have led to both distrust and isolation of Stanley Rowe Towers A and B, Rowhouses and Liberty St Apt Residents from the larger neighborhoods, the Transformation Team will work to break down these barriers to develop a shared vision in coordination with the Residents that benefits all West End Stakeholders.



Choice Neighborhoods Resident Rights Stanley Rowe Towers A and B, Rowhouses, Liberty St Apartments

- A. TO BE INVOLVED.** All residents of Stanley Rowe Towers A and B, Rowhouses, and Liberty Street Apartments are invited to resident-focused meetings throughout 2021 and 2022.
- B. TO RETURN TO A HOUSING UNIT.** Lease compliant residents will have the right to return to an apartment located: onsite, in the West End neighborhood or in the metro area and continue to pay 30% of income toward rent.
- C. TO HELP CREATE THE TRANSFORMATION PLAN.** Residents will play meaningful roles and their input will inform the Transformation Plan.
- D. TO EXPRESS NEEDS AND DESIRES.** In the summer of 2021, Community Building Institute and Seven Hills Neighborhood Houses conducted an assessment of each household to better understand residents' needs and desires.



Aerial view



Street view

1.5 Target Public Housing Sites and Neighborhood

The Choice Neighborhoods Public Housing Sites include **Stanley Rowe Tower A** located at 835 Poplar Street and Tower B located at 1621 Linn Street (both constructed in 1962), **Stanley Rowe Rowhouses** with varying addresses located in between Poplar and Liberty Street (constructed in 1952) and **Liberty Street Apartments** with varying addresses located along Liberty and Linn Streets (constructed in 1938) include a total of 554 family public housing units on approximately 12.6 total acres (44 dwelling units/acre) in three superblocks detached from the street grid. These housing sites serve approximately 891 individuals.

Existing Public Housing Target Site Apartments

Public Housing Units	0BR	1BR	2BR	3BR	4BR	5BR	TOTAL
Stanley Rowe Tower A	0	10	141	0	0	0	151
Stanley Rowe Tower B	26	129	52	0	0	0	207
Stanley Rowe Rowhouses	0	0	0	66	0	0	66
Liberty Street Apartments	0	22	62	35	9	2	130
TOTALS	26	161	255	101	9	2	554

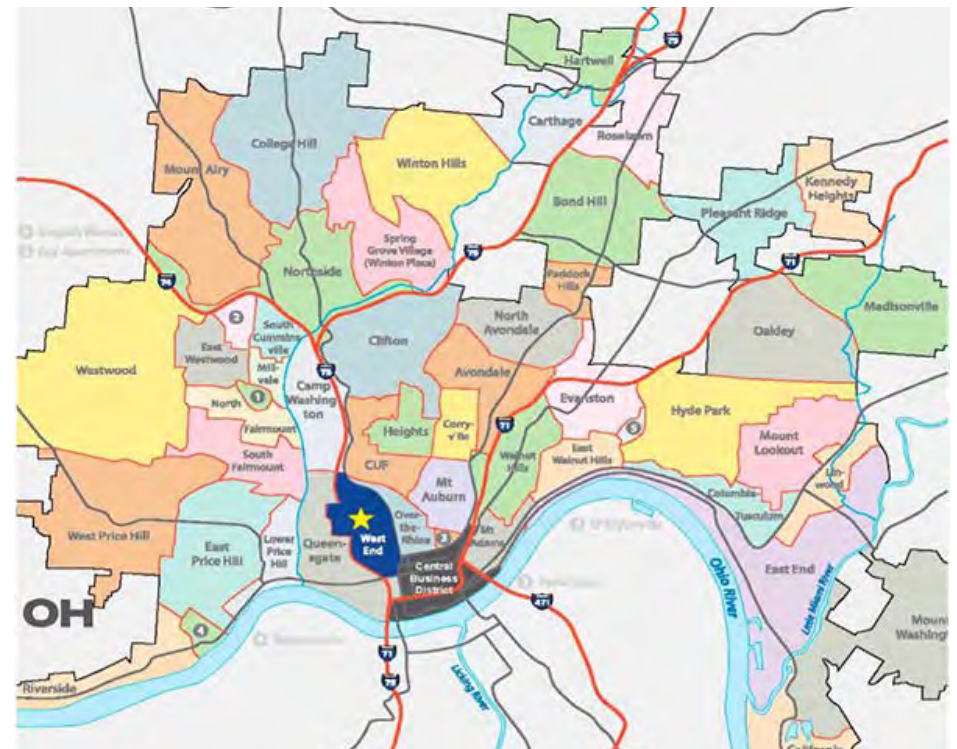
Stanley Rowe Towers includes 358 family units total in elevator buildings with long outdoor corridors. Tower A is 13 stories, 151 units and Tower B is 14 stories, 207 units. Generally, the unit sizes include 0BR 300 sq ft, 1BR 500 sq ft, 2BR 620 sq ft. All units in the Towers have one bathroom.

Stanley Rowe Rowhouses includes 66 three-BR family 900 sq ft units in 12 two-story rowhouse-style apartment buildings. All rowhouse units have one bathroom and individual entrances. Shared plumbing lines and lack of accessibility are challenges.

Liberty Street Apartments includes 130 units in 3- three-story walk-up buildings, including 22 one-BR, 62 two-BR, 35 three-BR, 9 four-BR and 2 five-BR. Liberty St. Apartments have 1 to 1.5 bathrooms. This site includes a courtyard and playground area. CMHA had made upgrades to Liberty Street Apartment units in 2001.



1.6 The West End Choice Neighborhoods Transformation Planning area aligns with the City ratified West End Community Council boundaries and all other planning documents. The boundaries include: West: Interstate 75 and the Norfolk Southern/CSX railroad separate the West End from Queensgate, which includes a mix of industrial and institutional uses. North: Cincinnati's steep hills create a natural boundary between the neighborhood with CUF (Clifton Heights, University Heights and Fairview), which lies in between the West End and the University of Cincinnati campus. East: Central Parkway is the eastern border between gentrifying Over-the-Rhine and the new Soccer Stadium. South: Cincinnati's Central Business District is immediately adjacent, as well as the Convention Center Riverfront, Bengals Football and Reds Baseball Stadiums.



The West End Neighborhood is shaded in navy
The target public housing sites are indicated by a yellow star

1.7 Alignment of Planning Efforts The West End Transformation Team took a comprehensive place-based approach working with all partners. The neighborhood includes Census Tracts 2, 264, 265 and 269, all recognized as HUD Qualified Census Tracts, since 50 percent of existing households have incomes below 60 percent of the area median gross income and the poverty rate is greater than 25 percent.



Plans and Data: The West End Choice Neighborhoods Planning process benefited from recent focused planning efforts including: a) West End Housing Study 2019-data analysis/recommendations for housing and investment; b) West End Resident Engagement Summary 2019- information regarding development strategies; c) West End Speaks 2016-quality of life plan for the West End; d) 2016 Place Matters 10 Year Respective.

WE Speaks Plan Update The City led an update in 2020 and 2021 to the West End (WE) Speaks Plan that was developed in 2015-2016 by West End stakeholders and approved by the City. The 2020-2021 focus was on refining and updating

18 goals that were identified for the short term (1 to 3 years), mid-term (3-5 years) and long term (5-10 years) across seven themes, including: Business/Employment, Clean/Open, Space/Recreation, Community/Health/ Safety, Housing, Senior Living/ Services, Transportation/Connections, Youth/Education. The WE Speaks Updated information serves as a framework for policy initiatives related to the West End Choice Neighborhood Transformation Plan. **Appendix A1: 2021 WE Speaks Summary Information.**

Linn Street Safety Improvement Project The City was awarded an \$8M federal Department of Transportation Rebuilding American Infrastructure with Sustainability and Equity (RAISE) grant to improve Linn Street, a major north/south connector. **Appendix A2: Linn Street Improvement Options and RAISE grant application summary narrative.**

TIF District: The neighborhood is included in a Tax Increment Finance (TIF) District 22-West End Incentive District (295.40 acres) established by the City on December 18, 2019, allowing for payments in lieu of taxes on the increased property values from 2020-2049. **NRSA:** HUD approved the designation of the West End as a Neighborhood Revitalization Strategy Area (NRSA), allowing the Transformation Team flexibility in using CDBG dollars to leverage additional funding. **Opportunity Zone:** Established in 2018 by the Governor, the majority of the West End is included in Census Tract 264, which includes the neighborhood west of the Interstate 75 and south of Liberty Street, this provides potential equity to developers, service providers, and other small businesses.

The City is further supporting West End revitalization by offering Residential Tax Abatement, Commercial Community Reinvestment Act, Small Business Assistance to support West End Transformation housing and neighborhood improvements.

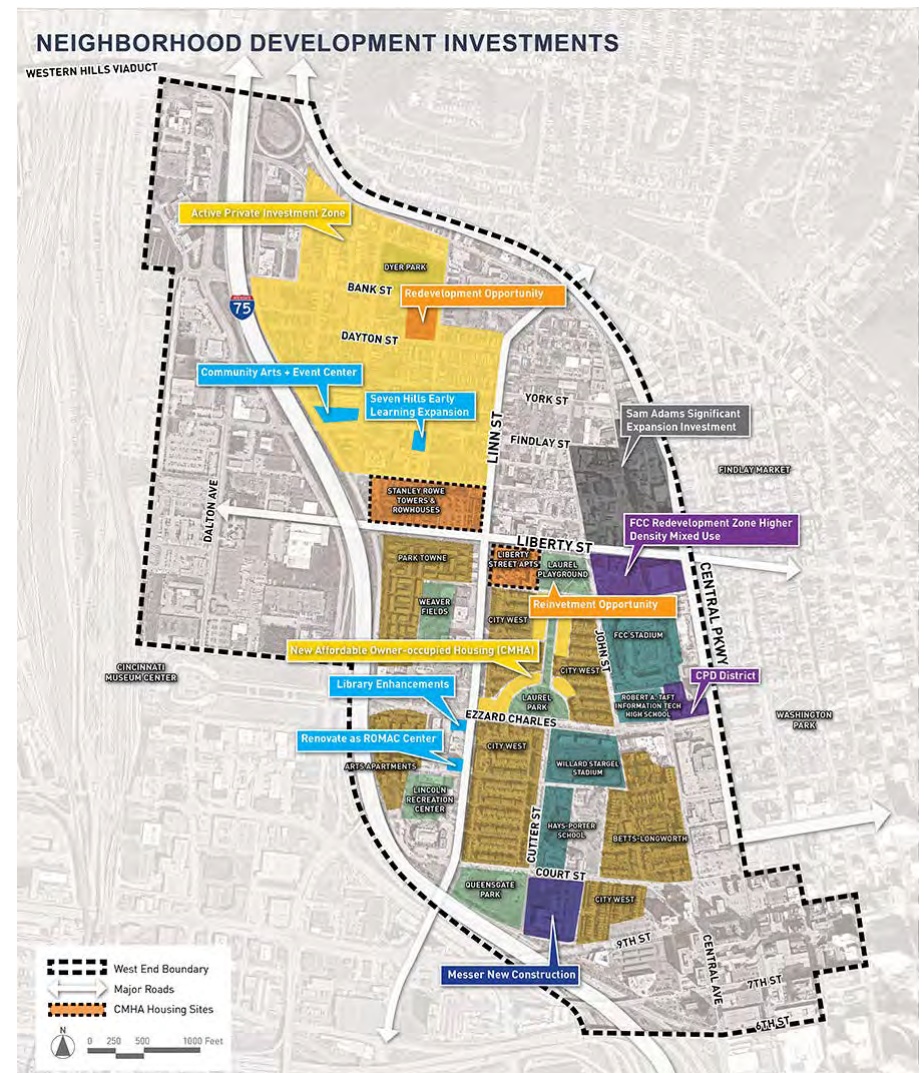
1.8 West End Opportunities The Choice Neighborhoods approach of aligning partners and resources is critical in the West End; as an urban neighborhood there is limited vacant land and property values are increasing, the scattered vacant and blighted properties require a comprehensive and strategic approach to develop 554 replacement units within mixed-income developments. In July 2021, the Transformation Team conducted an inventory of vacant lots and assessed partnering opportunities, the Team met with land holders and is working with these organizations to further define the partnerships summarized below.

Cincinnati Metropolitan Housing Authority (CMHA): CMHA owns 60 lots in the West End that are planned for homeownership. This land was part of the City West 1998/1999 HOPE VI Revitalization Plan. These units are not included as replacement units; however, the development of these new homes is included in the West End Transformation Plan. The Transformation Team is offering opportunities through homeownership counseling partners, including Brighton Center, The Homeownership Center, Working Neighborhoods. **Appendix D: Funding Sources/Partner Resources Matrix.**

Cincinnati Recreation Commission (CRC) is a key partner managing four parks in the West End and the Lincoln Recreation Center, which includes a fitness center and an outdoor pool. CRC is working closely with the Transformation Team to ensure partnerships are optimized to best serve the West End residents.

Cincinnati Museum Center at Union Terminal is an anchor in the community. There is significant opportunity for educational partnerships and resource collaboration that is currently utilized and will continue to benefit the West End. The site is located along a freight rail system that could in the future be considered for passenger rail, lending itself to a transit-oriented development site. The building is designated a National Historic Landmark and has undergone total restoration in the past few years. This is a vital resource to the community that will be preserved.

Offsite New Construction and Existing Units The Transformation Team has met with Developers that are planning housing and commercial developments and they have been invited to participate in the Housing Task Force. Conversations about partnering are ongoing.





Envisioning New and Renovated Housing Interactive Exercises

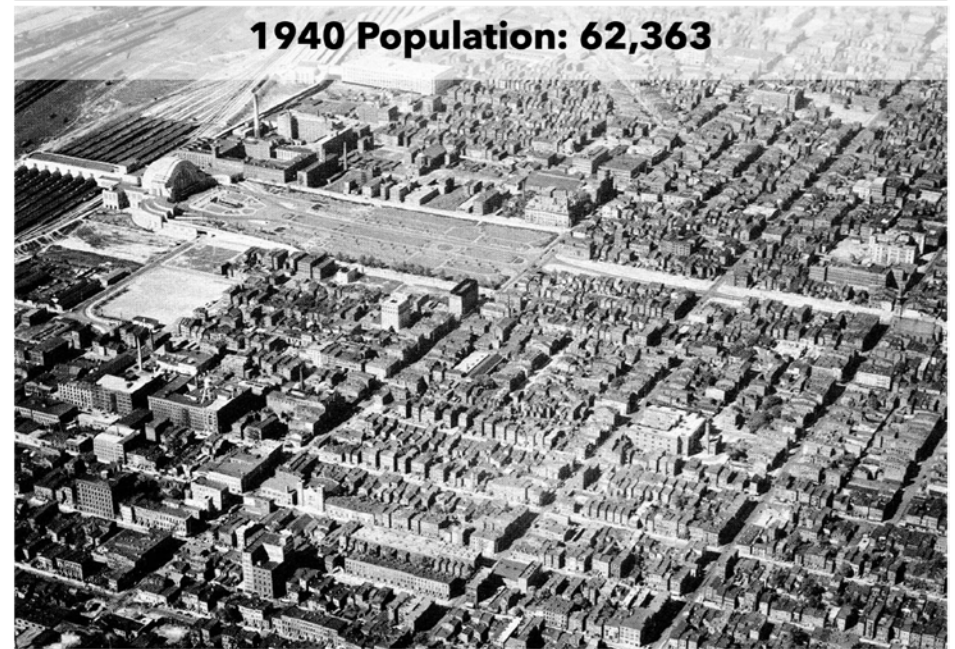
BLACK RIBBON	→ NEW ROADS
BLUE BLOCKS Existing Buildings	
YELLOW BLOCKS Townhouses & Duplexes	
GREEN BLOCKS Multi-family Apartments/ Senior Housing	
RED BLOCKS Non-Residential: Retail/Corner Gas, Institutional, Office, Community Center, etc.	
GREEN RIBBON	→ PEDESTRIAN
GREEN MARKER	NEW OPEN SPACES
GREEN DOTS	TREE CANOPY/SHADE
PARKING BLOCK	PARKING

A young boy is seen from behind, looking at the poster.

2 CONTEXT and ANALYSIS

2 CONTEXT AND ANALYSIS

2.1 History and impact of urban renewal The West End, located just west of Cincinnati's Central Business District and north of the waterfront, was a thriving epicenter of African American culture, wealth and business for over three decades. Union Terminal (now Cincinnati Museum Center) was constructed along the rail line in 1930 and in 1938 -1940 Laurel Homes and Lincoln Courts were constructed. As a vibrant commerce hub in the 1940s of 62,363 residents, the focus was on creating music and art, fighting for civil rights and raising families. The Urban Renewal programs of the 1950s ravaged the West End by displacing thousands of African American families with the wholesale demolition of a 400-acre section of the neighborhood, tearing apart the social, political and cultural fabric that defined this community.



According to the Cincinnati Historical Society, Urban Renewal obliterated the West End forcing the removal of: 10,295 homes/apartments, 137 grocery stores, 118 bars/restaurants, 86 barber shops, 80 churches; 99% of the 25,737 West End residents and business owners displaced were African American. In 1964, Dayton Street was declared a local historic district to protect the nineteenth century houses.

The West End neighborhood population of 6,627 (2010 census) battles poverty and blight, while gentrification is creeping west from Cincinnati's CBD, Over-The-Rhine and Pendleton, as well as north from the FC Cincinnati soccer stadium recent development. The timing is critical for West End stakeholders to build consensus, collaborate and establish a commitment to preserve and protect affordable housing, otherwise this neighborhood is in danger of losing the racial and economic diversity it has begun to rebuild, and the African American community will be disenfranchised again.

2.2 West End Neighborhood Profile

Socioeconomics The West End Choice Neighborhoods Transformation planning area includes census tracts 2, 264, 265 and 269. Comparing the indicators for the Stanley Rowe Towers, Rowhouses and Liberty Street Apartments residents with the West End and the City provides insight regarding where implementation activities need to be focused.



KEY TAKEAWAYS

- Individuals under 18 and over 65 make up 61% of the population and disabled individuals are 2x (Public Housing residents)
- Household income is ¼ (Public Housing residents) to ½ (West End)
- Poverty and unemployment rates are 4x (Public Housing residents) and 2x (West End)

SOCIOECONOMIC PROFILES	Stanley Rowe Towers/ Rowhouses/Liberty St Apts	West End	City of Cincinnati	Variance West End and City
Population	891	9,684	302,687	N/A
No. of Households	489	4,799	138,696	N/A
Median Age	28	31	32	(1%)
Population over 65	22%	9%	12%	(3%)
Population under 18	39%	29%	22%	7%
Individuals with a disability	23%	11%	13%	(2%)
Individuals without health insurance	N/A	6%	7%	(1%)
Black	96%	64%	41%	23%
White	3%	28%	50%	(22%)
Asian	0%	4%	2%	2%
Hispanic Origin	0%	1%	4%	(3%)
Median HH Income	\$9,396	\$23,859	\$42,663	(\$19,196)
Poverty Rate	100%	44%	24%	20%
Unemployment	78%	11%	7%	4%
Number of Housing Units	554	5,863	161,166	N/A
% Owner-Occupied Units		12%	39%	(27%)
% Renter Occupied Units		70%	61%	9%
% Vacant Units		18%	14%	4%
Median Home Value		\$288,650	\$148,700	\$139,950
High School Degree/GED/Some College		48%	50%	(2%)
Bachelor's Degree or Higher		40%	39%	1%

Data source: 2020 American Community Survey. Some data was not available specifically for public housing residents

WEST END NEIGHBORHOOD CRIME REPORT

Crime Incidents of Part I violent crimes (Part I includes rape, robbery and aggravated assaults) in the West End are 2x greater than other City neighborhoods, particularly robbery and assault. The perception of the West End is that it is unsafe; however, one of the greatest neighborhood strengths is the high level of resident involvement and the focused efforts by the City and neighborhood groups; as a result, neighborhood crime dropped in 2021. The West End has seen an increasing rise in violent crime this year so far with 324 reported Part I crimes, as of November 11, 2022. (Source: Open Data Cincinnati). In 2021, there were 296 Part I crimes total, representing at least a 9% increase in Part I crimes in the neighborhood: crime had increased at the same rate from 2020 to 2021. This is troublesome and needs focused attention by the City Police Department and local leaders to work with West End Residents and other stakeholders at the grass roots level. More research is being done to understand if crimes, particularly Part I, are being reported and what efforts to combat crime are working.

Year-to-Date: 11/14/2022

	19	20	21	22	% Change: 2020/2021	
Agg Assaults	39	53	56	46	-66.7%	33.3%
Homicide	5	9	3	4	-26.7%	-45.5%
Rape	20	15	11	6	-40.0%	5.6%
Robbery	18	30	18	19	5.7%	-17.9%
Total	80	105	85	74	-19.0%	-12.9%
Auto Theft	44	55	33	55	-1.0%	-3.8%
Burglary/B & E	57	52	47	39	-40.0%	66.7%
Theft	145	105	104	100	-9.6%	-17.0%
Theft from Auto	63	35	30	58	-14.3%	93.3%
Total	309	245	211	251	-13.9%	19.0%
Part I	389	350	296	324	-15.4%	9.5%

Rolling 28: 11/14/2022

	P4	P3	P2	P1	% Change: P2 - P1	
Agg Assaults	5	1	3	6		
Homicide	1	0	0	0	-100.0%	
Rape	3	0	2	0		
Robbery	4	0	0	4	100.0%	
Total	13	1	5	10	100.0%	
Auto Theft	7	3	2	8	20.0%	
Burglary/B & E	6	7	1	2	300.0%	
Theft	13	11	5	6	100.0%	
Theft from Auto	7	3	7	6	-14.3%	
Total	33	24	15	22	-46.7%	
Part I	46	25	20	31	55.0%	

P1 = Part 28 Days, P2 = Part 29 - 56 Days, P3 = Part 57 - 84 Days, P4 = Part 85 - 112 Days



The West End Community Council hosts a Safety Sector meeting monthly. The Safety Sector meeting is an opportunity for residents and community partners to hear from the Cincinnati Police Department about crime issues in the neighborhood and share on the ground knowledge of the issues.

Public safety has infiltrated the daily lives and discussions with all West End residents, students, stakeholders and Stanley Rowe Towers, Rowhouses, Liberty St Apt Residents. The fear of shootings and crime has significantly impacted the day-to-day life for everyone that lives and travels to and from the West End neighborhood. The Transformation Team is focused on safe and defensible space design strategies. The Transformation Team is focused on design strategies to enhance safety, this includes better lighting, placement of buildings and landscaping and creating recreation and open spaces that promote use by the community and ownership by residents.



2.3 Recent and planned investments Over **\$934.6M** in neighborhood investment has recently occurred or is planned, making timing critical for protecting the public housing residents' interests through an inclusive planning process. **1) SPORTS:** FC Cincinnati has constructed a new **\$300M** soccer stadium, a few blocks from Stanley Rowe/Liberty Street and has other planned investments around the stadium. The soccer stadium, new housing, and retail is an unprecedented opportunity to reimagine the future of the neighborhood that benefits all residents, led by the Choice planning process and specifically aimed at preserving opportunities for current residents. **\$10M** to build a new CPS Willard R. Stargel Stadium; **2) ARTS:** **\$15M** The Regal Theater was selected for the Historic Stabilization Program, which is run through the Hamilton County Land Reutilization Corp.; **3) INFRASTRUCTURE:** **\$85.7M** The City has invested and plans for future investments in the West End. The Linn Street (major north/south corridor spine) Safety Project, described in more detail in 1.7 Alignment of Planning Efforts, is a coordinated effort with the City that will significantly impact new development (**Appendix A3 West End Infrastructure Investments**); **4) HOUSING:** **\$329M** new mixed-income developments and renovations of historic townhomes for rental and homeownership; **5) SOCIAL SERVICES:** **\$7M** St. Vincent de Paul Resource Center (providing emergency services in the West end since 1962), a new 40,000 sq. ft. building with a food pantry, drug store and dental, eye clinic, library and thrift store.

2.4 Stanley Rowe Towers A and B, Rowhouses and Liberty St Apts Residents Needs Assessment The Community Building Institute-CBI (part of Xavier University) and Seven Hills Neighborhood Houses -SHNH (located one block north of Stanley Rowe), as the Planning Coordinator Team, administered the Household Level Needs Assessment. Conducted between June and September 2021, the Stanley Rowe Towers A and B, Rowhouses and Liberty Street Apartments Resident Assessment was essential to ensure that the Transformation Team identifies the current needs and challenges of Residents, their feelings about the community to focus on making improvements that are most important to the Residents. Head of households completed an in-depth survey with 63 questions on topics ranging from satisfaction with neighborhood amenities; safety and social issues; employment and income; children and education; and physical and mental health.

The resident outreach effort was intensive, and the team worked to be creative during the pandemic which limited in-person interactions. Resident Leaders and Community Ambassadors were invited to participate in the Household Level Needs Assessment, resident focus groups, interviews, meeting and events, in addition to participating in the Housing, People/Education and Neighborhood Task Force meeting, as well as the Choice Advisory Council meetings. To ensure the highest rate of participation in the resident assessments, CBI, SHNH and CMHA incorporated the following activities: mailings, door-to-door knocking and a barbeque event with a DJ and prizes, as well as the chance to win one of several gift cards, a total of 277 resident surveys were completed for a response rate of 50% (277 out of 554 households). Resident Community Ambassadors were instrumental in assisting residents in filling out their assessments, going to door to door, encouraging their neighbors to participate and collecting assessments.

ASSESSMENT HIGHLIGHTS

- 277** out of 554 units were surveyed
- Stanley Rowe Tower A, B, Rowhouses and Liberty St Apts were all well represented in the survey.
- 61%** were single person households
- 43%** have a senior individual over 55 in their household
- 30%** have children in their household
- 46%** have lived in the West End for 11 or more years

Survey Methodology A copy of the survey was mailed to all 554 households at the Stanley Rowe Towers, Stanley Rowe Rowhouses and the Liberty Street apartments with instructions and a postage paid return envelope. Staff from the CBI, SHNH and the Community Ambassadors spent several days each week onsite at the buildings working one-on-one with residents helping them complete their survey. Drop off boxes were stationed at the onsite property management office in Tower B and at Seven Hills. Only one survey was collected per household and respondents were given a \$10 gift card for their time completing the survey. The survey was offered both online and on paper. However, no surveys were completed online. All surveys were entered into Qualtrics, an online survey software, by CBI and Seven Hills staff prior to analysis. The following is a summary of the survey results. The full survey results are included as **Appendix B1 Resident Needs Assessment.**

General Households have long, deep ties to the West End, but often feel disconnected and isolated from their community. Families with children are not accessing early learning, open space and recreational or out of school time opportunities that are available. In some cases, this disconnect is a result of a lack of communication about what is available, often it is about people feeling unsafe in their own neighborhood. To protect their children, families stay indoors rather than venture out into the community, which contributes to the disconnect between neighbors and with service providers. The Stanley Rowe Towers A/B, Rowhouses and Liberty St Apts Resident Assessment was conducted from June-September 2021, during which time the pandemic likely influenced responses. The general feelings of being disconnected could be a partly a result of staying safe to avoid contracting a virus in addition to residents' feelings of disillusionment. Even with multiple hardships, over 70% of residents that participated in the assessment want to stay in the West End and make it work for their families.

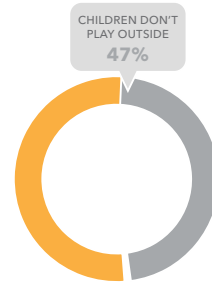
WEST END CHOICE NEIGHBORHOODS TRANSFORMATION PLAN

Household Level Survey Summary Results
Prepared by the Community Building Institute

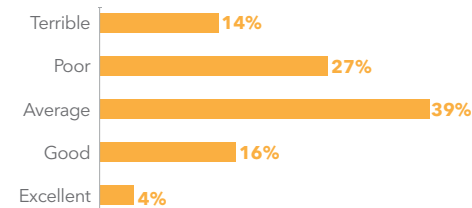
277 of 554 households were surveyed
61% are single person households
43% have a senior over 55 in their household
30% have children in their household

YOUTH AND EDUCATION

30% of households surveyed have children
60% have kids 0-5 years old
48% reported their 0-5 year olds **stay home** with them or another guardian
23% reported their 0-5 year olds attend a **professional early learning center**
57% are **very satisfied** with their current child care arrangements



ACCESS TO OUT OF SCHOOL OPPORTUNITIES



TOP REASONS

- Safety concerns over shootings
- Bullying
- Nowhere to play



EMPLOYMENT AND JOB TRAINING

Non-Senior Households
40% reported not working but looking for employment
26% reported not working and not looking for employment
48% reported their 0-5 year olds **stay home** with them or another guardian

Senior Households
73% reported not working and not looking for employment

WHAT WOULD HELP WITH EMPLOYMENT OR EDUCATION PLANS?

- More information about options
- Better transportation
- On the job training
- Better access to the internet



1 in 5
would like more training or education to get a better job



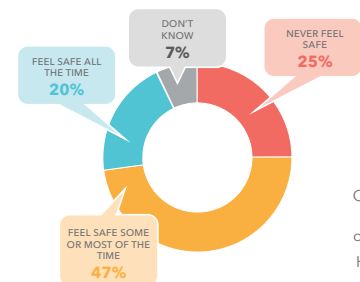
COMMUNITY AMENITIES

Internet Access

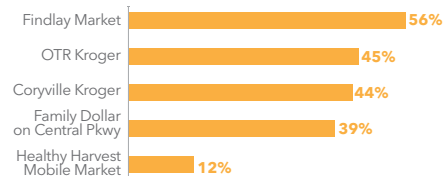
46% of respondents don't have access to quality internet at home
51% don't have the devices they need to access the internet

Those without internet

58% reported accessing the internet at the West End Branch Library or another library
26% reported "other"; responses most often included using a mobile device or not using the internet at all



WHERE DO YOU SHOP FOR GROCERIES?



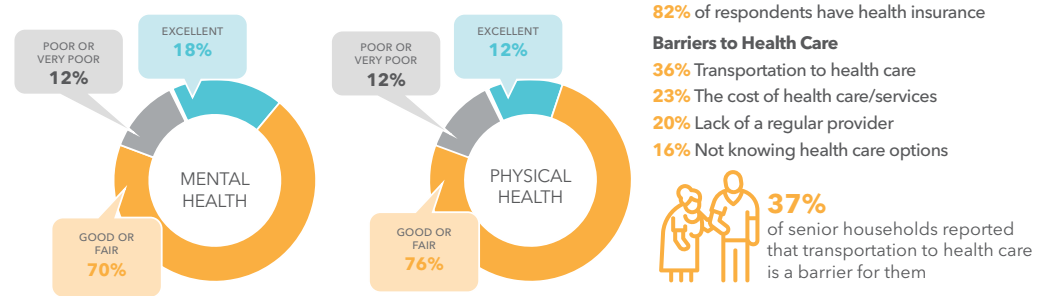
Income Historically and in the present day, West End residents, both the public housing residents and other residents in the West End struggle with persistent poverty. Nearly 96% of the residents living at Stanley Rowe Towers A, B, Rowhouses and Liberty Street Apartments make less than 30% of the area median income (2019 Cincinnati's Median Household Income for a family of four was \$40,640). Included are low-income seniors on fixed incomes and families with children that are attempting to patch together access to an array of benefits that fall short of meeting human basic needs of shelter, food and education.

Employment Approximately 36% of households reported working either full or part time. Of the Non-senior households surveyed, approximately 80 households reported not working and not looking for work, another 125 households are unemployed and looking for work. There are families with young children and school aged children at home who cannot find jobs that pay enough to cover the cost of adequate child care. Transportation was also reported as a barrier in access to employment. Almost 50% of households surveyed reported they do not have reliable internet access, and therefore not able to research training programs and job opportunities.

Current and Future Housing 22% of Residents want to live in a unit in the West End with a voucher. 27% wants a new unit in the West End. 18% want to move to a different neighborhood in Cincinnati. 12% want to move out of Cincinnati but stay in Hamilton County. 23% would like to stay in current housing. Residents want enhanced safety and security improvements, connectivity to stores and restaurants, quality outdoor space for families, kids, and seniors, accessibility, community gathering space.

Residents expressed a need for housing that suits them and is high-quality and functional. For seniors (74% want a senior only building) that means a building that is centrally located with good access to the community amenities including shopping, health care, pharmacies, and quality indoor and outdoor gathering spaces. Families with children desire larger units with larger bedrooms, more storage and places for children to play, study, and structured activities. Residents want a thoughtfully designed community that encourages eyes on the street, with lighting and secure spaces.

HEALTH



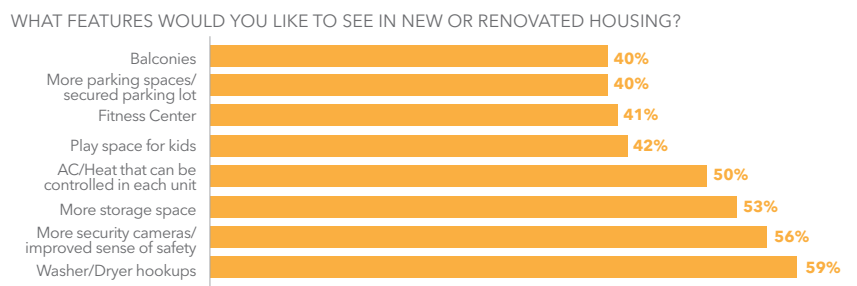
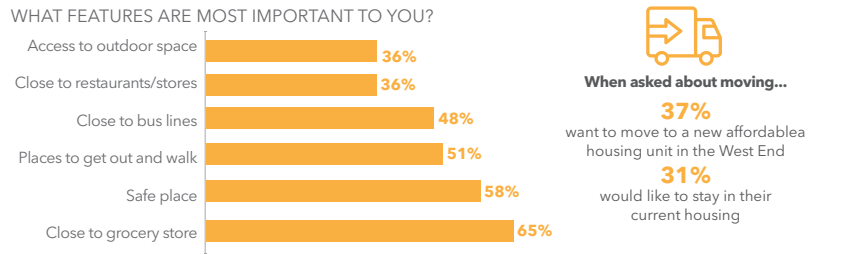
Transportation and Mobility 35% of respondents are using the public bus system for transportation and another 21% rely on walking. Senior households do not have convenient access to the health care, shopping and other community amenities that are relatively close to them. People often identified lack of transportation as a barrier to taking advantage of community resources. This reflects the poor quality of West End pedestrian environments, including bus stops, traffic, sidewalks, sparse tree canopy-lack of shade and shelter, in addition to crime and safety concerns impacting mobility. The West End is well served by the Metro bus system, and close to downtown and other amenities, but there are first and last mile barriers.

HOUSING

74% of senior households said they would like to see senior only building in the new development

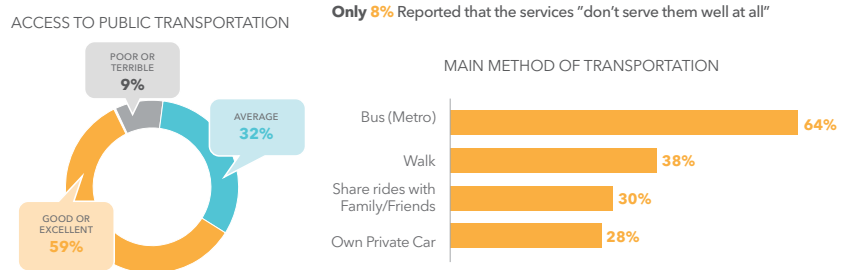
When asked about their current housing:

- 44% reported that there are maintenance and repair issues that need to be addressed
- 21% reported feeling unsafe in their current housing
- 21% reported feeling unsafe in their current housing
- 29% reported that overall their current housing serves them well



Health and Wellness Overall, respondents rated their physical and mental health well and over 80% of respondents reported having health insurance. Only 53% of respondents with kids reported that their kids have insurance. Top barriers to health care were transportation, the cost of services, and lack of a regular provider. Concerns over violence and shootings showed up as significant barrier to recreational activities and overall feelings of safety in the neighborhood.

TRANSPORTATION



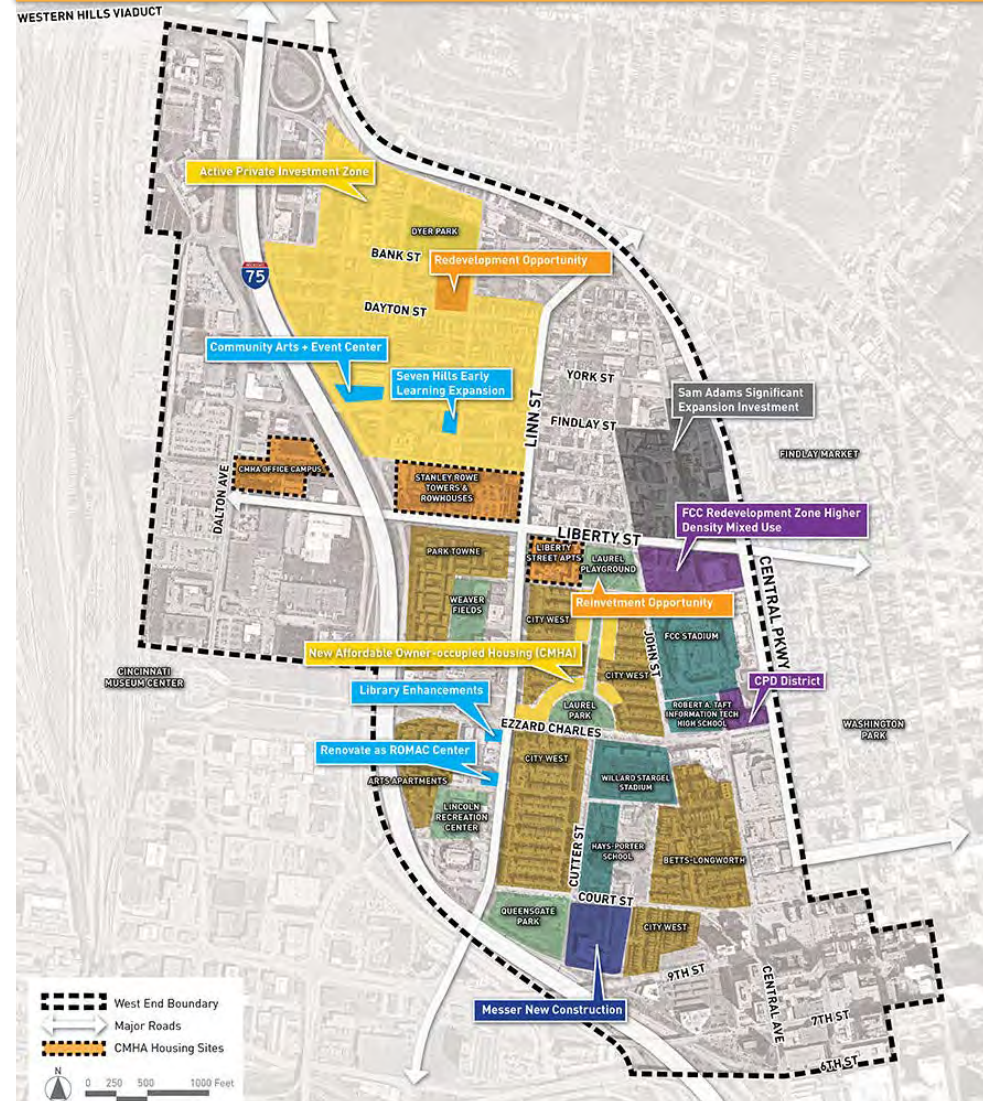
2.5 Service Inventory/Gaps/Utilization

The Resident Assessment results were reviewed in the context of other resident outreach including focus groups, meetings and interviews. A common thread was the effects of Residents struggle with persistent poverty and subsequent daily life challenges. There are many Partners working to address West End service gaps, yet households remain largely disconnected and isolated from services and each other. The Transformation process will bring Partners together to provide a more connected network.

West End Assets/Resources The West End is an asset and resource-rich neighborhood, there are several non-profit organizations and institutions shown on the map to the right. However, Stanley Rowe Towers A and B, Rowhouses and Liberty St Apts Residents are reporting a disconnect from these services and challenges with navigating resources. The West End is well served by public transportation, however, residents with mobility challenges have first and last mile transportation issues to get groceries, medical care and medicines independently and affordably. Seniors and youth not being connected with services and out of school activities. In addition, residents are reporting barriers to accessing living wage jobs. Over 30% of Residents rated the West End as having good access to affordable housing, health care, healthy food, access to public transportation, and community center, libraries, parks and other community uses, while over 20% of respondents rated the West End as poor regarding housing conditions/quality, senior services, youth programs, and access to jobs.

Stanley Rowe Towers A and B, Rowhouses and Liberty St Apts Residents reported visiting several of the community assets in the West End but would like better access to stores and restaurants. Desired community improvements centered around the need for quality outdoor space for kids, families and seniors. Also, better quality affordable housing, a cleaner community with less trash, a safer community with less violence and drug activity, more entertainment and constructive things to do, especially for youth.

WEST END NEIGHBORHOOD OPPORTUNITIES





CityLink Culinary Class



Lincoln Recreation Center



Regal Theater



St. Vincent De Paul



Dyer Park Splashpad

Residents use the West End Branch Library to access the internet, print and seek jobs. While residents are reporting relatively high satisfaction with several local services, a significant percentage of residents are reporting not utilizing important services that should be accessible to them. Over 20% of respondents reported being satisfied with the following: Lincoln Recreation Center, Library, YMCA, SHNH, St. Vincent DePaul Outreach Center, Healthy Harvest Mobile Market, Freestore Foodbank, and Cincinnati Museum Center. More than 30% of respondents reported not using the following: Lincoln Recreation Center, the YMCA, Council on Aging, CityLink Center, Freestore Foodbank, Laurel Playground, Queensgate Playfield and Dyer Park.

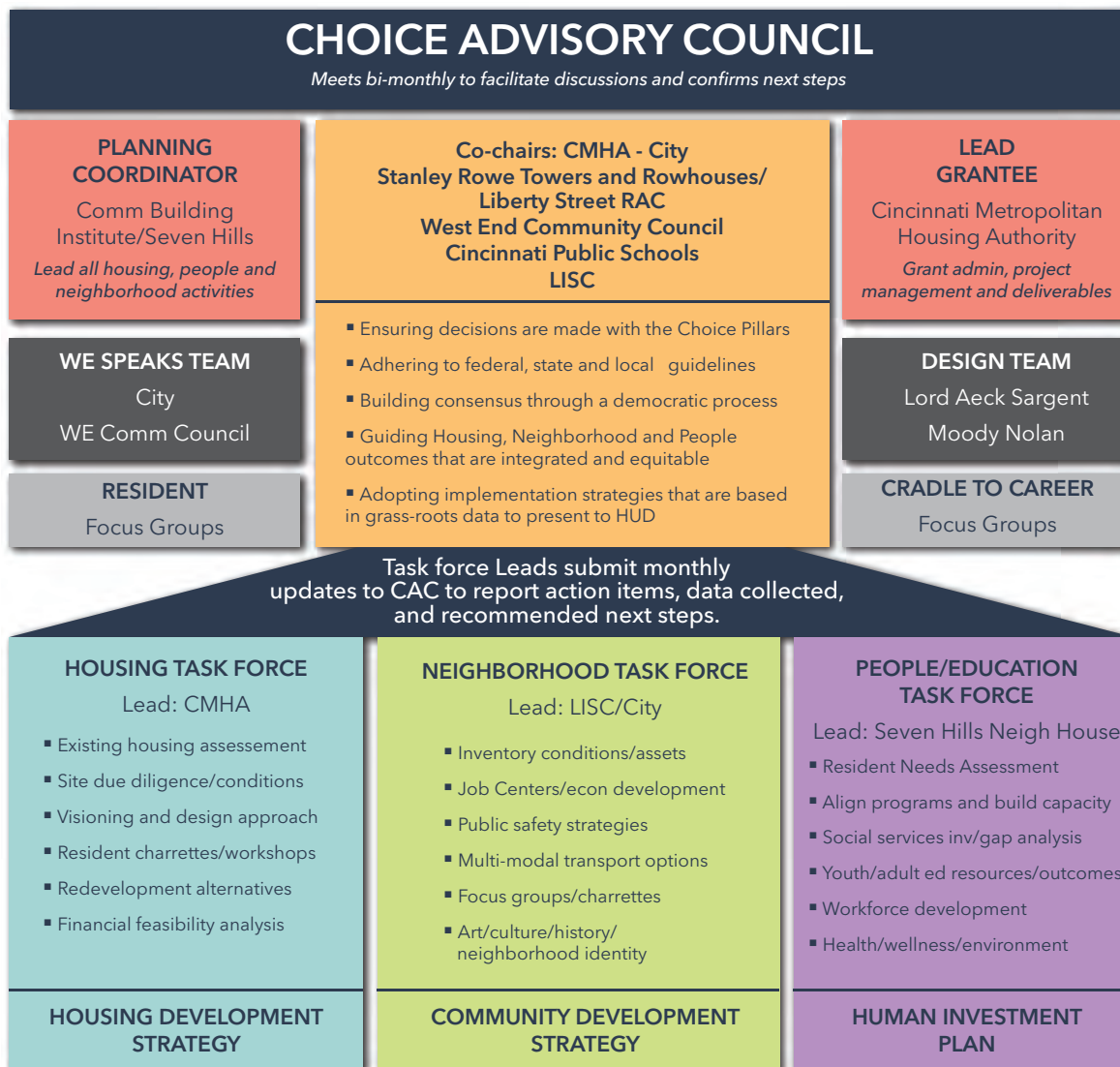
The People/Education and Neighborhood Task Forces are working to refine the West End Resource Guide that CBI and SHNH developed that includes: 1) job training, education and employment, 2) health and wellness, 3) food and nutrition, 4) schools, daycare and youth services, 5) senior services, 6) financial stability and crisis services, 7) housing and homeownership, 8) art, culture, and history, 9) library and recreation, 10) west end civic organizations, 11) churches and places of worship, 12) city services **Appendix B2: West End Resource Guide.** The Community Ambassadors will maintain the resource guide, by making additions, revisions and updates throughout the grant process and Resident Leaders will continue to maintain the guide after the Transformation Plan is complete.



3 COMMUNITY PLANNING and ENGAGEMENT

3 COMMUNITY PLANNING AND ENGAGEMENT

3.1 Planning Structure and Roles CMHA set up an advisory council and task forces to ensure Residents and Stakeholders are included throughout the Choice Neighborhoods planning process and could continue to provide input in the development of the Transformation Plan. **Choice Advisory Council** (Lead: CMHA) is the oversight body that reviews and provides the Transformation Team and Task Forces direction.



The People Task Force (Lead: SHNH) is working with Partners/service providers to improving People outcomes related to health, education and income. Evaluating existing services available to West End residents to increase communication among service providers and increase resource sharing for a more strategic approach. Involving residents in assessing strategies and effectiveness.

The Neighborhood Task Force (Lead: LISC/City) assesses infrastructure and sustainability. Walkability, access to transportation and community facilities, public safety, parks and open space, lighting, parking, safe streets, economic development and other neighborhood elements. Neighborhood leadership and organizational capacity is a major focus to ensure implementation success, a dynamic approach and long-term sustainability.

The Housing Task Force (Lead: CMHA) is guiding plan feasibility, funding options and strategies for housing revitalization. Strategies for ensuring preservation of affordable housing and pathways to homeownership will be studied closely. Appropriate housing mixes, housing for seniors, families and disabled residents will be included, ensuring inclusivity of housing opportunities and a mix of incomes for both onsite and offsite development.

COMMUNICATION METHODS

VISIT westendchoice.org

- Choice Neighborhoods Information
- Structure/Process Flow
- Meetings
- Community Presentations
- News and Events
- Links to Partner Sites
- Resources
- FAQs

FACEBOOK @WeChoiceCincy

- Meeting Information
- News and Events
- Links to neighborhood initiatives

YOUTUBE

youtube.com/channel/UCyJFUECQaVZ2qV9rpVAUjFO

- Meeting videos
- Events and Resident Comments

ONSITE INFORMATION BOARDS Stanley Rowe Towers A/B

- Meeting Information
- News and Events

POSTCARDS/ROBOCALLS to all Stanley Rowe Towers A and B, Rowhouses and Liberty Street Apt Residents

- Meeting Information

CONTACT

choiceneighborhoods@cinimha.com

- Ask to be a member of the People, Housing, Neighborhood Task Forces
- Request Information
- Ask Planning Process Questions

3.2 Communication and Engagement CMHA leads the West End Transformation Team in coordination with the City of Cincinnati. CMHA competitively procured Community Building Institute- CBI (Xavier University) as Planning Coordinator, and CBI is working with Seven Hills Neighborhood Houses -SHNH (neighborhood-based CDC). In 2022, the West End Transformation Team have engaged Stanley Rowe Towers A and B, Rowhouses and Liberty Street Apartments public housing residents and Stakeholders at over 60 events, meetings and workshops and interviews.

From June-September 2021, CBI/SHNH administered the Resident Assessment and a West End Business Survey in February 2022. In 2020 and 2021, the City conducted a neighborhood survey through the WE Speaks Planning process and the Transformation Team conducted a METRO ridership survey during the neighborhood meetings.

The flow diagram on the following page presents the extensive resident and stakeholder outreach undertaken, the Transformation Team employed creative approaches during the pandemic since in person interactions were limited. Ambassadors/Resident Leaders were invited to participate in the Housing, People/Education and Neighborhood Task Force, Choice Advisory Council meetings. The Choice Neighborhoods Planning process is a unique opportunity for Residents to work with the Transformation Team to plan for future of their housing and their neighborhood.

STANLEY ROWE TOWERS A/B, ROWHOUSES AND LIBERTY STREET APARTMENTS RESIDENTS AND WEST END STAKEHOLDERS SHAPED THE TRANSFORMATION PLAN

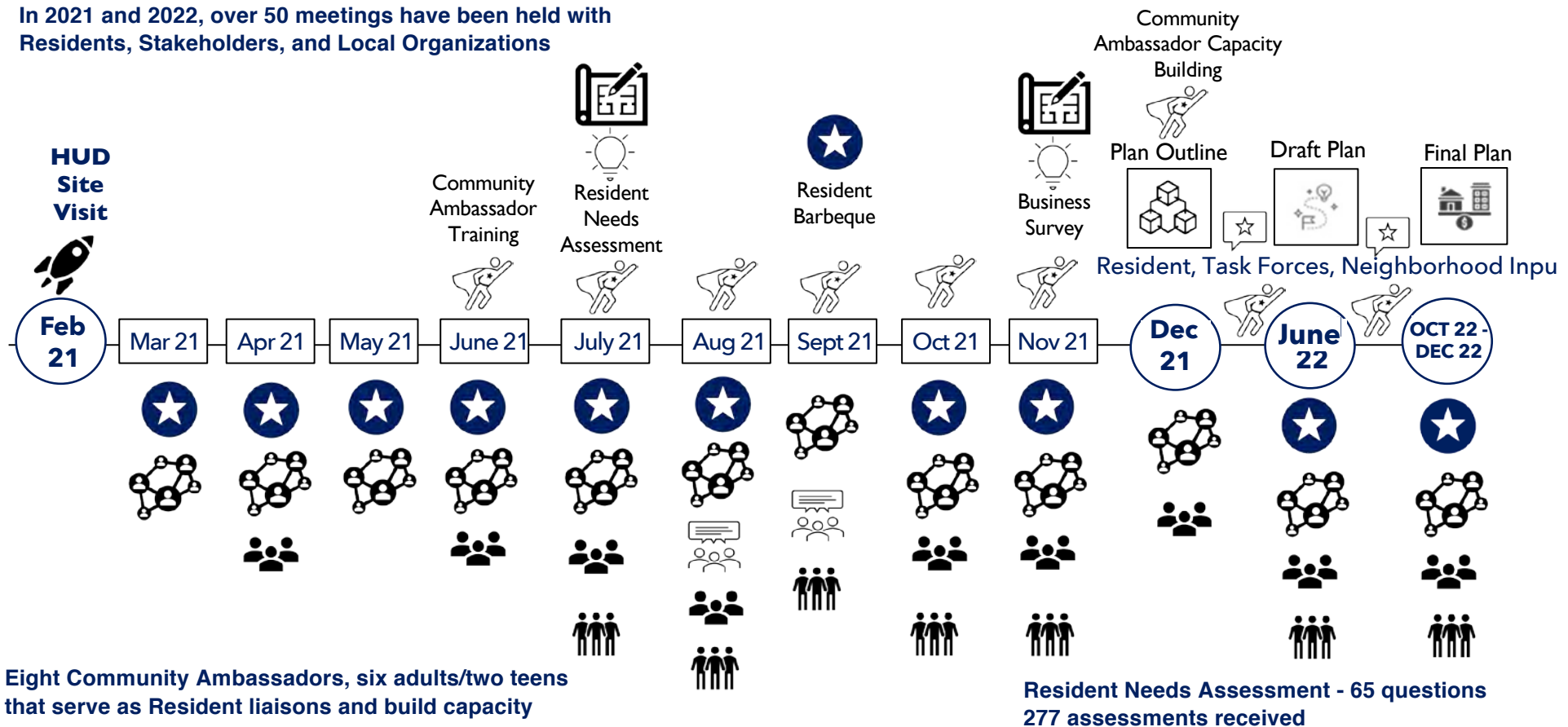
2021-2022 Choice Neighborhoods Planning Process

- February 25 and 26, 2021 HUD Virtual Site Visit*
- March, April, May 2021 Virtual Meetings*
- June, August, October, November 2021 and March 2022 In Person Meetings
- August 2021 Resident Focus Groups
- September 10 Resident Barbeque
- July, August, September, October WE Speaks Neighborhood Plan
- August 2021-May 2022 Presentations to the West End Community Council, City and County Leaders, Interviews with Stakeholders, Partners, Land Owners/Developers

* Due to the pandemic and concerns about virus transmission meetings were held remotely. SHNH provided virtual meeting training and each household was provided a remote meeting guide.

West End Choice Neighborhoods Resident and Community Engagement

In 2021 and 2022, over 50 meetings have been held with Residents, Stakeholders, and Local Organizations



- Residents Leaders and Residents Meetings
- Community Ambassadors
- Housing, People, Neighborhood Task Forces
- Focus Groups and Interviews
- Choice Advisory Council
- Neighborhood Meetings



Community Ambassadors August 2021



August 19, 2021 Resident Meeting



October 14, 2021 Resident Meeting

3.3 Stanley Rowe Towers, Rowhouses and Liberty Street Apts Community Ambassadors The Community Ambassador Program kicked off in June 2021 as a critical component of the West End Choice Neighborhoods Transformation Planning process to further engage and empower residents. During this 14-month planning process, communication with residents is critical. Eight Community Ambassadors, including two teen Ambassadors serve as a liaison to the Stanley Rowe Towers A and B, Rowhouses and Liberty Street Apts.

Community Ambassadors led and will continue the following:

- Connect** - Community ambassadors share information with their fellow residents. This includes sharing notices about upcoming meetings for the West End Transformation Plan, and sharing available resources and events in the community. Ambassadors will help think of creative ways to reach residents during the COVID-19 pandemic and will help staff reach residents through events and activities that protect the health and safety of the residents.
- Listen** - Ambassadors are a sounding board for their neighbors. Ambassadors strive to meet their neighbors where they are and hear their concerns, fears and desired outcomes for the planning process and their futures. They pay attention to themes and common concerns and desires they are hearing from residents. Ambassadors share resident feedback with the Transformation Team.
- Organize and Advocate** - Ambassadors will advocate for their fellow residents. All residents will not be able to attend all meetings or events. The Ambassadors will play an important role of advocating on behalf of their fellow residents and serve as community organizers.

Community Ambassadors get out in the community and talk with their neighbors, in community spaces and going door to door. Ambassadors are critical advocates for their fellow neighbors in the Stanley Rowe Towers, Stanley Rowe Rowhouses and the Liberty Street Apts. Community Ambassadors are obtaining valuable leadership experience. In June 2021, the Ambassadors participated in introductory leadership and community organizing training with SHNH and CBI. The training included capacity building, personal goal setting and support. In December 2021, year-end training was provided reflecting on accomplishments, goal setting and planning for 2022 activities.

In February and March 2022, the Ambassadors participated in leadership and capacity building sessions provided by the Mayerson Academy, a Cincinnati non-profit.



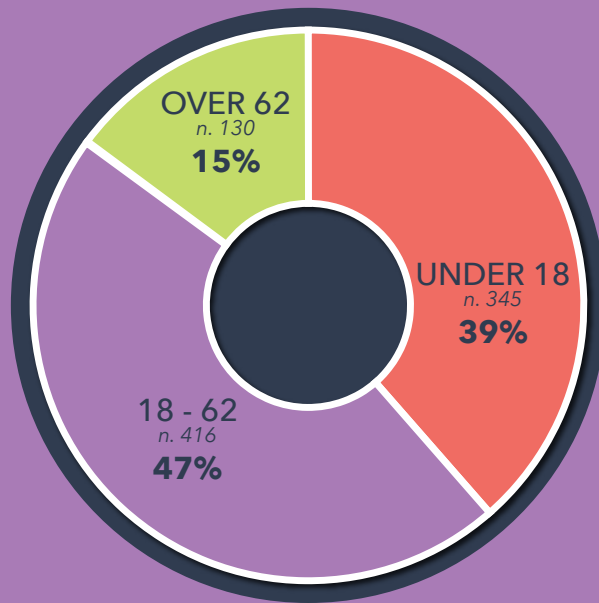
4 PEOPLE and
EDUCATION

STANLEY ROWE TOWERS A/B, ROWHOUSES AND LIBERTY STREET APARTMENTS RESIDENTS

490 Households
891 Individuals

- Average occupancy 8.5 years
- Average family size 2
- Average tenant rent portion \$178

RESIDENT AGE BREAKDOWN



Source: CMHA October 2021 Resident Data

4 PEOPLE AND EDUCATION

4.1 Background Nearly all, 99% of the Stanley Rowe Towers A and B, Rowhouses and the Liberty Street Apartments Residents are low-income (465 individuals in households below 30% Area Median Income, 20 individuals below 50% AMI, 2 below 80% AMI and 2 above 80% AMI). The community includes 58% females and 42% males. Approximately 205 households, 23% of all households, have family members with a disability.

The residents ages breakdown as follows: under 18 - 345 individuals (39%), between 18-62 - 416 individuals (47%) and over 62 - 130 individuals (14%).

The target public housing sites serve two distinct populations, seniors and households with children. This is largely driven by the unit configurations and bedroom sizes at the three sites: Stanley Rowe Towers A and B, which are one-bedroom units in elevator buildings, Rowhouses, which are three-bedroom two story townhouse units and Liberty St Apts, which are walk-up units with a range of one to five-bedrooms. 22% of the total number of residents over the age of 62 live in Tower A and B. while households with children tend to live in the Rowhouses and Liberty Street Apartments.

While over 60% of residents have lived in their housing for five years or less there is a group of residents, 17% that have lived at the target public housing sites for over 20 years. CBI has found through resident assessments and interviews that many of the residents who have lived in their current housing for less than five years may have ties to the West End and often have lived in other housing in the West End for much longer. Residents have consistently expressed concern about the process of moving, their ability to return to housing they can afford in the West End and about their ability to qualify for housing choice vouchers and be able to cover utility costs, (something they are not currently responsible for). The Transformation Team is developing a detailed relocation plan with strategies and timelines. Each household will have a relocation counselor and be provided mobility planning and assistance. Particular attention will be paid since this is a very low-income population with a large number of dependents (seniors, children, and disabled residents).



September 10, 2021 Resident Barbeque



Hayes Porter Elementary School Class

PEOPLE-EDUCATION IMPLEMENTATION

The Human Investment Plan will include:

- Challenges
- Needs Assessment Baseline
- Expected Outcomes
- Strategy/Action Items
- Number of Residents Served
- Service Providers

4.2 People and Education Goals/Objectives The People/Education Task Force, led by SHNH, a locally based CDC, is working with over 20 service providers that have a breadth and depth of West End experience and knowledge, as well as expertise in working with low-income communities. This group of committed organizations is collectively focus on working with the residents to change to improve the quality of life for West End residents and to transform the area into a vibrant place where everyone can thrive.

The Task Force includes Cincinnati Public Schools, Taft High School, Hayes Porter Elementary School, Virtual School (CPS), Cincinnati College Prep Academy, St. Joseph Church/School, Greater Cincinnati Foundation, Community Action Agency-TM Berry Children-Family Center Head Start, Cincinnati Rec Commission, CincinnatiWorks, Council on Aging, Cincinnati Area Senior Services, Freestore Foodbank, MORTAR, West End Library, YMCA Impact Centers, HOME Cincinnati, St Vincent DePaul Outreach Center and Families Forward. Additional implementation partners focused on workforce development, education and training for West End residents will be integrated as implementation proceeds: Cincinnati Job Corps, CityLink Center, Jobs and Family Services, Urban League, United Way.

From March 2021 to March 2022, the People Task Force met frequently to engage Partners, to better understand challenges and opportunities and to begin to work toward developing a shared vision. To establish the People and Education goals and objectives listed on the following page, as well as the baseline for monitoring progress and success, CBI and SHNH conducted the Resident Needs Assessment, asking the 554 households living at Stanley Rowe Towers A and B, Rowhouses and Liberty Street Apartments 65 questions; 277 households responded. Focus groups, meetings and interviews were also held with public housing residents as well as other West End Stakeholders. Overall, there is a need for better communication, resource pooling and referrals among services providers and case managers.

The Human Investment Plan includes detailed action-oriented implementation strategies with the elements summarized to the right and incorporate the objectives on the following page that were developed based on Resident and Stakeholder input, Resident and Neighborhood assessments and data collected throughout the planning process.

The People and Education Plan includes detailed, action-oriented implementation strategies developed based on Resident and Stakeholder input, assessment of assets and needs, and data collected throughout the planning process. The People and Education strategies that follow are designed to enhance West End Residents outcomes around educational attainment, access to health care, employment and financial stability, special attention has been given to exploring what children and seniors in this community need.

Like many neighborhoods that struggle with poverty, there are a significant number of services located in and near the West End. Overall, there is a need for better communication, resource pooling and referrals among services providers and case managers. The People Task Force has completed an inventory of service, a services gap analysis and resident input sessions which points to the best way to serve West End residents is to reinvest, deepen the impact and work toward better consistency and follow up of existing services and to connect Partners to create a stronger network, rather than creating additional services.

WEST END CHOICE NEIGHBORHOODS PEOPLE AND EDUCATION OBJECTIVES

CRADLE TO CAREER

- Early development of children
- Build parent and caregiver capacity
- School attendance and performance
- Out-of-school programs and attendance
- Affordable/nearby childcare
- Training needed to fill short/long-term jobs
- Foster higher education pathways



SENIOR SUPPORT

- Nourishment, mobility and exercise programs
- Games and social activities
- Proactive health/access to treatment procedures and medicines
- Identify and address isolation and depression



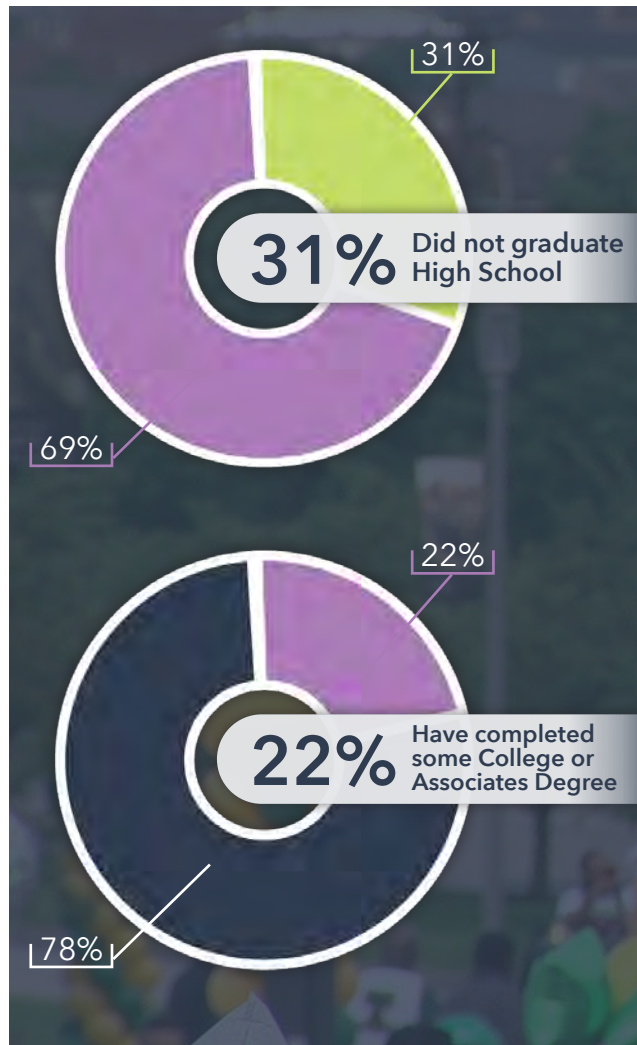
INCOME AND ASSET BUILDING

- Increasing income through career pathways providing living wage employment opportunities
- Financial literacy, budgeting and savings programs
- Increase locally owned and black-owned businesses
- Support and expand existing businesses
- Enhance access to affordable homeownership



CRADLE TO CAREER | Asset and Needs Assessment

Based on school performance data, family concerns and other metrics from the Resident Needs Assessment children are not ready for kindergarten, succeeding in school, or graduating from High School on time. The Transformation Team is focused on early learning access, quality out of school opportunities, youth employment and career readiness to help youth positively transition from one life stage to the next. Educational attainment levels for head of households in Stanley Rowe Towers, Rowhouses and Liberty Street Apartments are overwhelmingly low. The goals and objectives focus on building their foundations for individual long-term growth and success.



WEST END Anchor Institution | Partnership



Seven Hills Neighborhood Houses (SHNH) has been in the West End since 1961, at 901 Findlay St., one block north of the target housing sites. SHNH continues to evolve and dynamically provides traditional settlement house services to West End residents. SHNH also is a Community Development Corporation that provides an array of services, develops real estate and supports critical quality of life initiatives in the neighborhood. SHNH has deep relationships in the community as a trusted partner that allows genuine conversations with Stanley Rowe Towers, Rowhouses and Liberty St Apts residents, other West End residents and Partners.

In 2021/2022, SHNH has served multiple roles throughout the West End Choice Neighborhoods Planning Process, as Planning Coordinator with Community Building Institute, as People/Education Task Force Lead and as a key partner in the Neighborhood Task Force, conducting the West End business inventory and survey and working on the crime/safety pilot program with LISC and the City.

SHNH was designated as the Place Matters lead agency in the West End, working closely with LISC, the City, the Port and CBI to build further capacity in developing real estate, community planning, education, cultural and asset development, grant writing and administration. SHNH spearheads Business District Events to draw awareness to West End businesses and hosts Ezz Fest, with other West End Partners.

SHNH's community center is a natural gathering place, drawing people in with its large gym, meeting rooms, kitchen, pantry, computer lab, multi-purpose rooms, boxing ring, library, storage rooms and a rear-wing with additional facilities that is home to the Findlay Street Boys and Girls Club which offers individual events that keep the community engaged, including Family Fun Nights, a Volunteer Appreciation Banquet, Domestic Violence

Awareness Day, Community Night, Taste of the World. Other SHNH programs are summarized below.

Community Land Cooperative the Community Land Cooperative was founded in 1981 and is the first urban community land trust that removes land and housing from the usual real estate market. We then lease or sell the housing to residents at affordable prices to prevent the displacement of low-income residents from the neighborhood. In 2017, the Community Land Cooperative became a subsidiary to SHNH.

Trauma Recovery Center non-hospital recovery center, conducting trauma outreach events, including hosting a Healing Vigil in Laurel Park. Free counseling and crisis intervention with support in mental health, legal citations and substance abuse issues.

Victims of Crime Outreach provides victims with medical and legal advocacy, crisis support, safety planning, and referrals.

STEPS Youth Development boxing programs, graduation/scholarship support in partnership with Proctor&Gamble and helmet donations.

SisterLink was created for single mothers that wanted greater community involvement. The group has evolved to include women of all ages. The Sisters are active participants in health events, community meetings, housing seminars, leadership training, and social events.

Findlay Street Café serves meals to community members and provides special meal support during the Thanksgiving and Christmas holidays with other Partners.

CRADLE TO CAREER | Asset and Needs Assessment

Early Childhood Education The Transformation Team is focused on working toward ensuring every parent living the West End is provided with the opportunity and resources necessary for their child to prosper. There are approximately 2,800 children under the age of 18 living in the West End, while 39% of the individuals Stanley Rowe Towers, Stanley Rowe Rowhouses and the Liberty Street Apartments are under the age of 18.

Stanley Rowe Towers, Rowhouses and Liberty Street Apartments Households - Kids 0-5 years old

- **60%** have kids 0-5 years old
- **23%** of kids attend a professional early learning center.
- **48%** stay home with their parent or another guardian.
- **A majority** reported being satisfied childcare arrangements.
- **26%** want childcare options that are not currently available.

Contributing Factors

- **77%** of residents do not work full or part-time and are less likely to place their child in preschool programs.
- Maintaining early child education/care benefits as the household advances in their career puts a family above the income eligibility threshold for public assistance programs can result in the household being financially worse off (benefits cliff).

The West End has several educational assets and is anchored by several high-quality early learning centers. The centers are rated, on the Step Up to Quality rating administered by the Ohio Department of Education. All are enrolled in a subsidized child care program.

Early Learning Center	Location	Ages Served	Rating
Theodore M. Berry Children and Family/ Early Head Start Center	880 W Court St. 0.7 miles from Stanley Rowe/ Liberty St Apts	6 weeks until Kindergarten	★★★★★ Five-star rating. The center provides individualized curriculum, comprehensive health screenings and meals, small teacher to child ratios. Monday -Fridays 6 am – 6pm
Daddy's Daycare Child Development Center	901 Findlay St. 0.3 miles from Stanley Rowe/ Liberty St Apts	6 weeks to 12 years old	★★★★ Four-star rating. The center has been in operation since 2010 and has a capacity of 57 children and operates Monday - Fridays 6 am – 6pm.
Little Tree House of Knowledge	1525 Linn St. 0.3 miles from Stanley Rowe/ Liberty St Apts	2.5 to 5 years old	★★ Two-star rating. The center has been in operation since 2014 and has a capacity of 60 children and operates Monday-Fridays 7:30 am – 6pm.
Hays-Porter Pre-School	1030 Cutter St. 0.8 miles from Stanley Rowe/ Liberty St Apts	3 and 4 yr old living in the school district	★★★★★ Five-star rating. Offers Cincinnati Preschool Promise Funds, breakfast, lunch and snack provided, child and family support services. Monday through Fridays 8 am-2:30 pm. CPS kindergartners who attend a CPS preschool significantly outperform students in preschool and kindergarten readiness.
Rising Stars at Ezzard Charles	425 Ezzard Charles 0.7 miles from Stanley Rowe/ Liberty St Apts		

CRADLE TO CAREER | Asset and Needs Assessment

Schools The West End has four schools, however some Stanley Rowe Towers, Rowhouses and Liberty Street Apartments students attend schools outside of the neighborhood. In Ohio public schools are free to attend and have open enrollment where parents can choose to send their child to any public school, regardless of location. In most cases, parents are responsible for transportation to the public school of choice or getting their student to a regular bus stop along the school's route. Based on eligibility, families may be reimbursed for transportation to that bus stop or provided transportation directly. The West End has several educational assets with ample resources and new facilities.



Cincinnati Public Schools (CPS) is a member of the Choice Advisory Council and a Key Partner in the West End Transformation Plan.

CPS's most recent strategic plan, developed in 2018, is a roadmap to ensure that CPS schools are a District of Destination for all and to drive CPS' goals, strategies, and measures for Equity, Engagement, and Excellence. This Strategic Plan reflects the community's expectations, and the success depends on those served by it, as well as internal and external stakeholders. Equity and engagement are pathways to excellence that is based on the District's cultural tenets. CPS' Strategic Plan charts a course for the District's future, guides the District's direction for growth and advancement, encompasses strategic thinking, informed planning, continuous improvement, and financial sustainability and accountability measures. During the summer of 2018, the CPS Board of Education established the Strategic Engagement and Planning (StEP) Committee. The StEP Committee is a 30-member team charged with envisioning a three-year strategic plan, the first year of implementation was set for the 2019-20 School Year. Coping with COVID-19 had required/is still requiring all of CPS' resources. The People and Education Team plan to work with CPS to understand the Strategic Plan and any updates and provide input related to the West End Transformation Plan and the impacted schools **Appendix F : Cincinnati Public Schools Strategic Plan.**

This is an important moment for the West End to create a neighborhood framework that encourages and leverages reinvestment, while protecting West End residents from displacement and ensuring that all resident benefit from the economic impact.

STANLEY ROWE TOWERS, ROWHOUSES AND LIBERTY STREET APARTMENTS HOUSEHOLD ASSESSMENT 2021

Parents sent their elementary and middle school aged children to 20 different schools and over 13 different high schools

SOCIAL EQUITY AND ECONOMIC MOBILITY



The West End includes multiple educational options for parents. West End schools are serving almost 100% disadvantaged children, many of whom are not passing state achievement and proficiency tests, in addition to challenges with absenteeism. School leaders and educators are working tirelessly, and improvements have been made, but this is an educational gap, social mobility barrier and human rights crisis, increased and magnified by COVID-19 that has a long-term impact on the entire community.

SCHOOL	PROGRAMS
<p>Hayes Porter Elementary K-6 (FamiliesFORWARD) 1030 Cutter St. 0.8 miles from Stanley Rowe/Liberty St Apts</p>	<p>Hays-Porter is a neighborhood school and Community Learning Center offering FamiliesFOWARD, where staff members promote skills such as academic achievement, anger management, math and reading literacy, conflict management, self-discipline and leadership, and VISION 2020 High Technology program, where students have access to cutting-edge technology and creative, hands-on activities.</p> <p>FamiliesFORWARD provides homework help, tutoring and music- and arts-enrichment programs. It also coordinates more than 50,000 meals and snacks a year through Cincinnati Public Schools and the Freestore Foodbank's Kids Café and Power Pack programs.</p> <ul style="list-style-type: none"> » Coordinates field trips to area businesses and educational institutions to expose students to possibilities beyond their current situations. Many students come from socioeconomically challenging environments. » Conducts parent workshops on topics such as smart diet choices, school and community engagement, personal finances, time management, problem-solving and helping their children succeed in school. » Helps lower dropout rates, bad-behavior incidents and absenteeism. Assists students to develop leadership skills and teaches them how to make good choices in academic endeavors, health and nutrition, and out-of-school activities.
<p>100% economically disadvantaged 97% African-American</p>	<p>VISION 2020 High Technology aligns with the West End neighborhood's focus on becoming an information-technology innovation hub. Program resources include: An innovation Lab, Access to technology elective courses, such as coding, robotics, makerspace and gaming, Blended Learning Modules giving students opportunities to control pace, path, time or place of learning, Early exposure to technology to help ensure college and career success. Build critical - thinking skills through Project-Based Learning. Tech-rich environment with a fully equipped computer lab, and Innovation Lab including robotics, gaming, coding and makerspace</p>
<p>F composite score during the 2018-2019 school year on the OH Report Card. Received an A rating for three-year gains in mathematics.</p>	<p>Hayes Porter provides many other programs to students including:</p> <ul style="list-style-type: none"> » Daily blocks of 90 minutes of reading and math delivered in Blended Learning station-rotation model. » All-day preschool and kindergarten classes. Free breakfast for all students. » A free summer program that extends the school year by one month and offers a free Tech Camp. » A kindergarten-readiness program for four-year-olds and a full-day Head Start program. » Tutoring provided by teachers and volunteers both during and after school. » School wellness programs that promote healthy eating, ample exercise and strong character. » Free after-school program offering a variety of clubs and activities from 2:30 to 5:30 pm. » Tablets for every student in K-1st grades and laptops for every student in 2-6th grades. » Project GRAD Cincinnati focused on at-risk youth focuses on mastering fundamentals including math, reading and writing with academic coach support, resource coordinators and college counselors.
<p>Robert A.Taft Information Technology High School Grades 7-12 (Health Center) 420 Ezzard Charles Dr. 0.6mi from Stanley Rowe/Liberty St. Apartments</p>	<p>Taft was established in 1955, is an academic institution that focuses on providing students with a wide-range of information-technology skills, and access to state-of-the-art technology. Taft provides a new full-service health center in partnership with the Cincinnati Health Department, the health center provides immunizations, physicals, and other health-related services.</p> <ul style="list-style-type: none"> » Real-world experience provided through strong partnerships with Cincinnati Bell, Microsoft/Gates Foundation University of Cincinnati. » Students are educated in standards-based classrooms by teachers and staff who organize themselves as team-based Professional Learning Communities to share expertise, maximize resources and provide instruction that meets the learning needs of each student. » Students can participate in three football teams, six basketball teams, a volleyball team, a softball team, a baseball team, and two indoor and outdoor track teams, cheerleading, band, choir and other opportunities.
<p>97% economically disadvantaged 93% African American</p>	<ul style="list-style-type: none"> » 21st Century After-school Program and CPS Career and Workforce Readiness Program. » Mental health services, two full-time therapists and a full-time case manager to help students overcome barriers to be successful.
<p>D composite score during the 2018-2019 school year on the OH Report Card. 2020-2021 school year four-year graduation rate was 65%.</p>	<ul style="list-style-type: none"> » A GRAD Cincinnati school, which focuses students on going to college. This program awards college scholarships to students who fulfill requirements. Students experience a variety of career and postsecondary options beginning in 7th grade. » Five computer labs with state-of-the-art technology, tutoring programs with Cincinnati Bell and Univ of Cincinnati Bearcat Buddies, advanced placement and academic honors classes, Summer Bridge program, Incentive programs that promote academic achievement, good behavior and a positive school culture, Comprehensive Safety-Net and Credit Recovery program, College Credit Plus classes with Cincinnati State Technical and Community College, Leadership training and service-learning opportunities. » Cyber Security program in partnership with Belcan where students can earn industry credentials to qualify for jobs after graduation. » Cincinnati Bell partnership - summer internships, renewable college scholarships, tablets and internet access. » CISCO Networking Academy Lab, including A+ Certification classes. » Interactive Media Lab, digital sound/photography/video production, graphics/animation, web design, computer-aided publishing. » Students can learn computer repair and help-desk functions, offered in Information Services and support classes.

SCHOOL	PROGRAMS
<p>Cincinnati College Preparatory Academy K-12 (Health Center)</p> <p>1413, 1425, 1413 Linn St. 0.4 miles from Stanley Rowe/Liberty St Apts</p> <p>100% economically disadvantaged 95% African American</p>	<p>CCPA was established in 1999 as a tuition-free, public charter school, admission is by lottery. CCPA's campus includes three buildings with plans for expansion. CCPA is a full-service health center in partnership with the Cincinnati Health Department, the health center provides immunizations, physicals, and other health-related services.</p> <ul style="list-style-type: none"> » Bus service provided within the Cincinnati Public School district. » Extended school day, 9 AM - 4 PM for grades K - 8. » Partnership with Carl H. Lindner Impact Center to host swimming lessons, dance and athletics. » College-prep programming prepares our learning community for college and career success. » STEM-certified campus from the National Institute for STEM Education. » Kindergarten through third grade take free swimming lessons.
<p>F composite score during the 2018-2019 school year on the OH Report Card. Four-year grad rate was 97.4% for the 2020-2021 school year. 100% of high school grads accepted into post-secondary schools.</p>	<ul style="list-style-type: none"> » Each classroom is equipped with smart boards and other technology to enhance learning. » Free breakfast and lunch served daily. » 21st Century grant allowing CCPA and the Carl H. Lindner Impact Center to coordinate after-school activities. » Family events scheduled throughout the school year and fine arts program that includes on-stage programs for families. » Beech Acres Parenting Center provides counselors and therapists to support students and families; parent peer support is available. » The Character Effect, Reset Room and Relaxation tools for students to practice self-control and self-management skills. » Athletics programming available for grades 7 - 12, including: football, basketball, cross country, track, volleyball, and cheerleading. » Workforce Pathways in fields related to the construction industry with Pathway in Logistics Management. » Partnerships to provide food, fresh produce, winter coats with the Freestore Foodbank, Last Mile Food Rescue, St Vincent de Paul.
<p>St. Josephs Catholic School Pre- K-8</p> <p>745 Ezzard Charles Dr. 0.5 miles from Stanley Rowe/Liberty St Apts</p> <p>100% African American</p>	<p>SJCS is a Catholic Inner-City Education school (CISE). CISE is an affiliate of the Archdiocese of Cincinnati, not rated by the Ohio Department of Education enrollment for the 2019-2020 school was 230 students. SJCS's mission is to provide the scholars of St. Joseph Catholic School with the religious and moral values and the academic, social, and civil skills necessary to become productive and literate citizens, with an emphasis on developing the cultural heritage of everyone within the multicultural framework of our world. In March of 1846, St. Joseph Church purchased the land at Linn and Laurel Streets and in a few years the Church and School were established. Curriculum includes Open Court Reading, Houghton Mifflin Harcourt Into Math, Journeys Reading, Science Fusion. Students at SJCS can participate in community service projects in the West End.</p>
<p>Cincinnati Digital Academy (CDA)</p>	<p>CDA is a K-12 online school offering a college-preparatory curriculum, free technology and access to Cincinnati Public Schools' extracurricular programs. At a flexible pace and 24/7 online access to material, in district students are offered a laptop with Internet access with technical support, free online access to textbooks, science labs and other supplemental materials, French and Spanish foreign language courses and fine arts and elective courses.</p>

Out of School Time All West End schools provide their students, including Stanley Rowe Towers, Rowhouses and Liberty Street Apartments youth and teens out of school time programs and activities, in addition to key institutions located in the neighborhood that specialize in these programs described below. The West End has many educational assets and youth serving, public housing households are not fully accessing or being served by these programs. The People and Education Team will lead the collaboration so programs offered are efficient and effective, this collaboration and systems approach will include meeting and obtaining input from residents, youth and teens to better understand what is working, what is desired and improvements needed.

STANLEY ROWE TOWERS, ROWHOUSES AND LIBERTY STREET APARTMENTS HOUSEHOLD ASSESSMENT 2021

40% of respondents to the West End Choice Household Level Survey reported having “average” levels of access to out of school opportunities, while another 41% reported either having “terrible” or “poor” access.

OUT OF SCHOOL TIME

A focus on OST, particularly for at-risk youth and teens, offers opportunities for students’ social, emotional, behavioral, physical and academic competencies. OST programs can succeed in school and beyond including providing a safe and supportive learning environment, maximizing student participation and attendance, connecting with school and classroom activities to achieve a shared mission of improving academic performance, delivering academic instruction in a way that responds to each individual’s needs and provides program performance data to ensure programs are nimble and designed in a way that strives to best serve youth and teens.



EXISTING PROGRAMS

Cincinnati Recreation Commission (CRC) - Parks/Fields: Dyer Park, Weaver Fields, Laurel Playground, Queensgate Recreation Area.

CRC Lincoln Recreation Center - boxing, basketball, after school and summer camps, outdoor pool and mini-soccer pitch.

Carl H. Linder Impact Center (formerly YMCA) - pool, dance, athletics and summer camps.

West End Branch Library - snacks, storytime, homework help, chess club, art studio, S.T.E.A.M Lab.

Seven Hills Neighborhood Houses - Findlay Street Athletic Program - baseball, martial arts, boxing, dance, basketball, art workshops.

Cincinnati Museum Center - KidSPACE programs to make and create, summer camps in science-technology-history-arts, Story Tree time for children to play-dance-sing-listen to a new story each week.

FC Cincinnati - Soccer Unites (in-school/after-school), WE Pride youth soccer teams, Learning is Cool 'A' honor roll incentives

RESIDENT SURVEY IDENTIFIED BARRIERS

- Lack of: a) understanding about which programs are available, b) information on how to choose which best suits their children, c) familiarity about how to sign up for and the timing required for various programs.
- Cost and access to transportation, cost to participate, cost of equipment
- Feeling that youth and teens are not safe in the neighborhood
- Lack of understanding of opportunities, value and how OST resources are designed to improve the lives of families.

WEST END Anchor Institution | Partnership

Cincinnati Museum Center (CMC) is a multi-museum complex located in the recently restored Union Terminal, a National Historic Landmark. CMC's mission is to inspire people of all ages to learn through science, regional history, and educational, engaging and meaningful experiences. The West End is Union Terminal's historic home, and CMC's roots run deep in the community. CMC is collaborating with West End Partners on a multi-year project that will provide critical learning opportunities to West End residents. CMC is significantly invested in the future of the neighborhood, empowering West End's youngest residents with resources for educational and career success. In addition to the three programs listed below, CMC will continue to provide ongoing programming, as part of the West End Transformation Plan initiatives, including CMC's Youth Programs that help teens succeed in high school, college, career, and community and Heritage Programs offers History programs designed for Seniors by Seniors.



Early Childhood Science Inquiry Teacher Education Program

EARLY CHILDHOOD SCIENCE INQUIRY TEACHER EDUCATION (ECSITE)

- Research-based program that enhances early childhood educator capacity in creating science learning experiences for their students by providing professional development workshops, supplies to implement science curriculum and museum-based experiences for students and families.
- ECSITE increases science proficiency in early childhood educators and empowers students with skills needed for kindergarten and beyond.
- In addition, participating educators, students, and their families will benefit from annual Family Memberships to CMC. In keeping with our mission, these memberships will provide unlimited access to CMC's resources and encourage West End residents to develop lifelong museum learning habits.
- ECSITE has demonstrated success in improving kindergarten readiness scores by statistically significant margins.
- Participating educators consistently report substantial increases in their confidence to create science experiences, the number of times per week they lead science experiences, and in student interest in participating in science experiences.

PROGRAMS ON WHEELS

- Encourages museum learning by bringing the excitement of CMC directly to schools and out-of-school programs removing transportation barriers
- Educators may choose from a broad array of history and science programs for pre-school through grade 12, all supporting learning standards and sparking students' curiosity through hands-on activities.
- To support year-round learning, CMC will provide Programs on Wheels to formal and informal education locations in the West End, including schools, early childhood centers, library branches, and more.

COMMUNITY CONVERSATIONS

- Community-centered permanent exhibit in the Cincinnati History Museum.
- This exhibition will explore the West End's rich history, present and future. It will serve as model for engaging with current social topics and invite Cincinnatians to appreciate the importance of engaging with local history to create the future we wish to see.
- Community Conversations will directly engage with the realities of the city's past and shed light on history's role in solving today's challenges.
- The overarching theme of the gallery will be the effects of systemic bias and the power of choice/engagement have on the present and future.
- The exhibition's core story may center on Kenyon-Barr urban renewal and displacement, its impact on the West End, and how systemic bias in relation to race, gender, and class have shaped community consciousness to today.

The Stanley Rowe Towers, Rowhouses and Liberty Street Apartments residents are close to employment, schools, early learning opportunities, some of the region’s best museums, in a transit rich area, and yet residents are not thriving, children are failing in school and seniors are not feeling supported or connected. The West End and the people who live there suffer from decades of disinvestment in the people, places and institutions that support them. The deficient-based social service model that many low-income neighborhoods endure assigns blame to the people who live there and sends in the professionals to help. The Transformation Team is working on successful strategies to turn this paradigm on its head. The Transformation Team has enlisted residents living in the West End to support one another to create the connections to the institutions and partners that can bring needed resources to the community. The team has modeled this way of engaging in the Choice Neighborhoods planning process by working with the Stanley Rowe Towers, Rowhouses and Liberty Street Apartments residents, Resident Leaders and the Community Ambassadors, to help keep people connected throughout the planning process to further the West End Choice Neighborhoods Planning Process goals for early learning and education support for school aged children.

In each of these areas the Transformation Team has identified an array of partners and potential partners that have the institutional resources to address issues Stanley Rowe Towers, Rowhouses and Liberty Street Apartments residents have identified as barriers to success and the specific interventions to be made. The tables that follow outline those recommendations. What is currently missing from these supports is the relationships among residents and the people in these institutions that get and keep people connected to the resources they want and need. Lack of trust is often identified as a barrier to people using services. Lack of information, poor past experiences, and lack of respect, have all been cited by residents as reasons they do not access services in the community. These are all ways to say the people-to-people connections aren’t working. We have made much in this process of the wealth of resources available in this community. The recommendations that follow are designed to prioritize those resources that are most important to the Stanley Rowe Towers, Rowhouses and Liberty Street Apartments residents, based on what the Transformation Team had heard in this planning process, and provide intentional strategies that bring resources to residents in meaningful ways that make the human connections that need to be made.

WEST END ASSETS



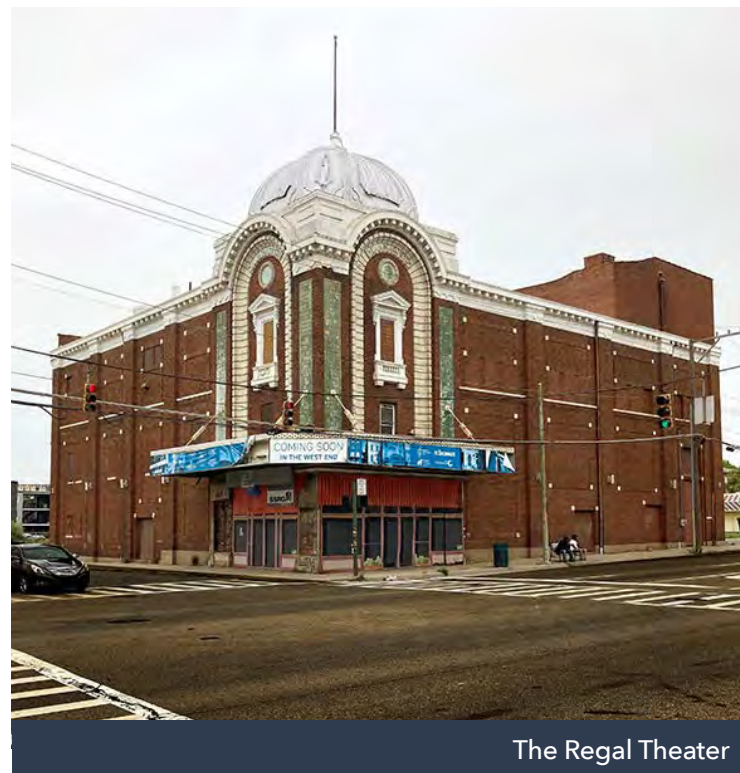
The planning process

Connecting with the people in the community will also be an important step in improving the community supports and resources that are available. None of the schools in the community are succeeding, the library is significantly undersized, and health services are disconnected and often hard to schedule for people. Physical upgrades to many of the places in the neighborhood that support families are part of this Plan. Renovating the Regal Theater to support the Robert O'Neil Multicultural Arts Center, upgrading and possibly rebuilding the library, turning the First German reform Church into a community center, connecting seniors to the new Logan Square Senior Center (a new affordable development underway by CMHA), and enhancing the many open spaces in the community are all part of the Transformation Plan. These recommendations are covered in more detail in the Neighborhood section. These physical improvements will allow partners to expand and improve their programming and services, a culture of connecting Stanley Rowe Towers, Rowhouses and Liberty Street Apartments residents to support families and seniors in this community will be the difference between meaningful change and new buildings.

The tables throughout this section present detailed strategies to improve services in resident identified priority areas. The Transformation Team is pursuing additional funding to provide more community-connected resident support staff in these institutions and with these partners. There will also have to be an ongoing culture change in the larger West End neighborhood that invites Stanley Rowe Towers, Rowhouses and Liberty Street Apartments residents to be part of these organizations and problem-solvers along with other staff.

Seven Hills Neighborhood Houses will play a key role in hosting Stanley Rowe Towers, Rowhouses and Liberty Street Apartments residents who will be working with their neighbors and the area institutions to create these connections. They will serve as the incubator to a new way to develop and provide community supports. Seven Hills will be supporting a senior advocate, the youth and family advocates, the health navigators, and the asset builders. Seven Hills will often not deliver direct services but will be playing a collaboration role with Stanley Rowe Towers, Rowhouses and Liberty Street Apartments residents, West End residents and partners who are working to improve services and connect residents to the things they need. The intention of these early collaborations will be to establish structures and habits of connection. It is hoped that eventually, for example, an Out of School Time Network will eventually stand on its own or live in one of the schools.

The Community Ambassador program is a model of this kind of community resident connected engagement. One early success in the West End Choice Ambassador program is that after 18 months, one of our ambassadors has had to cut back her duties because she is newly working full-time at the US Postal Service, a major local employer in the neighborhood, also one of the youth ambassadors was also hired at the Post Office in the fall of 2022.



The Regal Theater



Early Childhood

Early Childhood In the area of early childhood education there are five star-rated existing centers, and a plan to add 4 additional classrooms at Seven Hills. Theodore M. Berry Head Start Center and Hays-Porter School provide the largest share of spots, while several smaller community-based centers also provide options. Getting Stanley Rowe Towers, Rowhouses and Liberty Street Apartments residents in particular, into these programs is an objective of the West End Transformation Plan to improve children's success in school. Creating a connection to a family's early learning home is an important part of getting young families established in the community.

The family advocates at Seven Hills will be working with new moms and their family support partners to make them aware of the programs offered and to introduce them to early learning teachers and schedule tours of the various centers when they are ready. Seven Hills family advocates will work with area hospitals to develop a registry of new babies in the West End and check in on moms and babes in the first few months. Sister Link, an established women's empowerment group at Seven Hills could play a support role here. Seven Hills hosts baby showers for new moms to help with supplies and moral support. This is a great way to intentionally reach and celebrate new moms. Seven Hills will expand this activity making sure that all new moms from the neighborhood get invited to their baby shower.

The Transformation Team knows that many of the Stanley Rowe Towers, Rowhouses and Liberty Street Apartments residents do not use early childhood centers and are happy with their current situation. In many cases young moms or someone else in the household is home during the day and these families prefer to keep their young children home.

Many moms reported the cost and quality of daycare makes working a low-wage job much less appealing than staying home with their children in the early years. For those families, the intention will be to keep in touch and continue to offer supplies and moral support, and information on early learning as their child gets older. When grandmothers and other family care givers are providing regular care to young children Seven Hills family advocates will be particularly watchful that they are getting the support they need. The family advocate will also encourage mom support groups to help develop peer to peer supports for families in the West End.

When families are connected to more formal early learning settings, family advocates will be working to establish that same kind of peer-to-peer support in early learning classrooms. In this case also enlisting the classroom teachers to encourage these networks.



Educational Supports

The following tables detail the programs and specific strategies that will be employed to improve programming and better support families. The overall goal is to make sure that families can connect to the resources they need and work best for them in the early years of their children's lives. It is also to connect families and their networks of care givers to one another so they can support each other on the journey. Building these networks for early childhood years sets up families for success later when their children are school-aged, teenagers, and young adults. While families are mobile throughout their lives we know that Stanley Rowe Towers, Rowhouses and Liberty Street Apartments residents may change addresses, but stay connected to the West End. Helping nurture these strong networks of support early can support them as they raise their children.

Educational supports for school age children

The Stanley Rowe Towers, Rowhouses and Liberty Street Apartments residents lives gets increasingly complicated when children start school. The logistics of getting children around, getting them prepared for school, and making sure they have what they need to succeed is a whole new full-time job for many families. There are almost 350 children below the age of 18 in the target housing sites and supporting them and their families so they are more successful in school is an important objective of the whole community.

There are three elementary schools in the West End neighborhood, Hays-Porter School a public school, Cincinnati College Preparatory Academy a charter school, and St. Joseph's a parochial school. In addition to these three neighborhood elementary schools, children attend multiple elementary schools all over the City. Robert A. Taft Information Technology High School has a long, proud tradition in the West End and a greater proportion of West End high schoolers attend Taft than the area elementary schools. Families in the West End feel connected to Taft. Unfortunately, all of the public neighborhood schools have poor performance in terms of children's success. St. Joseph's school is not rated by the Ohio Department of Education.

School options are important to parents, and they make school choices based on school performance, a social connection to schools in other neighborhoods, proximity to other family or employment, because friends or family go, and because of a sense of the best fit for their children. All these choices often mean children spend a lot of time on the bus. Participating in after school activities, either academic or athletic, is harder. It also means Stanley Rowe Towers, Rowhouses and Liberty Street Apartments children often do not go to school with the other children in the neighborhood, so children and families do not have a chance to connect as part of school with their neighbors. All of this makes providing adequate supports for children and families complicated and it means lots of missed opportunities for families to create relationships and networks of support in the West End.

Improving educational outcomes for Stanley Rowe Towers, Rowhouses and Liberty Street Apartments children in any school they attend and supporting families so they can be their children's first, best support system is the intention of this set of recommendations. Improving outcomes for children in these neighborhood schools, and for public housing children wherever they go to school is central to a healthy community.

Choice Planning



The Choice Planning Task Force on People, led by Seven Hills, assembled an important group of partners in this effort. All the community schools, the Lincoln Recreation Center, the Library, the Museum Center and many others were at the table and discussed the many recommendations outlined in the tables below. Making changes that actually change outcomes for children are going to take a long-term, hands-on collaborative approach. Seven Hills will take the initial role of on-going convener of the schools and the lead organizations who support learning in the West End, as the Education Collaborative is formed. The youth and families advocate from Seven Hills will work to create and manage a monthly meeting of this group to prioritize and advocate for the changes and additional supports needed in schools to tutor and mentor children in elementary and high school in the West End buildings. The collaborative will also work to better tie together the many out of school time activities available at the Rec. Center, the Library, the Museum Center and Seven Hills. Two key objectives of the collaboration will be to better support children in school during their school day with additional teachers aids and mentors, and to connect out of school time activities to learning objectives in the classroom.

Choice planning task force



The mid-term goal is to improve outcomes for Stanley Rowe Towers, Rowhouses and Liberty Street Apartments children in West End schools and make them a more attractive alternative for families as performance improves. As more local families become part of these schools and actively participate in programming at the key out of school time partners there will be opportunities to create a tighter network of families supporting each other and their children.

Choice Planning



The Education Collaborative should be a long-term ongoing organization that may stay at Seven Hills or live in another of the schools of institutions. The Education Collaborative will live at Seven Hills for at least five years, or until it is well established. The tables that follow set the initial agenda for the collaborative. As this team meets and gains a better understanding of the activities and programming of all its partners and the needs of families in the neighborhood it is reasonable to expect priorities to change.

EARLY CHILDHOOD DEV/PARENT-CAREGIVER SUPPORT/OUT-OF-SCHOOL PROGRAMS/CHILDCARE/JOB TRAINING/HIGHER EDUCATION

CRADLE TO CAREER STRATEGIES	BASELINE METRICS	TIMEFRAME	OUTCOMES	KEY PARTNERS
Establish new childcare classrooms.	Currently there are no daycare classrooms in the West End.	SHORT TERM (1-2 YEARS)- ESTABLISH FIRST DAY CARE CLASSROOMS MID-TERM (3-5 YEARS) ESTABLISH 2 ADDITIONAL DAY CARE CLASSROOMS	<ol style="list-style-type: none"> 1. Children will be in early learning programs. 2. Parents can pursue job training, education classes and employment opportunities. 	Lead: SHNH Additional Partners: Daycare owners, Ohio Department of Education
Develop an awareness and education campaign for Stanley Rowe Towers, Rowhouses and Liberty St Apts residents about the benefits of enrolling their children in formal early learning centers and connect residents to the financial resources that they are eligible for to offset childcare costs.	60% of households have kids 0-5 yrs. 48% re-reported their kids under five years old stay home with them or another guardian and only 23% reported their 0-5 yr. old kids at-attend a professional early learning center.	MID-TERM (3-5 YEARS)	<ol style="list-style-type: none"> 1. Parents will seek early learning programs for their children. 2. Parents can pursue job training, education classes and employment opportunities. 	Lead: Community Action Agency/ Head Start Additional Partners: CMHA, Seven Hills Neighborhood Houses, other daycare providers
Connect Stanley Rowe Towers, Rowhouses and Liberty St Apts residents to open daycare spots at Step Up to Quality rated childcare/preschool centers located in the West End.	60% of households have kids 0-5 yrs. 48% re-reported their kids under five years old stay home with them or another guardian and only 23% reported their 0-5 yr. old kids at-attend a professional early learning center.	MID-TERM (3-5 YEARS)	<ol style="list-style-type: none"> 1. Children will be in early learning programs. 2. Parents can pursue job training, education classes and employment opportunities. 	Lead: Community Action Agency/ Head Start Additional Partners: Theodore M. Berry Children and Family Head Start/Early Head Start Center, Daddy's Daycare, Little Tree House of Knowledge, Hays-Porter Elementary School, Rising Stars, Carl Linder Impact Center
Establish a bridge program between Taft High School and PersScholas program (City Link) to enroll Taft Seniors (18+) in this tech-based program before or at graduation.	Taft High School Overall Composite Grade: F with a 72.3% four-year graduation rate Note: The 2019-2021 report cards will not have grades or ratings due to COVID-19 so 2018-2019 OH Dept of Ed Report Card Data is a benchmark.	SHORT TERM (1-2 YEARS) / MID TERM (3-5 YEARS)	<ol style="list-style-type: none"> 1. High school students will develop tech-based job skills. 2. Assist with opening up more post-secondary education and future employment opportunities. 	Lead: Taft High School Additional Partners: CityLink (PerScholas program), SHNH
Connect Stanley Rowe Towers, Rowhouses and Liberty St Apts students at Taft High School with summer employment opportunities at FC stadium.	In Summer 2021, zero Stanley Rowe Towers, Rowhouses and Liberty St Apts teens participated in the available programs.	SHORT TERM (1-2 YEARS)	<ol style="list-style-type: none"> 1. High school students will develop professional job skills. 2. Summer programming will provide structured opportunities for teens while out of school. 3. Assist with opening up more post-secondary education and future employment opportunities. 	Lead: Taft High School FC Cincinnati, SHNH
Connect Stanley Rowe Towers, Rowhouses and Liberty St Apts teens to summer youth employment opportunities including City's Summer Youth to Work Program, Artworks, Cincinnati Museum Center and other Partner programs.	In Summer 2021, zero Stanley Rowe Towers, Rowhouses and Liberty St Apts teens participated in the available programs.	SHORT TERM (1-2 YEARS) / MID TERM (3-5 YEARS)	<ol style="list-style-type: none"> 1. Teens will develop professional job skills. 2. Summer programming will provide structured opportunities for teens while out of school. 3. Assist with opening up more post-secondary education and future employment opportunities. 	Lead: Lincoln Recreation Center Additional Partners: Artworks, City of Cincinnati Summer Youth to Work Program, Taft High School, the West End Branch Library, SHNH, CMHA

EARLY CHILDHOOD DEV/PARENT-CAREGIVER SUPPORT/OUT-OF-SCHOOL PROGRAMS/CHILDCARE/JOB TRAINING/HIGHER EDUCATION

CRADLE TO CAREER STRATEGIES	BASELINE METRICS	TIMEFRAME	OUTCOMES	KEY PARTNERS
Create a network of out of school time providers that support Stanley Rowe Towers, Rowhouses and Liberty St Apts and other West End youth. Providers will meet regularly to share resources, coordinate services and establish communication strategy for communicating with youth and families.	No existing formal network, however initial networking exists through both the Choice Transformation Planning Process and other relationships	SHORT TERM (1-2 YEARS)		Lead: Families Forward Additional Partners: Impact Center, Lincoln Recreation Center, Hayes-Porter, CCPA, Taft, SHNH, Library, Cincinnati Museum Center, ROMAC, Cincinnati Stars Marching Band, Q Kidz Dance Team
Provide after school programming at the West End Library (work with Partners to explore a new Next Gen Center which potentially could include library and other collaborative spaces desired and needed by the Stanley Rowe Towers, Rowhouses and Liberty St Apts residents.	Current West End Branch Library is limited in terms of space and number of people served at one time.	LONG TERM (5+ YEARS)		Lead: Cincinnati & Hamilton County Public Library Additional partners: CMHA, CRC, after school providers/ programs
Reestablish after school program capacity at Seven Hills Neighborhood Houses.		SHORT TERM (1-2 YEARS)- SHNH 2022 PILOT SUMMER PROG MID-TERM (3-5 YEARS)	<ol style="list-style-type: none"> 1. Youth will participate in structured programs when out of school. 2. Strengthen youth's capacity for learning when beginning each school year. 3 Assist with opening up more post-secondary education and future employment opportunities. 	Lead: SHNH Additional Partners: United Way
Increase the number of Stanley Rowe Towers, Rowhouses and Liberty St Apts youth participating in neighborhood youth sports teams including baseball, softball, football, soccer and boxing at SHNH and Lincoln Rec Center.	In 2021, few Stanley Rowe Towers, Rowhouses and Liberty St Apts teens participated in the available programs.	SHORT TERM (1-2 YEARS) / MID TERM (3-5 YEARS)		Lead: Cinci Rec Commission and SHNH Additional Partners: FC Cincinnati, The Reds, The Little Senators, Bengals
Reestablish after school program capacity at the Carl H. Linder Impact Center (formerly YMCA) through a voucher program .		MID-TERM (3-5 YEARS)		Lead: Carl Linder Impact Center Additional Partners: CCPA, SHNH, St. Josephs

WEST END Anchor Institution | Partnership



The West End Branch of the Cincinnati and Hamilton County Library opened in 1961 in the heart of the West End at 805 Ezzard Charles Dr, two blocks south of the target public housing sites. The West End Library is a critical institution with a long history of meaningful outreach and service to the community and has played a key role in the West End Choice Neighborhoods Planning process.

Providing essential services to West End residents on a daily basis, a key primary service group for the West End Library is teenagers. In addition to literacy and research support, the West End Library provides resources for job seekers, adult education (high school equivalency test prep, ESL classes, online job application assistance), virtual preschool story time, dinner meal and snack boxes (with partner support), homework help/tutors, chess club and S.T.E.A.M Lab and art workshops.

West End Stories Project: In addition to supporting the Choice Neighborhoods resident engagement framework throughout the planning process, the West End Library is leading the West End Stories Project, so the historical fabric is woven into the framework for future development in human capital, housing and neighborhood investments. Cincinnati's West End was a vibrant community full of people, opportunities, and excitement. Unfortunately, the historic West End was largely razed in the 1950s as part of a series of urban renewal projects, including the construction of Interstate 75. To help keep these memories alive, the West End has begun the West End Stories project, a series of video recordings from community members about their longtime home. The recordings can be viewed at https://youtu.be/GILDDV_-gRE.

Investment in the Community: The West End Branch Library is in the process of being renovated to better serve the residents of the West End and had recently completed an upgrade to its courtyard so community members can use the renovated space and access the Library's WiFi and computers, with funding from FC Cincinnati.

The Lincoln Recreation Center, owned and operated by the Cincinnati Recreation Commission (CRC), is an incredible resource for all West End residents located in the heart of the community at 1027 Linn Street. The Center provides a safe space for kids, teens, adults and seniors to participate in boxing, basketball, after school, STEM programming (robotics and coding), summer camps (accepting state childcare vouchers), swimming/lessons in the outdoor pool and playing soccer in the mini-pitch and sewing. CRC has been a key partner throughout the Choice Neighborhood Planning Process.



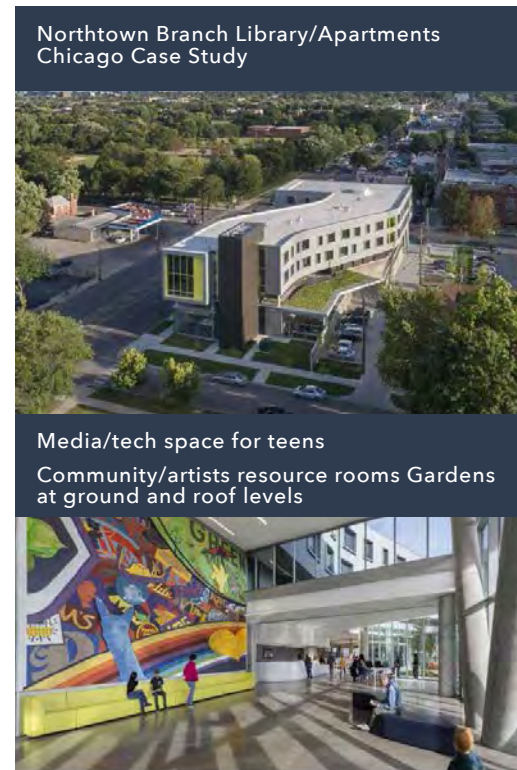
The Cincinnati & Hamilton County Public Library and the Cincinnati Recreation Commission are West End anchors. This presents a unique opportunity for Partners to collaborate and provide a resource in the heart of the West End that will set the stage for transformation and catalyze additional investment by focusing on the possibility of developing the Next Generation Center - expanding access, fostering community/civic engagement, driving innovation.

Next Generation Center is a signature place-based initiative that creates opportunities for residents, preserves affordable housing and strategically reinvests in the West End. Social Equity and Economic Mobility for all West End residents is the theme that weaves all Choice Neighborhoods activities together.

BUILD FIRST If this prospective project proceeds this would maximize the nearby location in the heart of the West End would allow the Next Generation Center to be constructed while the West End Library on Ezzard Charles remains open. After the grand opening of the new facilities, the former property can be reused as a space that serves the West End community.

KEY THEMES AND IMPACT the Choice Neighborhoods program revitalizes distressed neighborhoods to provide mixed-use development, high-quality mixed-income housing, investments in education, employment, income and health, and creates a safe environment that fosters public and private investment.

This aligns with the **Building the Next Generation Center** key themes - **Invest in Facility Upgrades:** New facilities that increase convenience and access. **Build Flexible Spaces for Work/Play:** Entrepreneurial and workforce development resources and serve as a social hub with meeting spaces and conference rooms. **Access:** Proximity to residents with limited transportation options, located on the Metro line, ensure all space is equipped to welcome people with mobility, sight, hearing and other impairments. **Operational Sustainability/Green Space:** New facilities will be LEED certified and include green sustainability features. The master plan will connect the indoor space to an outdoor plaza with recreation facilities. **Diversity and Inclusion:** Intentional space design to make everyone feel welcome and enhance curiosity to encourage all residents to visit the library, including people of all ages that are learning/need assistance with reading and writing, tutoring and homework assistance, family classes and senior services. **Community Destination:** continue to be an anchor and a vital asset in the heart of the West End.



Northtown Branch Library/Apartments
Chicago Case Study



Media/tech space for teens
Community/artists resource rooms Gardens
at ground and roof levels



SENIOR SUPPORTS | Asset and Needs Assessment

Senior Supports There are approximately 130 residents over 62 years old living at Stanley Rowe Towers, Rowhouses and Liberty Street Apartments and approximately 866 residents over 65 living in the West End Neighborhood (census tracts 2, 264, 265 and 269). The health and quality of life of seniors are primary points of focus in the West End Transformation Plan. Seniors often need extra supports to navigate access to basic services and amenities, particularly low-income seniors. The People Team will collaborate with agencies serving seniors so programs offered are efficient and effective. This collaboration and systems approach will include meeting and obtaining input from senior residents to better understand what is working, what is desired, and improvements needed.

STANLEY ROWE TOWERS, ROWHOUSES AND LIBERTY STREET APARTMENTS HOUSEHOLD ASSESSMENT 2021 SENIOR FOCUS GROUP AUGUST 2021 | BBQ EVENT SEPTEMBER 2021



Lack of transportation and lack of knowledge and access to health care options

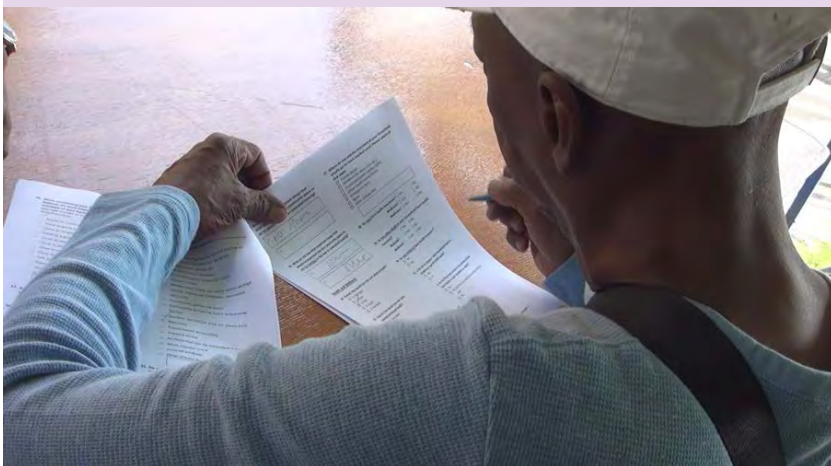
76% of seniors reported not having their own vehicle, facing challenges related to getting to medical appointments, grocery shopping, accessing prescription drugs and generally having the ability to get around. 37% of senior respondents reported that transportation to health care is a barrier for them. 87% of seniors did report having health insurance.

Housing/Neighborhood needs

(1) Being close to a grocery store, (2) Close to bus lines, (3) Safe place, (4) Places to get out and walk, and (5) Access to outdoor space. Seniors report struggling with accessing and navigating information and resources, and specifically face challenges with accessing information online and using technology in general. Over half of the senior households reported not having access to quality internet at home (52%). Many seniors reported the West End Branch library as a great resource that served almost as their home office. Isolation for seniors is a significant problem that has become more acute during the COVID-19 pandemic.

Safety

13% of seniors reported never feeling safe and another 29% reported only feeling safe some of the time. Seniors reported isolating themselves in their unit due to fear of gun violence in the area. Getting out and finding spots to socialize is something seniors expressed as very important in our planning. Seniors want common spaces in buildings designed for them, outdoor gathering spaces and spaces where they feel comfortable with their children and grandchildren, and places to celebrate and connect.



SENIOR SUPPORTS | Asset and Needs Assessment

Senior Resources 99 residents over the age of 62 live in Stanley Rowe Towers, 6 live in the Rowhouses, and 25 live in Liberty Street Apts. Stanley Rowe Towers have active Resident Councils that have been further enhanced by the activities the Choice Neighborhoods Community Ambassadors have undertaken to organize resources and activities for seniors in the West End. In addition, three organizations focused on seniors serve the Stanley Rowe Towers, Liberty St Apts and West End seniors. Cincinnati Area Senior Services operates the closest senior center located at 1720 Race St, 0.8 miles away in the Over-The-Rhine neighborhood.

Resident Councils/West End Choice Neighborhoods Community Ambassadors - The Resident Councils, with support from CMHA's onsite Property Management Team, organize meal and food distributions, weekly trips to local grocery stores, cooking demonstrations, bingo and other activities. There are several partners that bring food and meals to the site for distribution. Seniors also access food using the mobile market that is on site weekly and at local food pantries.

Council on Aging of Southwest Ohio (COA) provides case management services, including meals, personal care, housekeeping and transportation. Onsite at Stanley Rowe Towers, COA provided meals, due to large number of low-income seniors and the demand for this service. As part of the Choice Neighborhoods collaboration, COA is using Federal Transit Administration Grant funds through the home52 program, to provide Stanley Rowe and Liberty Street seniors and individuals with disabilities with non-emergency medical transportation. The home52 program coordinates multiple transportation providers through a centralized, on-site call center, providing on-demand and advance-scheduled trips that give seniors and providers more control over when trips are scheduled and ensure patients get the care they need. There is a large gap in transportation services for seniors who require non-emergency medical transportation. The home52 Transportation addresses a key social determinant of health, access to specialized transportation for follow up, routine, and same-day medical care. COA administers Healthy U workshops for diabetes, chronic disease and chronic pain management that cover: 1) Healthy eating, 2) How to manage frustration, fatigue and isolation, 3) Light exercise to maintain and improve strength and flexibility, 3) Improving communication with family, friends and doctors, 4) Making informed treatment decisions, 5) Appropriate use of medications.

Cincinnati Area Senior Services (CASS) Operates Meals on Wheels and pet support (dog/cat food, along with vouchers for vet services). CASS also provides transportation, personal financial management and senior care coordination.





Senior supports



The Transformation Team is working with the Stanley Rowe Towers, Rowhouses and Liberty Street Apartments residents, Resident Leaders and the Community Ambassadors, to help keep people connected throughout the planning process to further the West End Choice Neighborhoods Planning Process goal to support seniors.

Senior supports Seniors are an important part of the Stanley Rowe Towers, Rowhouses and Liberty Street Apartments community, there are approximately 130 seniors living in the target public housing sites, and over 865 people over 65 living in the West End. Seniors are the heart and soul of the community, it's memory banks. Many of these residents have lived in the neighborhood for over 30 years, some their whole lives. They have seen the neighborhood change over these years and experienced the loss of options, institutions, shopping and their neighbors very acutely. Seniors say they don't recognize the place any more. They express concern for their safety, worries about a lack of structure for area youth, a desire for more ready access to the things they need in their day (healthy food, prescription drugs, access to their doctor's appointments, internet access, better communication with their families), and a desire to spend more time out in the community and see people. Seniors who don't feel safe and cannot easily access the things they need stay in. During the pandemic this sense that they cannot get to the people and things they need grew, and the isolation that seniors feel today has been compounded by over two years of concerns about their health.

The recommendations that follow are designed to reduce barriers for seniors to get what they need. They are built around important partnerships with the Council on Aging of Southwest Ohio (COA) and Cincinnati Area Senior Services (CASS). Both organizations provide important direct services

related to transportation, and healthy food. Other important partners for seniors include St. Vincent DePaul, the Library, Center for Closing the Health Gap, and Seven Hills who are providing services as varied as free prescription drugs, to computer tablets with extra big type. The current level of service is generally sufficient for current use levels, many seniors in the community are not accessing service they are eligible for. Seniors express the same misgivings that young families do about accessing services, lack of information, bad past experiences, lack of trust and respect. Depending on where services are located, they also have a harder time getting to resources. Service providers provide information about their programs and the process to sign up on the internet, posing challenges for many seniors, particularly low-income seniors. If seniors do not understand the technology of user names and passwords, scheduling appointments, trips, and events can become almost impossible and at the very least very frustrating.

For Stanley Rowe Towers, Rowhouses and Liberty Street Apartments residents there needs to be a full-time senior advocate on site to help them with all the daily tasks that they are finding increasingly difficult. The advocate will work with CASS and COA on coordinating the schedule for resources, and coordinating transportation to get to off-site services. The senior advocate will also be responsible for getting to know seniors in the buildings and understanding their capacities and needs. The senior advocate will focus on the 130 residents in the current buildings and eventually have a full-time space in the ground floor of the senior building at the corner of Liberty and Linn. The advocate will work with CASS and COA to assess the effectiveness of services and periodically make recommendations for changes. They will also work directly with seniors on community events and senior activities that will help seniors create networks and get them out and about more.

Access to health care is a particular concern for seniors; for those who do not have access to health insurance the senior advocate can help seniors understand their options, get into the system and access services and treatment. For many seniors they have health care and doctors they like, they just need help with transportation to get to appointments. WinMed is in the West End, and getting underserved seniors connected is their priority. Some seniors report being happy with the service there, while others suggest they don't have information about the center or have had a bad experience or had trouble getting a first appointment. It will be the senior advocates job to improve those connections, by helping with appointments, getting WinMed providers into the buildings to meet seniors, and making sure transportation connections are made. The overall goal of this work is to get seniors more actively connected to the community and allow them to live fuller lives in the West End.



CASS and COA



Health care

NOURISHMENT-PREVENTATIVE HEALTH/GAMES-SOCIAL ACTIVITIES/MENTAL WELLNESS/EXERCISE-RECREATION

SENIOR SUPPORT STRATEGIES	BASELINE METRICS	TIMEFRAME	OUTCOMES	KEY PARTNERS	
Increase the number of Stanley Rowe Towers, Rowhouses and Liberty St Apts residents using the home52 program for non-emergency medical transportation after 2022 pilot program.	87% of Stanley Rowe Towers, Rowhouses and Liberty St Apts residents reported having health insurance.	SHORT- TERM (1-2 YEARS)	<ol style="list-style-type: none"> 1. Fewer seniors using emergency medical care. 2. Collaborate to demonstrate success to show need for continued funding. 	Lead: Council on Aging Additional Partners: Cincinnati Area Senior Services	
Connect eligible Stanley Rowe Towers, Rowhouses and Liberty St Apts seniors to prescription drug services.	13% of Stanley Rowe Towers, Rowhouses and Liberty St Apts residents reported not having health insurance which is a qualifier for the Charitable Pharmacy.	SHORT- TERM (1-2 YEARS)	<ol style="list-style-type: none"> 1. Seniors would have access to affordable/no-cost prescriptions and a wellness plan from a pharmacist. 	Lead: St. Vincent DePaul and Win Med	
Assist Stanley Rowe Towers, Rowhouses and Liberty St Apts seniors with navigating physical and mental health resources in the West End and surrounding neighborhoods.	Low number of seniors with a primary care provider	SHORT TERM (1-2 YEARS) MID TERM (3-5 YEARS)	<ol style="list-style-type: none"> 1. Senior attend wellness events and open houses at these facilities. 2. Organize mobile clinics by these providers to offer mammograms, dental and vision. 3. Destigmatize mental/depression health challenges. 	Lead: Council on Aging Additional Partners: WinMed, Crossroads Health Center and the health centers operated by the Cinci Health Department	
Increase the number of Stanley Rowe Towers, Rowhouses and Liberty St Apts seniors utilizing Meal Programs.	Few seniors using these programs	SHORT- TERM (1-2 YEARS)	Increased number of seniors receiving nutritious and consistent meals.	Lead: Council on Aging and Cincinnati Area Senior Services Additional Partners: Resident Councils	
Connect Stanley Rowe Towers, Rowhouses and Liberty St Apts seniors with local food pantries including St. Vincent DePaul, Seven Hills Neighborhood Houses, the Freestore Foodbank and St. Joseph's.		SHORT TERM (1-2 YEARS) MID TERM (3-5 YEARS)		Lead: Freestore Foodbank Additional Partners: St. Vincent DePaul, SHNH, St. Joseph's.	
Increase the number of Stanley Rowe Towers, Rowhouses and Liberty St Apts seniors participating in nutrition and cooking classes offered on site by the Center for Closing the Health Gap.		SHORT TERM (1-2 YEARS) MID TERM (3-5 YEARS)		Lead: Center for Closing the Health Gap Additional partners: Resident Councils	
Ensure that Healthy Harvest Mobile Market is able to provide food for Stanley Rowe Towers, Rowhouses and Liberty St Apts residents during redevelopment.		MID TERM (3-5 YEARS) LONG-TERM (5+ YEARS)		Lead: Healthy Harvest Mobile Market/Free Store Foodbank (tentative)	
Increase the number of Stanley Rowe Towers, Rowhouses and Liberty St Apts seniors utilizing the Metro shuttle service that provides direct rides to local grocery stores from the housing sites.		SHORT TERM (1-2 YEARS) MID TERM (3-5 YEARS)		Reduce food insecurity and ensure access to affordable groceries.	Lead: Resident Councils Additional partners: Metro

NOURISHMENT-PREVENTATIVE HEALTH/GAMES-SOCIAL ACTIVITIES/MENTAL WELLNESS/EXERCISE-RECREATION

SENIOR SUPPORT STRATEGIES	BASELINE METRICS	TIMEFRAME	OUTCOMES	KEY PARTNERS
Provide free tablets to eligible Stanley Rowe Towers, Rowhouses and Liberty St Apts residents	Few seniors have a smart phone, tablet or computer.	SHORT TERM (1-2 YEARS)		Lead: SHNH Additional Partners: Cincinnati Museum Center, West End Library
Expand technology support and training to provide Stanley Rowe Towers, Rowhouses and Liberty St Apts seniors to access to online resources by creating easy access to computer centers onsite and throughout the West End.	Almost half (46%) of households do not have internet at home and over half (51%) do not have devices to access the internet. The West End Branch Library will undergo some renovations in 2022-2023.	SHORT TERM (1-2 YEARS) MID TERM (3-5 YEARS) LONG-TERM (5+ YEARS)	<ol style="list-style-type: none"> 1. Ensure access to technology and the internet for seniors their families. 2. Build senior capacity for using tablets, computers, smart phones and programs/apps available on the devices. 	Lead: Resident Councils. Additional Partners: West End Library, UC, Xavier student volunteers
Offer intergenerational programs for Stanley Rowe Towers, Rowhouses and Liberty St Apts seniors such as Hays-Porter Pen Pal program.	Few seniors participate in pen pal program.	SHORT TERM (1-2 YEARS) MID TERM (3-5 YEARS)	<ol style="list-style-type: none"> 1. Improve the mental agility and socialization of senior participants. 2. Improve comprehension and creative thinking of students 	Lead: Hays-Porter Elementary School
Encourage walking clubs and game (bingo, cards) events for Stanley Rowe Towers, Rowhouses and Liberty St Apts seniors.	14% of Residents surveyed participate in social gatherings and hang out with neighbors. Residents expressed an interest in having better access to places to get out and walk or sit outside, gathering places and activities for seniors.	SHORT TERM (1-2 YEARS) MID TERM (3-5 YEARS)	<ol style="list-style-type: none"> 1. Decrease the number of seniors who feel isolated. 2. Provide structured programs to give seniors activities to look forward to, organize, plan and participate in. 	Lead: Resident Councils Additional partners: Cincinnati Area Senior Services, Cincinnati Rec Commission, SHNH
Enhance outdoor gathering space for seniors at the new or renovated housing sites that feels safe and encourages Stanley Rowe Towers, Rowhouses and Liberty St Apts residents to socialize with neighborhoods, friends and family.	Desired community improvements centered around the need for quality outdoor space. A safer community with less violence and drug activity, more entertainment and constructive things to do.	SHORT TERM (1-2 YEARS) MID TERM (3-5 YEARS)	<ol style="list-style-type: none"> 1. Provide safe programmed recreational spaces for seniors in the interim through early action activities. 2. Ensure new and renovated West End developments include space desired by residents. 	Lead: CMHA Additional partners: CBI, SHNH, Cincinnati Rec Commission

INCOME AND ASSET BUILDING | Asset and Needs Assessment

Workforce Development/Entrepreneurship There are numerous organizations available to work with Stanley Rowe Towers, Rowhouses and Liberty Street Apartments residents to further education, job training and build entrepreneurship capacity. Challenges include connecting and referring individuals to the best program that suits their needs, as well as availability of transportation and childcare. The strategies below are designed to better connect people to the resources that exist.

STANLEY ROWE TOWERS, ROWHOUSES AND LIBERTY STREET APARTMENTS HOUSEHOLD ASSESSMENT 2021

96% of households make less than \$9,000 annually. 9% of residents reported working full time and 11% reported working part time. 40% of non-senior households reported not working, but looking for employment. 1 in 5 respondents would like more training or education to get a better job, 31% said they would like to be making more money and 12% said they would like to start their own business. 31% of Choice residents have not received their High School Diploma. Respondents were interested in (1) High school diploma or GED, (2) Business management, (3) Job skills/general training program and (4) Medical assisting and nursing (CNA and RN). Additional types of training were also mentioned.

ENTREPRENEURIAL SUPPORT



12% of Choice residents expressed an interest in starting their own business. When asked what type of support would be helpful to Choice residents, top answers included business classes, help starting a business, and business loans. Residents request that these services be provided: (1) Business classes, help starting a business, business loan, (2) Help with childcare, (3) Financial assistance with basic needs like food and rent, (4) Help with paying for and/or pursuing education, (5) Transportation, (6) More security, (7) Mentors and caseworkers.

Cincinnati Job Corps - 1409 Western Ave (0.4 miles from Stanley Rowe/Liberty St Apts) Job Corps is the largest nationwide residential career training program in the country and has been operating for more than 50 years. The program helps eligible individuals 16-24 years old complete their high school education, train for meaningful careers, and assist with obtaining employment. Students have access to room/board while they learn skills in specific training areas for up to three years. In addition to helping students complete their education, obtain career technical skills and gain employment, Job Corps also provides transitional support services, such as help finding employment, housing, child care, and transportation. Job Corps graduates either enter the workforce or an apprenticeship, go on to higher education, or join the military. Job Corps offers free hands-on career technical training in high-growth industries and can also help obtaining a GED or high school diplomas, career planning, on-the-job training, and job placement, along with benefits including residential housing, food service, health and dental care, bi-weekly basic living allowance, and clothing allowance.

Cincinnati Works - 708 Walnut Street (1.5 miles from Stanley Rowe/Liberty St Apts) - 1) Career coaching, assess strengths, weaknesses, ambitions and challenges, provide additional services and practical steps to accomplish goals. 2) Financial coaching - budgeting, understanding and building credit, resolving debt, preparing taxes and accessing loans. 3) Employment connection Cincinnati Works partners with more than 75 regional employers who believe in our mission and know the value of helping people improve their lives, members can apply in our offices, online, or at job fairs, our partners and staffing specialists work to find positions that will help them reach their goals. Cincinnati Works partners with Beacon of Hope Business Alliance who employ people with criminal records, felony convictions, or who are returning citizens. 4) Support and counseling including transportation assistance, behavior health counseling, budgeting and tax prep and debt management, legal coordination.

City Link Center - 800 Bank St (0.5 miles from Stanley Rowe/Liberty St Apts) City Link brings the following partners and programs under one roof: Per Scholas, Cornerstone Construction Training, Center for Employment Opportunities, Findlay Culinary Training, Smart Money, ChangeGears, REDBIKE, ridingforward, learning grove, Behavioral Health Services, City Health Dept, Cincinnati Works.

Through this collaborative approach, CityLink offers industry training and employment programs including training to becoming an automotive technical, construction training, culinary, technology, phlebotomy, reentry into the workforce after incarceration. Also, financial education, transportation, childcare, professional clothing, health and wellness, material support and counseling.

Community Action Agency - (CAA) provides workforce readiness and job training programs including Tech Works, BluePrint for Success, Commercial Driver's License Training, Project Lift, Fresh Start Program, Vocational Training, and a rapid re-employment program. CAA's Blueprint for Success program provides young adults with classroom instruction and hands-on training in the construction field. Blueprint participants receive intensive supportive services to address barriers to self-sufficiency including: case management, assistance in finding part-time employment, assistance with child care, assistance with child support matters, financial assistance for emergency rent or utility payments, assistance finding suitable housing and individual/family counseling.

City Gospel Mission - Jobs Plus offers career development and job placement free to the community. There are traditional courses for people needing help with basic life skills, and a Fast Track course for advanced job seekers.

Hamilton County Jobs and Family Services (HCJFS) -Serving individuals with SNAP food assistance, HCJFS has training partners that provide free, short-term training for in-demand jobs, including truck driver training, information technology, construction, manufacturing, state tested nursing assistant, patient care assistant

Freestore Food Bank - 1141 Central Pkwy (0.9 miles from Stanley Rowe/Liberty St Apts) Cincinnati COOKS! and LIFT is a free culinary job training program for under- and unemployed individuals. Logistics, Inventory Management, Facilities Management and Transportation (LIFT) offers an opportunity for unemployed and underemployed adults throughout the tristate region to become trained in a growing field, providing essential job skills. This 10-week free job training program based in Northern Kentucky will supply hands-on training from experienced warehouse personnel at Freestore Foodbank, specialized coursework designed by Gateway Community and Technical College, as well as links to local employment through BelFlex Staffing Network and other program partners.

CMHA MOVE (Motivate, Opportunities, Vision, Employment) program - Onsite at Stanley Rowe/Liberty St Apts. CMHA connects residents with over 40 employers who are looking to fill vacant positions. CMHA will actively focus on training and gearing up the Stanley Rowe and Liberty St Apts residents for the construction jobs that will result from the West End Transformation Plan investment.

MORTAR - a local small business training program focused on historically marginalized entrepreneurs to access the resources needed to start and run a successful businesses. Working to assess and address barriers to success for Black, Brown, and Women-owned businesses. Mortar has partnered with the West End community in the past to host The MORTAR Entrepreneurship Academy which is a 15-week program that works with those who are starting or growing their businesses.

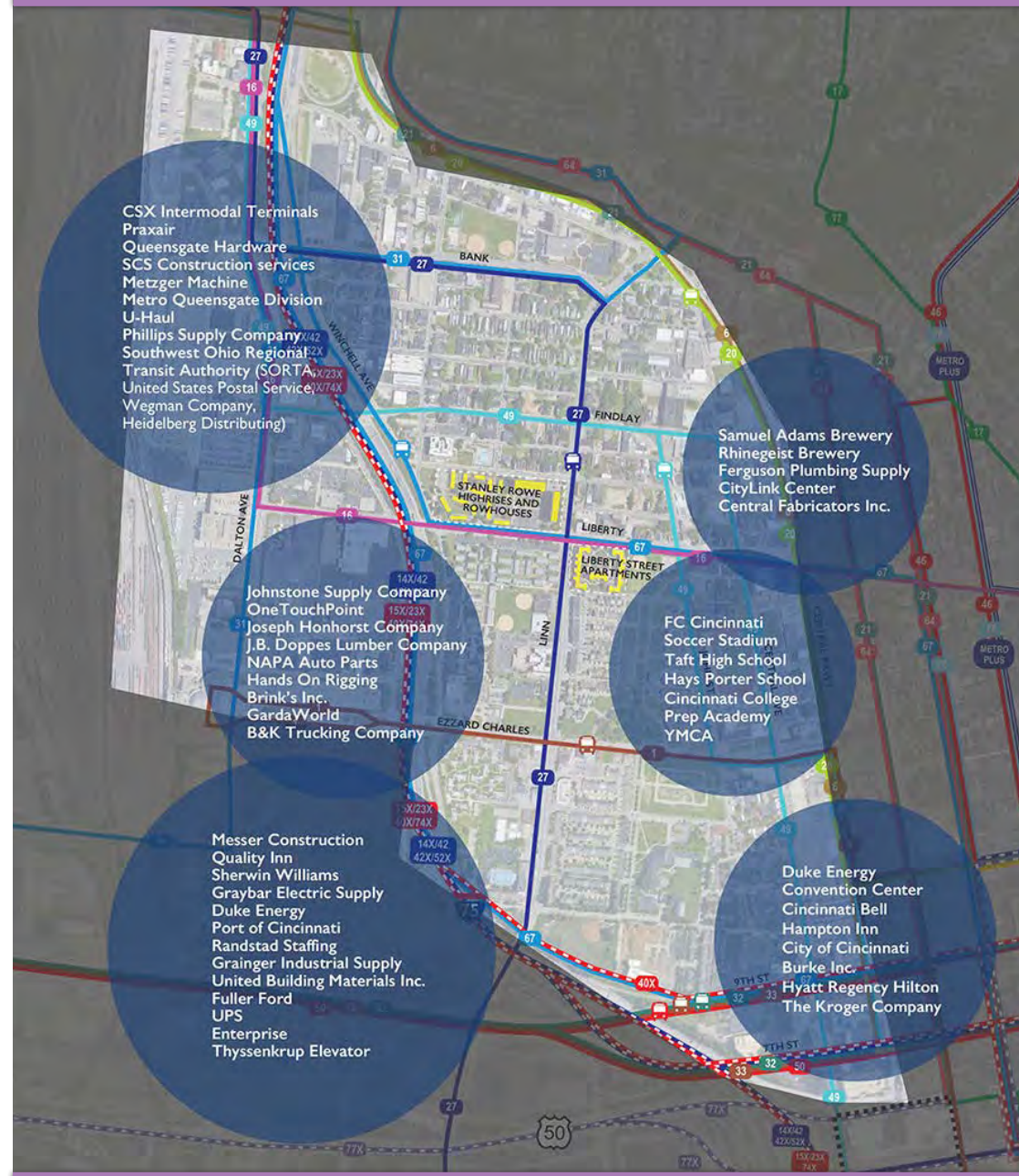
WEST END JOB CENTERS

Job Centers/Living and Working in the West End

The West End is surrounded by job centers and planned investments that will create thousands of new jobs. The map to the right shows the clusters of businesses and the bus transit lines. The West End Choice Neighborhoods Transformation Planning efforts began the connections between residents, service providers (non-profit organizations and schools) and companies.

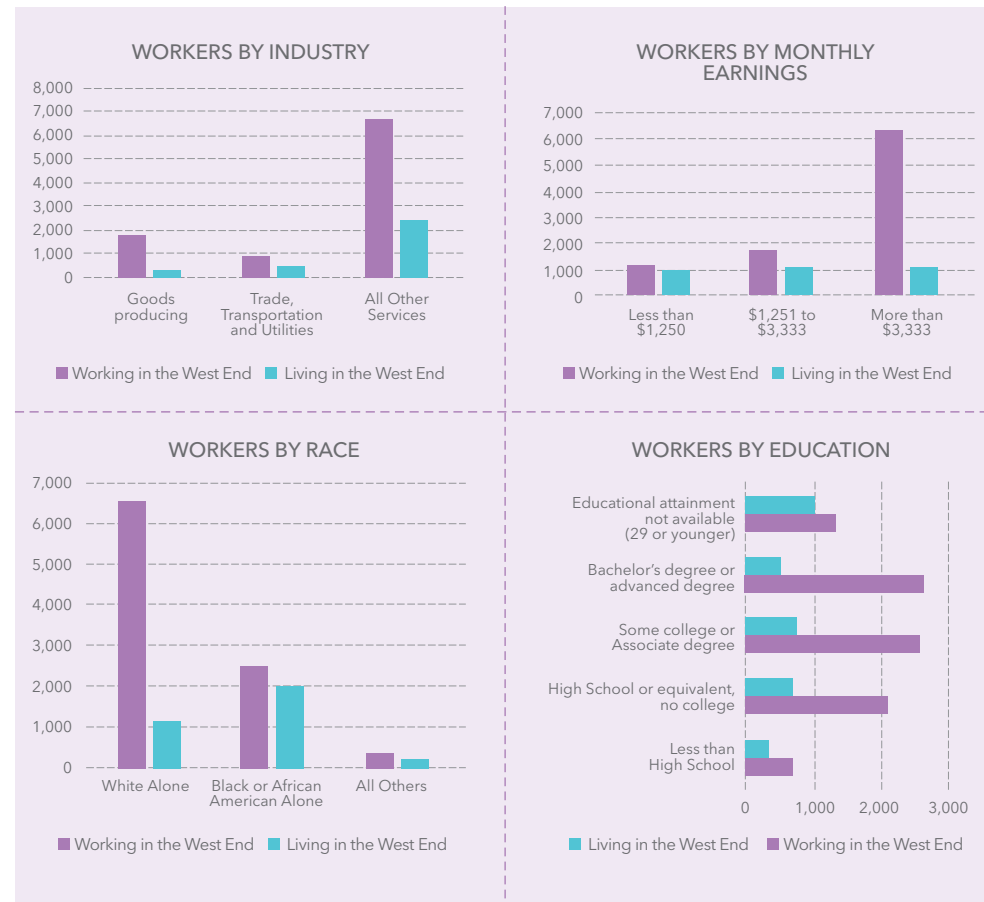
The U.S. Census Bureau's Longitudinal Employer-Household Dynamics database shows 9,398 people employed in the West End Neighborhood, a decrease from 10,785 ten years earlier. Public administration, manufacturing, professional, scientific, technical services, and arts, entertainment, and recreation are the largest employment sectors. Many of these jobs are concentrated in the portions of the neighborhood falling within the downtown, or along the Central Parkway corridor.

Many low-and-moderate-income were impacted by job losses as businesses were forced to close their doors, even if temporarily. As the nation is emerging from pandemic closures, there is a global shortage of workers across nearly every industry. This has presented an opportunity for some to enter the job market, transfer to more stable and lucrative fields, or simply enjoy an increase in wages. But while wages have risen, other costs have grown at a faster pace. This includes basic needs like food, gas, and housing. CoStar recently released data examining apartment rents nationwide and reporting an average 11% increase in 2021. From 2019 through 2021, they report a 10% increase to \$1,046 in Hamilton County. Among adjacent counties, only Campbell County, Kentucky saw a smaller increase. The pace of change in adjacent counties ranged from 9% to 18%,



EMPLOYMENT CHARACTERISTICS The May 2022 Market Analysis found that remarkably few neighborhood residents are employed within the neighborhood. The database reports that while there are 3,347 employed persons living in the neighborhood, only 129 of them - 4%, are filling the 9,398 jobs in the neighborhood. Working residents of the neighborhood are employed throughout the metropolitan area, but the nearby downtown district is the most significant area of concentration. 67% work within ten miles of their home. There are some differences in characteristics of people employed in the West End, compared to working people living in the neighborhood. In both cases, the largest number of workers are employed in services, but while the West End has a large number of manufacturing jobs, few neighborhood residents work in manufacturing. Production jobs typically offer higher wages than do jobs in services. West End residents are evenly split across the available wage ranges, but jobs located within the neighborhood overwhelmingly pay above \$40,000/year.

AGE GROUP	EMPLOYMENT		UNEMPLOYMENT RATE	
	WEST END	WEST END	WEST END	U.S.
16 and over	88.4%	11.7%	6.2%	
16 to 24	11.6%	20.8%	8.3%	
25 to 54	70.0%	11.5%	3.5%	
55 to 64	13.4%	2.1%	2.7%	
65 and over	5.0%	13.9%	3.0%	



EMPLOYMENT BY AGE Age-specific patterns of employment vary significantly from national figures. Unemployment rates are higher across almost all age groups, except for individuals between 55 and 64. The greatest discrepancy is among those in the prime working ages of 25 to 54, where the unemployment rate is more than three times the national rate.

The Transformation Team is working with the Stanley Rowe Towers, Rowhouses and Liberty Street Apartments residents, Resident Leaders and the Community Ambassadors, to help keep people connected throughout the planning process to further the West End Choice Neighborhoods Planning Process goals for income and asset building.

Income and Asset Building

Stanley Rowe Towers, Rowhouses and Liberty Street Apartments residents are very low income, many with median incomes of less than \$10,000 a year. The two key strategies to help households increase their income and stabilize their household budgets are employment assistance and homeownership supports. As the tables that follow suggest, there are no shortage of employment training and assistance programs in the vicinity. Working with partners like Cincinnati Works, CityLink, Community Action Agency, and Taft High School are an important part of supporting families to achieve the goals they have for their financial stability in ways that truly work for their households. Making sure that resources are tailored to meet the needs of residents and support households to achieve their goals will help make the resources that exist more aligned with family goals and improve outcomes in the West End.



There are different kinds of families in the community with different needs. Residents living on fixed incomes worry that work could jeopardize their housing and other benefits and they would not be able to make ends meet with low-wage jobs. For young families with children (over 15% of households have children under 5) this is a huge concern and why so many young moms are staying home to take care of young children, or looking for support from their families to care for young children. Seniors (43% of households) are no longer in the work force but struggle to access the services and programs that they are eligible for. For young people ages 18-24 it is difficult to get into the pipeline, to understand how to go about their first job, or to get a better paying job.

Approximately 27% of survey respondents said they were actively looking for work. While another 19% were working at least part-time, mostly in hospitality, food service or health care. Many of these households would like to improve their employment options and make more money. The focus of employment supports will be first on those households that are actively looking for work and those young adults who are looking forward to getting their employment started or to get into their next job after high school. Over 75% of households reported they had a high school degree or better, and what would be most helpful would be more information on opportunities, transportation supports and being connected to employment with on the job training opportunities. There are several major employers in the West End that would provide those supports; Messer Construction in conjunction with Community Action Agency has a construction training program, the U.S. Post Office, FCC Soccer, and Sam Adams Brewery all have opportunities that would align with what residents say would be most helpful. Another employer, Nehemiah Manufacturing in Lower Price Hill supports people with on-the-job training and transportation supports. Getting people interested in employment and improving their employment will require a network of trusted people in the neighbor to make those connections between potential employees and employers. Working with Seven Hills to introduce residents to these opportunities directly is the key first step for many people. For young people from Taft High School the Perscolas program is designed to create a bridge between high school and tech jobs that students are qualified for. In both of these focus areas it is about making connections between a trusted person and the employer to get people started and then support them over the first year of their employment.



Homeownership

The second focus area for improving a household's financial stability is to support people who are ready for homeownership to build wealth. In the West End where property values are appreciating rapidly, households who are ready for this step will generate generational wealth for themselves and their families. Seven Hills has been working with Habitat and the Port to create affordable homeownership opportunities and to help households get credit ready and understand the process of buying a home. The Miami Land Trust is also part of Seven Hills and has made home purchases possible for low-income residents for over 20 years. Although this program has struggled as an independent organization now as part of Seven Hills it will provide a path for residents who want to become homeowners. Affordable homeownership is also a priority of the City of Cincinnati and creating new product in the neighborhood will provide more opportunities, particularly for long time residents. The City has a down payment assistance program that will make homeownership attainable for some households. Homeownership is not appropriate for everyone, but for households that are ready it offers a great opportunity to take advantage of the rising real estate values and build generational wealth.

Section 6 Neighborhood

In both the Choice Neighborhoods planning process and the neighborhood plan update the community identified enhanced transportation options, improved walkability and pedestrian safety as key improvements that were needed in the community. The Transformation Team worked with the City of Cincinnati on the successful 2022 Rebuilding American Infrastructure with Sustainability and Equity (RAISE) grant application to the U.S. Department of Transportation. The \$8M federal grant will include the reconstruction of Linn Street to include a dedicated bike lane, wider sidewalks, more street trees, reduced vehicle lanes and enhanced crosswalks. These improvements are designed to significantly enhance pedestrian safety and create a much more inviting pedestrian environment. With the supplemental bus shelter improvements that are part of the Choice Neighborhoods Early Action Activities, the Transformation Team will make strides in making the public transit system in the West End more comfortable for users. Bike way and transit route improvements will also better connect the West End to the larger system. The City Department of Transportation and Engineering (DOTE) will be the lead agency on the RAISE grant implementation, with planning to begin in mid-2023, and implementation to begin in 2024.

CMHA, CBI, Seven Hills Neighborhood Houses and the West End Community Council will play an ongoing role in making sure that residents are part of the planning and design of these improvements and also that the project is complimentary to the larger Choice Transformational Plan. Improvements at Liberty and Linn and Linn and Ezzard Charles will set the tone and sign design for the larger project. The City Department of Community and Economic Development (DCED), along with METRO will be taking the lead on design and implementation of streetscape enhancements as part of the Neighborhood Business District Improvement Program (NBDIP) streetscape enhancement grant awarded to Seven Hills earlier this year. This project also includes a series of safety upgrades to lighting along the Linn Street Corridor that have already been installed. LED lights have already made a big difference along the Corridor.



Safety

Safety improvements have been an ongoing conversation throughout this entire planning process. Seven Hills, LISC, the West End Community Council, the Cincinnati Police Department have been working on a safety plan that will begin to address concerns expressed by residents. The SafeGrowth Program is being employed by a safety team made up of residents and stakeholders in the neighborhood. The team includes Seven Hills, the Community Council, the Trauma Recovery Center, and the CPD. Several of the Choice Ambassadors went through the SafeGrowth training and are a member of the Safety Team. The team is meeting monthly to work through the problem solving method entitled Scanning, Analysis, Response and Assessment (SARA) to identify strategies to address key problems based on data, observation and interviews in the community.

One of the first issues to be addressed is the fear residents express from the activity in the tot lot on Linn and in the general area of the Linn and Livingston corridor. Residents cite gun violence among a group of young men who hang out in this area as a priority concern. The strategy identified is to activate the area with positive community activity and to change the travel patterns in the area. Livingston has been blocked to stop vehicle circulation, and the Safety Team is also planning a series of events (flee market, farmer's market, movie nights, food trucks and container stores) to activate the space. Seven Hills is also talking long term about buying the site of the tot lot for redevelopment for housing. Other long-term solutions include working with the West End residents hanging out in the space to get them connected to resources for employment and education. Improved lighting has also already been installed along Linn Street as part of the NBDIP Grant.

The Safety Team will continue to meet over the course of the next year to address other safety concerns and to work with the Police and the community on solutions. The Choice process has identified many places where open space and recreation improvement are planned to encourage positive civic activity. The playground improvements coming as part of one of the Early Action Activities are such an improvement that will encourage families to use the space more often. The installation of the Ezzard Charles statue, benches, tables and other enhancements at the newly named Ezzard Charles Park is another. The City Park Board was the lead on these improvements, with support from Seven Hills. The community festival to celebrate the improvements October 1st drew over 500 people.

The community and the City have identified revitalization of the Linn Street Corridor as a priority. This recommendation has been part of the WeSpeaks Plan, the Choice Plan and the RAISE application. The focus on the corridor for streetscape and transportation improvements will also be supplemented by working to identify retail tenants for vacant spaces and with the renovation of two buildings on Linn Street by Seven Hills. The City and the Port will be working to identify potential tenants and to support small black-owned businesses. Seven Hills and the City Department of Community and Economic Development will play a key role in identifying and working with small businesses. The Choice housing recommendations also place emphasis on Linn Street and will put new residents along the corridor which will create more density and market for new tenants.

The tables that follow provide a detailed timeline for recommendations and the partners that will be engaged in each area. The City of Cincinnati Department of Transportation and Engineering and the City Department of Community and Economic Development will play a lead role in this work with support from Seven Hills and the West End Community Council.



Health & wellness

Health and Wellness

Much of what is included in the neighborhood recommendations have outcomes that will improve overall health in the community. Streetscape enhancement, safer pedestrian environments, improvements to open space and recreational resources, and enhanced comfort using public transit are all designed to increase the mobility of Stanley Rowe Towers, Rowhouses and Liberty Street Apartments residents and get them out and about and connected to others in community and civic space. Transportation improvements are also key to helping people with access to healthy food, to medical services and other needed resources. One of the biggest improvements as part of the RAISE Grant will be to build a connected bikeway in the middle of the West End. Creating a bike culture to go with that improvement that encourages young people and others to bike will require some engagement. Red Bike plans to install stations in the West End. Tri-State Trails, and Seven Hills will also be working to get bikes for community members and host “bike friendly” events that encourage use.

In August 2022, the Transformation Team and Stanley Rowe Towers, Rowhouses and Liberty Street Apartments residents participated in a Green Umbrella Regional Sustainability Alliance meeting. The meeting was to obtain input from West End residents as the 2023 Green Cincinnati Plan is developed focused on sustainability, equity and resilience and to incorporate climate impacts on the West End Transformation Plan. There was significant attendance, over 100 West End residents participated. The intention of the process is to identify issues that most concern residents and work on plans to mitigate negative impacts. In an early meeting, residents raised concerns over air pollution and the health impacts to residents. Pollution from traffic in the neighborhood and particularly along I-75 are a concern. Tree buffering along the I-75 corridor is one way to address this issue. The Transformation Team is planning for the planting of significantly more trees throughout the community which will begin to address the heat island impact of limited tree cover in the West End, particularly along Linn and Liberty Streets and Ezzard Charles Drive, the major connection spines.

The Transformation Team met with the City Department of Transportation/Engineering to discuss collaborating on the \$8M RAISE grant that is leveraging over \$2M in local and regional funds, METRO bus existing initiatives and the West End Early Action Activities to enhance placemaking and provide better multi-modal options for residents.

The Team is collaborating with the Robert O’Neal Multicultural Art Center located in the heart of the West End on Linn Street and the Cincinnati Bell and Hamilton County through Consolidate Appropriations Act (CARES) of 2021 funding to make 10 wi-fi hotspots live at the three West End City parks. Each hotspot can serve 200 devices at one time.

The various recommendations in the plan are designed to create a healthier, connected community with many more opportunities to safely engage with one another. These neighborhood recommendations set the physical stage for better health outcomes. The implementation tables that follow outline the strategies to get people connected to the benefits they are eligible for and making use of health services in the neighborhood.

INCREASE INCOME/FINANCIAL LITERACY/AFRICAN AMERICAN OWNED BUSINESSES/SUPPORT-EXPAND EXISTING BUSINESSES/HOMEOWNERSHIP

INCOME AND ASSET BUILDING STRATEGIES	BASELINE METRICS	TIMEFRAME	OUTCOMES	KEY PARTNERS
<p>Provide caseworkers Stanley Rowe Towers, Rowhouses and Liberty St Apts households at a minimum quarterly client contact to work one-on-one with residents</p>	<p>Stanley Rowe Towers, Rowhouses and Liberty St Apts residents receive services that often are reactive and not comprehensive/wrap around tailored to their families' needs.</p>	<p>SHORT TERM (1-2 YEARS) MID TERM (3-5 YEARS) DEPENDENT ON FUNDING</p>	<p>Households receive screening, assessment, risk management, individualized service planning based on needs and choices, provision of options and information, linkage/referral to formal and informal services and supports, service coordination at the client-level, crisis intervention, follow-up, advocacy, monitoring/evaluation of resident progress as well as timeliness and effectiveness of service delivery, and maintenance of records.</p>	<p>Lead: People Implementation Entity (To be procured) Additional Partners: All Choice Neighborhoods Partners</p>
<p>Further utilize CMHA's M.O.V.E (Motivate, Opportunities, Vision, Employment) Program to connect Stanley Rowe Towers, Rowhouses and Liberty St Apts residents with employers who are looking to fill vacant positions.</p>	<p>Only 9% or residents reported working full time and 11% reported working part time. However, 40% of non-senior households reported not working, but looking for employment.</p>	<p>SHORT TERM (1-2 YEARS)</p>	<p>1. Host two Hiring Events annually for employers who are seeking to fill vacant positions or enroll into educational and/or training programs. 2. Host regular office hours onsite to work with residents to identify employment opportunities.</p>	<p>Lead : CMHA Additional Partners: 40+ employer partners of CMHA</p>
<p>Connect Stanley Rowe Towers, Rowhouses and Liberty St Apts residents with local job training and employment programs at Sew Valley, City Link, Perscolas, and other regional programs with the goal of connecting residents to opportunities for gainful employment.</p>	<p>Median public housing resident income is \$9,396 annually. 63% of the current Stanley Rowe Towers, Rowhouses and Liberty St Apts residents are working age (16+). 20% of residents report wanting more training or education to get a better job.</p>	<p>SHORT TERM (1-2 YEARS) MID TERM (3-5 YEARS)</p>	<p>In process</p>	<p>Lead: In process Additional Partners: SHNH, City Link, Sew Valley, Perscolas, Community Action Agency, Cincinnati Works, Freestore Foodbank/ Cincinnati Cooks</p>
<p>Connect Stanley Rowe Towers, Rowhouses and Liberty St Apts residents with open positions at Messer Construction.</p>	<p>Messer Constructions (located in the West End) made a commitment to hire 50 qualified West End residents for open positions when they moved into the neighborhood.</p>	<p>SHORT TERM (1-2 YEARS) MID TERM (3-5 YEARS)</p>	<p>1. Partner with the Community Action Agency to connect interested residents with Blueprint for Success construction training program.</p>	<p>Lead: Messer Construction Additional Partners: Community Action Agency</p>
<p>Assist Stanley Rowe Towers, Rowhouses and Liberty St Apts residents with obtaining GEDs and post-secondary vocational training.</p>	<p>31% of residents do not have their high school diploma or equivalent. The most common types of education or training that respondents were interested in included High school diploma or GED.</p>	<p>SHORT TERM (1-2 YEARS) MID TERM (3-5 YEARS)</p>	<p>1. Increase number of residents with GEDs and enrolled in post-secondary classes. 2. Assist residents with increasing their employability for living wage jobs in a variety of fields with advancement potential.</p>	<p>Lead: SHNH (Aspire) Additional Partners: Dohn Community School (Walnut Hills), Virtual High School, Cincinnati Public Schools</p>

INCREASE INCOME/FINANCIAL LITERACY/AFRICAN AMERICAN OWNED BUSINESSES/SUPPORT-EXPAND EXISTING BUSINESSES/HOMEOWNERSHIP

INCOME AND ASSET BUILDING STRATEGIES	BASELINE METRICS	TIMEFRAME	OUTCOMES	KEY PARTNERS
<p>Connect Stanley Rowe Towers, Rowhouses and Liberty St Apts residents with additional programs and resources to start their own business. Host a cohort of The MORTAR Entrepreneurship Academy in the West End for Stanley Rowe Towers, Rowhouses and Liberty St Apts residents.</p>	<p>12% of Residents expressed an interest in starting their own business.</p>	<p>MID TERM (3-5 YEARS)</p>	<ol style="list-style-type: none"> 1. Introduce residents to the process of starting a business. 2. Host a 15-week Entrepreneurship Academy 3. Identify funding to provide a program tailored to resident ambitions and interests and pursue setting up a West End incubator. 4. Provide programs and resources to existing businesses to thrive and grow. 	<p>Lead: Mortar Additional Partners: SHNH, West End Business Alliance, Urban League, United Way, Chamber of Commerce.</p>
<p>Support existing West End businesses as resource and community institutions for Connect Stanley Rowe Towers, Rowhouses and Liberty St Apts residents.</p>	<p>The May 2022 Market Analysis indicated that the few number of West End businesses aggregated geographically in the neighborhood makes it more difficult for businesses to expand and thrive.</p>	<p>MID TERM (3-5 YEARS)</p>		<p>Lead: City Department of Community and Economic Development Additional Partners: Mortar, Greater Cinci Microenterprise Initiative, West End Business Alliance, Urban League, United Way, Chamber of Commerce.</p>
<p>Ensure Stanley Rowe Towers, Rowhouses and Liberty St Apts residents are aware of the second Phase of Habitat for Humanity homes coming to the West End and connect interested residents with Habitat to assess eligibility.</p>	<p>Residents will need to build their financial resources and ensure their credit qualifies for homeownership.</p>	<p>SHORT TERM (1-2 YEARS)</p>		<p>Lead: Habitat for Humanity</p>
<p>Connect Stanley Rowe Towers, Rowhouses and Liberty St Apts residents with the homeownership programs and first time home buyer classes and counseling through Working in Neighborhoods or other programs to educate them about preparing for homeownership.</p>	<p>0 public housing residents own a home. An estimated 11% of households in the West End are homeowners compared to 39% City-wide (U.S. Census 2020)</p>	<p>SHORT TERM (1-2 YEARS) MID TERM (3-5 YEARS)</p>	<p>Increase homeownership, financial literacy and financial stability.</p>	<p>Lead: SHNH Additional Partners: City, St. Vincent de Paul, Habitat for Humanity, Brighton Center Homeownership Center of Cinci, Working In Neighborhoods, SmartMoney, Living Arrangements Developmentally Disable</p>
<p>Enroll Stanley Rowe Towers, Rowhouses and Liberty St Apts residents in financial education workshops, financial coaching and budgeting classes. At all neighborhood schools and at the West End Library.</p>	<p>Median public housing resident income is \$9,396 annually. 63% of the current Stanley Rowe Towers, Rowhouses and Liberty St Apts residents are working age (16+). 20% of residents report wanting more training or education to get a better job.</p>	<p>SHORT TERM (1-2 YEARS) MID TERM (3-5 YEARS)</p>	<ol style="list-style-type: none"> 1. Improve financial situation for residents. 2. Provide a path to learning how to build wealth and assets. 3. Empower residents to make the best choices for their future and well-being of their families. 	<p>Lead: SHNH Additional Partners: Brighton Center, Working In Neighborhoods, SmartMoney, Living Arrangements Developmentally Disable</p>



5 HOUSING

5 HOUSING



5.1 Background The West End Housing Strategy replaces the distressed target public housing sites with modern, energy efficient, and well-managed mixed-income developments with amenities desired by the residents. The Housing Team, led by the Cincinnati Metropolitan Housing Authority (CMHA), will integrate housing developments that reflect the local character of the West End’s urban streets, block patterns, architectural character and scale and create a “five-minute neighborhood” of local schools, parks, community services and retail.

Synchronizing people, neighborhood and housing strategies, the West End Transformation Team will address the lack of access to healthy foods, support local entrepreneurs in starting new businesses and respond to significant public safety concerns with physical design. Through the Choice Neighborhoods planning process, the Team worked with both the public housing residents and other neighborhood residents to analyze existing physical challenges, such as the proximity to the interstate and lack of neighborhood assets withing walking distance, to craft urban design solutions that reflect the voice of the community.

To develop preliminary housing concepts to present to Residents and Stakeholders, the Housing team worked with the design team led by Lord Aeck Sargent, to conduct the following: 1) Reviewed previous plans/building reports, 2) Assessed the target public housing sites/buildings and inventoried the West End neighborhood, 3) Conducted visioning/building block workshops with Stanley Rowe/Liberty Street Apartment Residents, 4) Participated in Resident Focus Group Sessions, 5) Conducted sessions with the Housing, Neighborhood and People Task Forces, 6) Met with West End Stakeholders at the WE Speaks Neighborhood Planning meeting and West End Community Council meetings, 7) Participated in interviews with City/County staff and Stakeholders, 8) Reviewed Resident Needs Assessment results.

STANLEY ROWE TOWERS A AND B	
358 FAMILY APARTMENTS	TOTAL
0 Bedroom	26
1 Bedroom	139
2 Bedrooms	193
13 and 14 story elevator buildings	358
STANLEY ROWE ROWHOUSES	
66 FAMILY APARTMENTS	TOTAL
3 Bedrooms	66
Two-Story Townhomes	66
LIBERTY STREET APARTMENTS	
130 FAMILY APARTMENTS	TOTAL
1 Bedroom	22
2 Bedrooms	62
3 Bedrooms	35
4 Bedrooms	9
5 Bedrooms	2
Three-Story Walk-Ups	130

5.2 Stanley Rowe Towers A and B, Rowhouses and Liberty Street Apartments Visioning The Housing Team led two Resident visioning workshops in June and October 2021. Additional meetings and focus groups were held monthly in 2021 with Residents and Stakeholders to confirm what type of housing and amenities are desired. Residents were asked about what they envisioned for their neighborhood and participated in a building block exercise to discuss density, orientation and scale. Outcomes from the Resident charettes and needs assessment are listed in summary format below and in Appendix C2 in more detail.



HOUSING VISIONING

Important considerations: **(1)** safety and security onsite and in the buildings, **(2)** improved access (entrances and exits) to the buildings, handicapped accessibility and more entrances and exits, **(3)** a fitness room, **(4)** wheel chair accessible/handicap parking, **(5)** senior room/more activities for seniors, **(6)** senior only building or senior apartments on lower floors, **(7)** access to stores, medical care, **(8)** improved laundry area, **(9)** safe outdoor seating area.



INCORPORATED INTO THE COMMUNITY SPACE

Most common responses included **(1)** outdoor recreation area with picnic tables, benches grills, protection from sun/rain, **(2)** better play space/parks for kids, **(3)** bigger rooms/ more living space, **(4)** improved safety, security cameras and security guard presence, **(5)** activities for kids, **(6)** community gathering space **(7)** affordable rent.

RESIDENT NEEDS ASSESSMENT

- 21% expressed a need for space to work from home
- 51% would like to see a mix of uses as part of housing development
- 28% have a vehicle

MOST IMPORTANT

- Close to a grocery store
- Safe places
- Places to get out and walk
- Close to bus lines
- Access to outdoor space

5.3 Housing Goals/Objectives The Housing Team is creating a mix of apartment structure types and bedroom sizes to align with the following goals: 1) reflects the needs of the residents, 2) complies with all HUD requirements 3) is financially feasible to develop, in terms of being competitive for federal, state and local funding applications and 4) is operationally feasible, based on the mix of rents and number of apartments per phase. As part of the Choice Neighborhoods Planning process in 2021, the Housing Task Force met monthly to determine opportunities and challenges to draft housing alternative that reflect a new, economically viable mixed-income community that includes residential, and as feasible, non-residential uses including community facilities and commercial development. It was established that the West End housing program will include a mix of deeply subsidized, affordable and market rate rental apartments integrated across all building types and located throughout the sites, as required by HUD's Fair Housing and Equal Opportunity Office.

To establish the Housing Objectives, as well as the baseline for monitoring progress and success, CBI and SHNH conducted the Resident Needs Assessment from June through September 2021, asking all households living at the target public housing sites: Stanley Rowe Towers A and B, Rowhouses and Liberty Street Apartments 65 questions; 277 residents responded. Focus groups, meetings, interviews and community events were held. The Housing Plan includes detailed action-oriented implementation strategies incorporating the objectives below that were developed based on Resident and Stakeholder input, an assessment of the sites and buildings, interviews with stakeholders and data collected throughout the planning process.

HOUSING OBJECTIVES

PHYSICAL

- **Provide one-for-one apartment replacement** within mixed-income developments-, including affordable, workforce and market rate housing.
- **Ensure housing choice** by providing options for a range of incomes including senior-oriented apartment buildings, townhomes with yards for families and housing for individuals with mobility, sight or hearing impairments and homeownership opportunities.
- **Design functional and efficient floor plans** that incorporate public housing resident and other neighborhood resident, partners and stakeholder input.

PLACE-MAKING

- **Integrate community spaces** by including a variety of both programmed and open spaces and preserving mature tree canopies as much possible.
- **Better integrate the housing developments within the West End neighborhood**, including infilling vacant and underutilized land.
- **Work with partners to develop mixed-use sites** that provides assets and resources accessible to all residents regardless of income or physical impairments.

SOCIAL

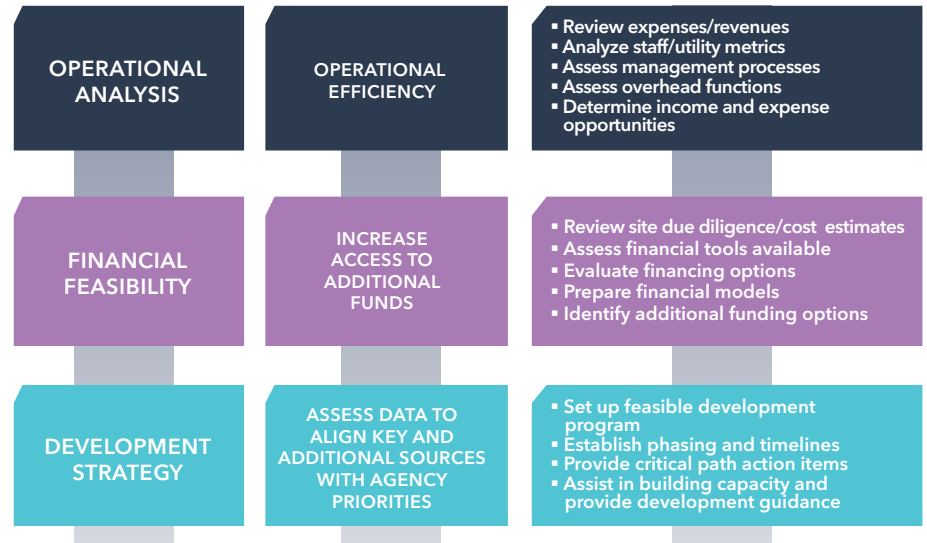
- **Work with the residents to create a relocation and re-occupancy plan**, with a focus on a Build First strategy to minimize disruption and relocation.
- **Define opportunities for employment associated with planned construction activities**, and in advance, train and build resident capacity to participate and benefit economically from the investments.
- **Incorporate best practices to create a safer community** Crime Prevention Through Environmental Design (CPTED)

5.4 Development Options Analysis Based on preliminary total development cost estimates of \$459M that include relocation, demolition, infrastructure, rehab/new construction, soft costs, the Housing Team has proposed moving forward with OPTION 3. This option includes the rehabilitation of both Stanley Rowe Tower B and Liberty Street Apartments and the relocation, demolition and new construction of Stanley Rowe Tower A and Stanley Rowe Rowhouses.

In October through December 2021, as part of the planning process, the Housing Team presented the three options (listed below) to the Stanley Rowe Towers A and B, Rowhouses and Liberty Street Apartments residents, other West End residents, Partners (Housing, Neighborhood and People Task Forces) and Stakeholders to get input. Each option listed below contemplated one-for-one replacement of the 554 low-income apartments, additional affordable and unrestricted/market rate housing and assessed relocation, demolition, new construction, and rehabilitation both on and offsite totaling approximately 1,130 new apartments.

In addition to resident and stakeholder input, CMHA, led the development analysis that included the preliminary assessment of operations, financial and development feasibility. Undertaking this analysis in 2021/2022 for construction that could potentially start in 2024/2025 based on availability of financing, included the following challenges in the current housing market: (1) supply chain issues, (2) increased costs, (3) wage inflation and (4) logistical challenges of completing projects on time and budget.

DEVELOPMENT ANALYSIS



OPTION 1: Demolition and new construction of all 554 public housing units replacing Stanley Rowe Tower A, Stanley Rowe Tower B, Stanley Rowe Rowhouses and Liberty Street Apartments.

OPTION 2: Rehabilitation, demolition and new construction of all 554 public housing units, including rehabilitation of Liberty Street Apartments and new construction of Stanley Rowe Tower A, Stanley Rowe Tower B and Stanley Rowe Rowhouses.

OPTION 3: Rehabilitation, demolition and new construction of all 554 public housing units, including rehabilitation of Liberty Street Apartments and Stanley Rowe Tower B, demolition and new construction of Stanley Rowe Tower A and Stanley Rowe Rowhouses.

5.5 Context/Framework As part of the planning process in 2021, the Housing Team, considered the context of the target public housing sites to share observations with Residents and Stakeholders on how best to master plan the sites, by evaluating: a) site integration and pedestrian pathways, b) building orientation and parking, c) street network and internal traffic flow. This context and framework analysis was the first step in developing the housing options and drafting the proposed housing program.



LOCAL ARCHITECTURAL PRECEDENTS

As shown in the **Local Architectural Precedents** photos at right, the development plans include accents of brick and stone. Window mullions, lintels and arches are incorporated that reference the surrounding architecture. Roof lines are a mix of flat roofs and sloped roofs, with cornices accentuating new and renovated buildings.



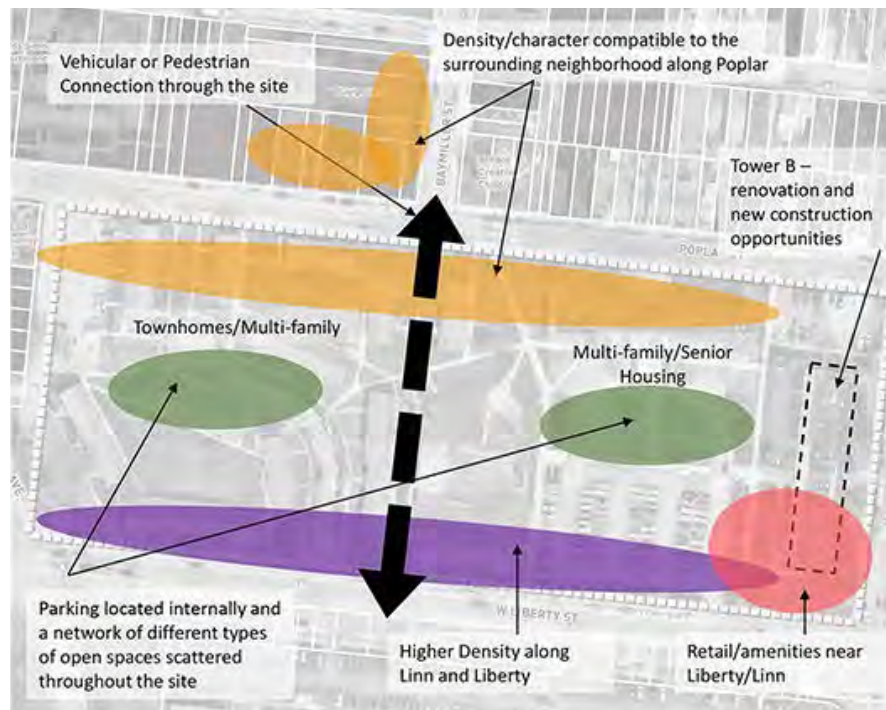
The existing West End architecture provides a wealth of inspiration for new development. However, the public housing residents and other West End residents expressed concern that they wanted a style that fit the neighborhood and did not want to imitate historic styles that were of a different time and place. The proposed housing plan seeks to balance certain contextual characteristics, materials and architectural forms of the West End, while also incorporating modern finishes and features to create a neighborhood identity that will attract individuals and families with a range of socio-economic backgrounds.

The site plans presented in the housing program section, on the following pages, work to address the challenges of the existing developments that make them stand apart from their urban context and surroundings. The plans include buildings that front and line streets, new streets that break up superblocks previously cutting off the neighborhood street grid, as well as parking and service areas screened or placed behind buildings. As requested by the residents, pocket parks serving residents and the larger community are incorporated into the site plans, a focus on defensible space and safety lighting. The Housing Team is working with the City of Cincinnati to consider urban parking standards of 0.5 spaces per unit, reflective of the neighborhood's urban character and access to bus transportation, which will reduce surface parking and allow for more greenspace and other site amenities.

Framework Analysis/Resident Input In the second quarter of 2021, the Transformation Team considered the context of the target public housing sites to share observations with Residents and Stakeholders to understand: a) site integration and pedestrian pathways, b) building orientation and parking, c) street network and internal traffic flow. This was the first step in developing the housing concept plans presented on the following pages. Through interactive workshops in June and October 2021, the residents designed their own vision of the future housing development, including buildings, height, orientation and site amenities. Common themes emerged from multiple groups that included multiple housing types, creating multiple, centralized open spaces, providing orientation to streets and creating new cross-block pedestrian connections.

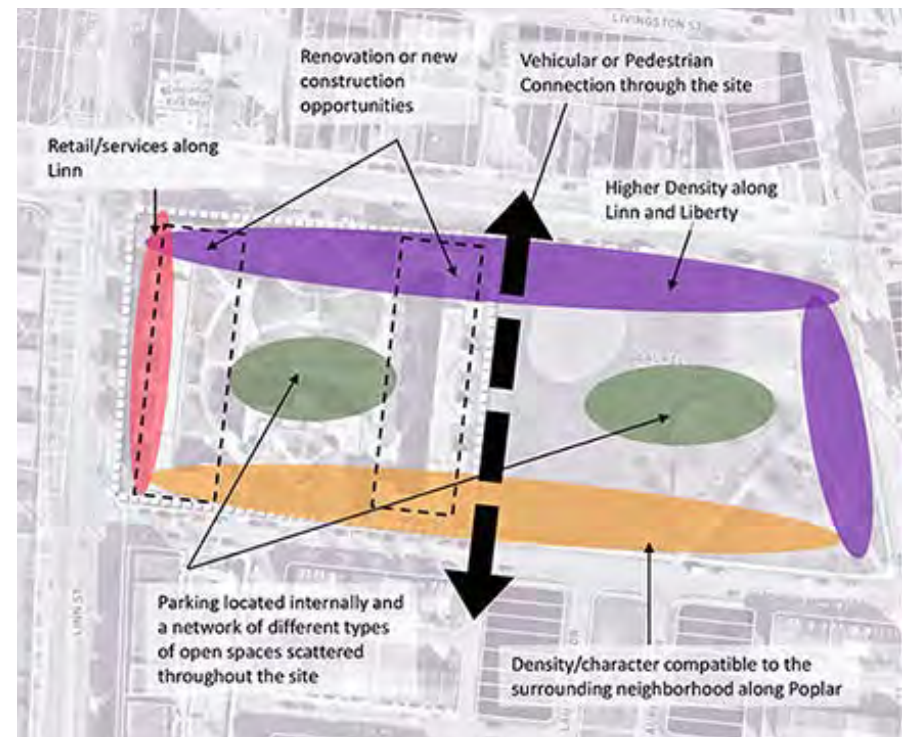
The outcome of the Housing Team’s analysis resulted in the following recommendations included below.

STANLEY ROWE TOWERS A and B and STANLEY ROWE ROWHOUSES



- New connection to Baymiller Street
- Senior-oriented development and family developments
- Retail/amenities near Liberty/Linn Street
- Higher density along Liberty, lower density on Poplar Street
- Interior parking and open space for safety

LIBERTY STREET APARTMENTS



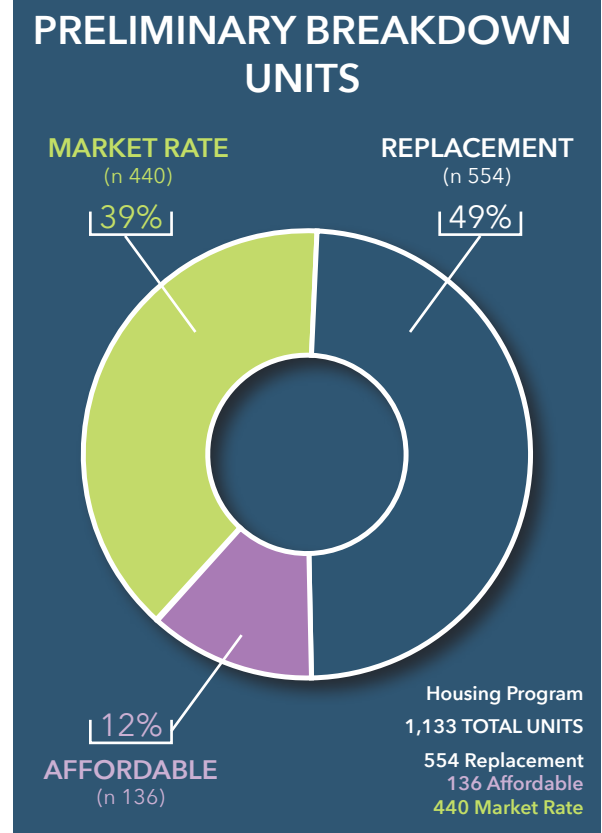
- New street connection to create two blocks
- Interior parking and open space for safety
- Possible services and retail along Linn Street
- Combination of selective renovation and new construction

5.6 Housing Program The West End neighborhood is mostly built-out with few vacant parcels and property values quickly rising, so the Transformation Team, led by CMHA, is working to identify possible partnerships in addition to the redevelopment of CMHA owned sites in the West End.

Target Public Housing Sites include Stanley Rowe Tower A (151 units), Stanley Rowe Tower B (207 units), Stanley Rowe Rowhouses (66 units) and Liberty Street Apartments (130 units). Throughout the planning process, CMHA has assessed the household composition for public housing residents to develop the needed bedroom mix. In May 2022, 130 public housing resident head of households were over the age of 62. The bedroom mix below generally represents the needs of the existing public housing residents.

Housing Plan will include a multi-phase development approach that includes approximately 1,130 total multifamily apartments and for sale homes built over 6 to 10 years. This includes 554 replacement units, 136 affordable and 440 unrestricted/market rate.

Each community will be built to market-rate standards and serve a broad range of incomes by providing deeply subsidized and affordable (LIHTC/RAD PBRA and PBV), workforce (LIHTC-only) and market rate (unsubsidized) housing.



HOUSING PROGRAM	SENIOR APTS	FAMILY APTS	TOWNHOUSE	TOTAL
ONSITE (DEFINED ON THE FOLLOWING PAGE)				
STANLEY ROWE TOWER B (S1) STANLEY ROWE TOWER A (S2-S5)	169	184	75	428
LIBERTY STREET APTS (L1-L2)	0	109	0	109
SUBTOTAL	169	293	75	537
OFFSITE (DEFINED ON THE FOLLOWING PAGE)				
OFFSITE	0	593		593
SUBTOTAL	0	593		593
GRAND TOTAL	169	961		1,130

CONCEPTUAL HOUSING PLAN



Onsite Approximately 537 apartments will be rehabbed or newly constructed on the footprints of the sites that include the target public housing sites: Stanley Rowe Towers A and B, Stanley Rowe Rowhouses and Liberty Street Apartments. This includes a total of approximately 12.6 acres and is shown labeled in map to the left in navy boxes, the site plans shown on the following pages are labeled as Stanley Rowe Towers and Rowhouses footprint (S1-S9) and Liberty Street Apartments (L1-L2).

Offsite Approximately 593 apartments will be built offsite, not on the footprints of the target public housing sites. Some of these replacement, affordable and mixed-income units are anticipated to be built in neighborhoods outside of the West End within a 25-mile radius that meets HUD's opportunity area requirements - that have a low poverty rate and not minority concentrated.



Housing Schedule The Housing Team is planning for the revitalization of 1,130 apartments that include mixed-income and, where feasible, mixed-use development. The Comprehensive Housing Plan involves four phases of demolition, two phases of rehab and eight phases of new construction. The timing, financing structure, cost, number of units and unit mix are all dependent on availability of the necessary resources. The housing revitalization planned as part of the Transformation of the West End is anticipated to take six to ten years and will include both 4% and 9% low-income housing tax credit (LIHTC) applications, for which the award date will determine the project schedule for each phase.

The schedule below includes these labels (S1-S9 and L1-L2) that corresponds to each phase in the Housing Plan section, as well as the description and whether each phase involves demolition, financing applications, rehab or new construction. The anticipated development costs and unit mix (replacement, affordable and market rate), as well as non-residential square feet proposed is presented.

WEST END HOUSING PLAN PHASING SCHEDULE

WEST END HOUSING PLAN PHASES		YR 1	YR 2	YR 3	YR 4	YR 5	YR 6	YR 7	YR 8	YR 9	Dev Costs	Replacement	Affordable	Market Rate	TOTAL	Non-Residential
L1-L2	Liberty Street Apartments	4% LIHTC App	REHAB	LEASE UP							\$29M	57	13	39	109	2,000 sq ft
	Liberty Street Apartments non-residential building	DEMOLITION														
S1	Stanley Rowe Tower B	4% LIHTC App	REHAB	LEASE UP							\$49M	101	38	30	169	14,000 sq ft
S2	Senior Apartments (Stanley Rowe footprint)	9% LIHTC App	NEW CONSTRUCTION	LEASE UP							\$28M	41	6	17	64	
S3	Family Apartments (Stanley Rowe footprint)	9% LIHTC App	NEW CONSTRUCTION	LEASE UP							\$15M	17	4	15	36	
	Stanley Rowe Rowhouses		DEMOLITION													
	Stanley Rowe Tower A			DEMOLITION												
S4	Family Apartments (Stanley Rowe footprint)			9% LIHTC App	NEW CONSTRUCTION	LEASE UP					\$15M	17	3	16	36	
S5	Family Apartments (Stanley Rowe footprint)				9% LIHTC App	NEW CONSTRUCTION	LEASE UP				\$20M	21	6	21	48	
S6 - S9	Townhomes/Flats (Stanley Rowe footprint)				9% LIHTC App	NEW CONSTRUCTION	LEASE UP				\$33M	36	6	33	75	
	Onsite										\$15M	17	3	16	36	
	Offsite										\$20M	21	6	21	48	
											\$190M	290	76	171	537	16,000 sq ft
											\$270M	264	60	269	593	
TOTALS											\$459M	554	136	440	1,130	

Housing Plan and Financing Summary The mixed-income/mixed-use development envisioned as part of the West End Transformation Housing Plan is projected to cost over \$459M and will require substantial investment of public/private resources including: Federal low-income housing 9% and 4% tax-credits, historic tax credits, federally insured and conventional debt, state and city affordable housing soft debt, public housing capital funding, including potential Choice Neighborhoods Initiative implementation grant funds.

The average total development rehabilitation cost for Stanley Rowe Tower B and Liberty Street Apartments is \$265,500 per apartment. While new construction total development costs at the Stanley Rowe footprint are estimated to be \$440,000 per apartment. Total development costs include abatement, demolition, relocation, design, legal and financing costs, as well as site improvements, infrastructure, rehabilitation and construction costs.

The estimated Stanley Rowe Tower B (S1) rehab cost per unit is higher than the Liberty Street Apts (L1 and L2) estimated rehab costs due to the following: a) Liberty Street was comprehensively rehabbed in 2001, at that time the building systems were upgraded, while Stanley Rowe Tower B was constructed in 1962 and has not been significantly rehabbed so all building systems need to be replaced including the elevator. b) Stanley Rowe Tower B includes 26 efficiency units, which will be reconfigured into larger apartments to ensure functionality and marketability. The new construction vertical cost of a townhouse on the Stanley Rowe site (S6-S9) is relatively the same, but the per unit costs shown below vary due to project size, phases with smaller number of apartments are more expensive due to the carrying costs of design, financing, legal and site improvement/infrastructure costs.

HOUSING PLAN UNIT MIX

HOUSING PLAN		1 BR	2 BR	3 BR	4 BR	5 BR	TOTALS	Replacement	Affordable	Market Rate	TOTALS	TDC \$M	LIHTC Equity	Perm Debt	CNI	Soft Funds	Per Unit \$K
S1	Stanley Rowe Tower B Senior (14K Non-residential)	156	13	0	0	0	169	101	38	30	169	68	21	6.4	2.8	18.7	290
L1-L2	Liberty Street Apartments (2K non-residential)	18	50	32	7	2	109	57	13	39	109	38	10	10	0	9.0	265
S2	Family Apartments (Stanley Rowe footprint)	48	16	0	0	0	64	41	6	17	64	41	8.5	4.3	3.3	12.4	445
S3	Family Apartments (Stanley Rowe footprint)	24	12	0	0	0	36	17	4	15	36	22	3.7	2.7	1.7	6.9	208
S4	Family Apartments (Stanley Rowe footprint)	24	12	0	0	0	36	17	3	16	36	22	3.7	2.7	1.7	6.9	208
S5	Family Apartments (Stanley Rowe footprint)	0	32	16	0	0	48	21	6	21	48	30	4.9	4.2	1.8	9.5	425
S6 - S9	Townhomes/Flats (Stanley Rowe footprint)	25	50	0	0	0	75	36	6	33	75	50	7.6	4.3	3.8	17.2	438
Onsite (169 senior/ 566 family)		295	185	48	7	2	537	290	76	171	537	190	59	35	15	80.6	364
Offsite (395)							593	264	60	269	593	270	69	42.7	19.8	138	406
TOTALS								554	136	440	1130	459	128	77	35	219	

STANLEY ROWE TOWERS/ROWHOUSES SITE includes 428 apartments on 8.7 acres. The proposed plan is to demolish Stanley Rowe Rowhouses in Year 2 and Stanley Rowe Tower A in Year 3. New construction would start in Year 3, with the rehab of Tower B beginning in Year 1. The proposal is to create an intergenerational community hub with senior housing on the southeast end of the block that includes the significant renovation of both the interior and exterior of Stanley Rowe Tower B and the new construction of a four-story family building with 14,000 square feet of community space and shared amenities between the two buildings. Stanley Rowe Rowhouses and Stanley Rowe Tower A will be replaced with three four-story buildings and townhomes over flats.

The table below provides additional details for development planned on the Stanley Rowe Towers and Rowhouses footprint. The listing (S1-S8) corresponds with the labels on the site plan. Redevelopment on the Stanley Rowe footprint, including both rehab and new construction that totals 428 apartments, with 169 senior apartments and 259 family apartments, this is based on both the needs of the Stanley Rowe Towers A and B, Stanley Rowe Rowhouses and Liberty Street Apartments residents, as well as the May 2022 Market Analysis that examined the market sector, providing data and recommendations for the optimal mix of uses given the location, size and unique characteristics of the West End (**Appendix E: West End Residential and Retail Market Analysis**).

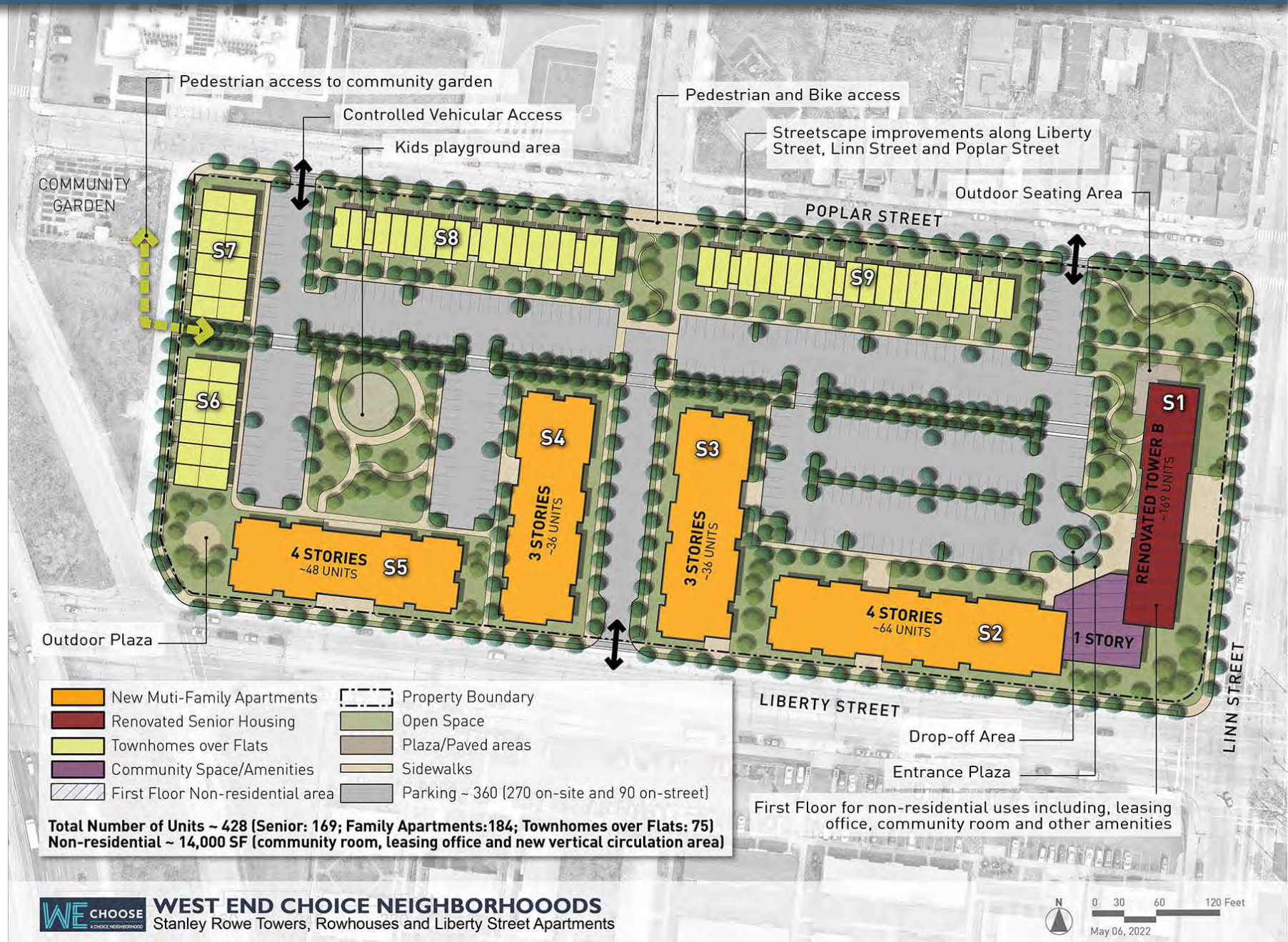
The density of units on the Stanley Rowe site will not be greatly reduced, however, the extreme density of the two Towers will be spread out across the entire acreage, and the site will become more cohesive with the existing neighborhood. Instead of the site having two distinct halves, one that is very high density and one that is much lower density, the overall Stanley Rowe site will be much more balanced in scale.

STANLEY ROWE FOOTPRINT		STORIES	RESIDENTS	1 BR	2 BR	3 BR	TOTAL	
SIGNIFICANT REHAB 169 SENIOR APARTMENTS								
S1	STANLEY ROWE TOWER B REHAB	14	SENIOR	156	13	0	169	
NEW CONSTRUCTION 259 FAMILY APARTMENTS								
S2	ELEVATOR APARTMENTS (FOOTPRINT STANLEY ROWE PARKING LOT)	4	FAMILY	48	16	0	64	
S3	GARDEN WALK-UP APARTMENTS (FOOTPRINT STANLEY ROWE PARKING LOT)	3	FAMILY	0	24	12	36	
S4	GARDEN WALK-UP APARTMENTS (FOOTPRINT ROWHOUSES)	3	FAMILY	0	24	12	36	
S5	ELEVATOR APARTMENTS (FOOTPRINT ROWHOUSES)	4	FAMILY	0	32	16	48	
S6	TOWNHOMES/FLATS (FOOTPRINT ROWHOUSES)	2	FAMILY	6	6	0	12	
S7	TOWNHOMES/FLATS (FOOTPRINT ROWHOUSES)	2	FAMILY	6	6	0	12	
S8	TOWNHOMES/FLATS (FOOTPRINT ROWHOUSES)	2	FAMILY	8	16	0	24	
S9	TOWNHOMES/FLATS (FOOTPRINT TOWER A)	2	FAMILY	9	18	0	27	
				TOTALS	229	159	40	428

STANLEY ROWE TOWERS AND ROWHOUSES | SITE CONTEXT



STANLEY ROWE TOWERS AND ROWHOUSES | CONCEPTUAL PLAN



STANLEY ROWE TOWER B ELEVATIONS



ELEVATION OPT. 1

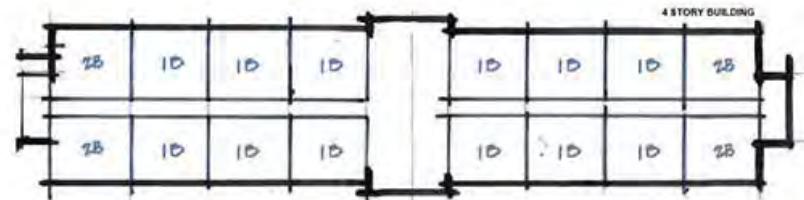


ELEVATION OPT. 2

PRECEDENT IMAGES



CONCEPTUAL PLANS



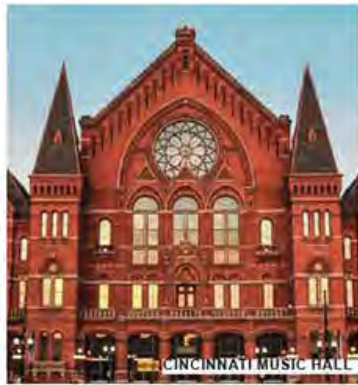
The renovated exterior design of the tower is influenced by the larger context of the community which includes a mix of historic brick and modern rainscreen cladding. Both historic and modern options were explored with the historic brick option retaining punched windows. It additionally added traditional ornamental elements such as pilasters, quoining, monumental base, and cornices. The preferred rainscreen option groups window openings to optically decrease scale and introduces alternating color panels, aluminum frames while retaining a color palette that mimics the warmth of the historic brick context. Units will be renovated on the interior to maintain historic demising walls, increase accessibility and modernize the layouts. Additionally, the renovated units will provide community spaces on every floor. The connecting 4 story building will be complimentary on the exterior facade and have a community space that connects to an active outdoor space.



STANLEY ROWE GARDEN APARTMENTS ELEVATION



ELEVATION



CINCINNATI MUSIC HALL



LAUREL HOMES



524 LINN ST. RETAIL OFFICE



WARNER BROS.

CONTEXTUAL PRECEDENTS



TYPICAL FLOOR PLAN

Following the community desire to modernize existing buildings and integrate the historic context into the newer construction 3 story gardens are primarily masonry. In order to maintain an elevated design, the center buildings serve as a gateway flanking the primary vehicular entrance to the site and include pediments at the top of the facade. Additional traditional elements incorporated are the divided windows with lintels, masonry corbeling, and parapet with cornice. For the family units corridor buildings were less desirable due to access control and security. In order to address this each unit has three neighbors and an open visible staircase. The garden units are designed four unit access points off of a single shared stair. Units in new construction will increase accessibility and incorporate modern functionality in the layouts. Accessible units will be located on the ground floor. The typical floor will incorporate primarily 2- and 3-bedroom units to accommodate a variety of family compositions.



2 bdrm

CONCEPTUAL UNIT PLAN



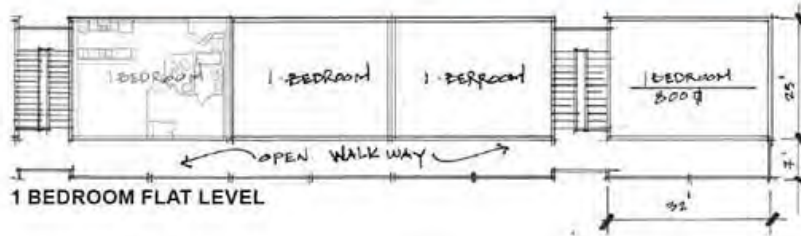
STANLEY ROWE TOWNHOMES ELEVATION



ELEVATION OPT. 1



ELEVATION OPT. 2



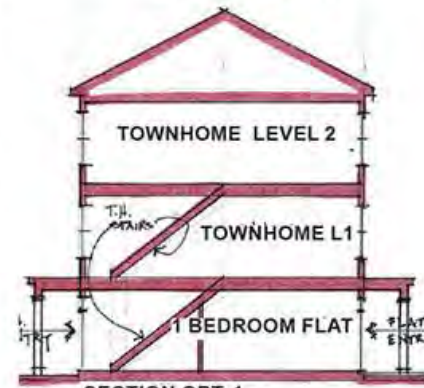
1 BEDROOM FLAT LEVEL



TOWNHOME LEVEL 2



TOWNHOME LEVEL 1



SECTION OPT. 1
TOWNHOME OVER FLAT



SECTION OPT. 2
FLAT OVER TOWNHOME

The newly constructed townhomes are to have elevated traditional or contemporary facades that maintain the masonry context of the existing townhomes directly adjacent on poplar street. These designs also include traditional elements desired by the community including masonry arches, lintels, architrave, corbeling, decorative entries, and windows with divided lites. The intent is for each townhome to have direct access to the lower level units with a shared stair to access the upper units. Providing a mix of these two options shown in section allow for accessibility for variety of family compositions. It will allow young families with children or grand families with kinship care ground level access to the adjacent outdoor spaces and transportation. Units in new construction will increase accessibility and incorporate modern functionality in the layouts.



STANLEY ROWE TOWERS SITE

LOCATION

- Northwest corner of Linn and Liberty Street (one of two key intersections in the West End). Adjacent to parks, schools, SHNH community/resource center.

DEVELOPMENT TYPE

- Significant rehabilitation of existing Stanley Rowe Tower B for senior housing that includes 14-stories
- New construction of family units in four-story elevator buildings and three-story garden walk up apartments

ANTICIPATED FINANCING

- LIHTC, Hard Debt (FHA, Fannie/Freddie). HOME, (Capital Funds).

PHASING

- Demolition of Stanley Rowe Tower A in Year 3. Rehabilitation of Stanley Rowe Tower B in Year 1. New Construction in Year 3.

ONSITE AMENITIES

(accessible to all apartments unless otherwise noted)

Community space - 14,000 square feet including:

- Package lockers (also S1/S2 scheduled delivery directly to unit for seniors with mobility challenges)
- Fitness center (in adjoining community space between S1 and S2 offering classes including yoga and tai chi)
- Media room/Computer lab (in S5 and S1/S2 community space, both accessible to S1 - S9)
- Pet friendly units
- Outdoor seating/visiting areas
- Smart home technology - electronic locks and smart thermostats
- Onsite property management/leasing office (serves S1 - S9)
- Outdoor gardening area with raised beds for seniors
- Lounge area on every floor (S1)
- Laundry hookups
- Pet washing and drying station
- Senior-oriented programming (book club, art studio, movie theater, game/puzzle area) in adjoining community space between S1 and S2



STANLEY ROWE ROWHOUSES SITE

LOCATION

- South along Poplar Street
- Adjacent to parks, schools, SHNH community/resource center.

DEVELOPMENT TYPE

- New Construction of two-story townhomes/flats for families. Incorporates green space for each apartment and central green.

ANTICIPATED FINANCING

- LIHTC, Hard Debt (FHA, Fannie/Freddie). HOME, (Capital Funds)

PHASING

- Demolition of Stanley Rowe Rowhouses in Year 2
- New Construction in Year 4.

ONSITE AMENITIES

(accessible to all apartments unless otherwise noted)

Community space

- Community Room/Lounge Space in building S5 with games
- Package lockers
- Bicycle storage with bike repair station
- Pet friendly units
- Outdoor seating/visiting areas
- Smart home technology - electronic locks and smart thermostats
- Onsite property management/leasing office (Serves S1 - S9)
- Outdoor gardening area
- Lounge area on every floor (S1)
- Business center/homework area (S5)
- Central green with playground
- Laundry room (S5 but will be accessible to S4, S4 will also have hookups in unit, S6 and S7 will have hookups in unit)
- Community programming/social events (art, board game night, movie night)



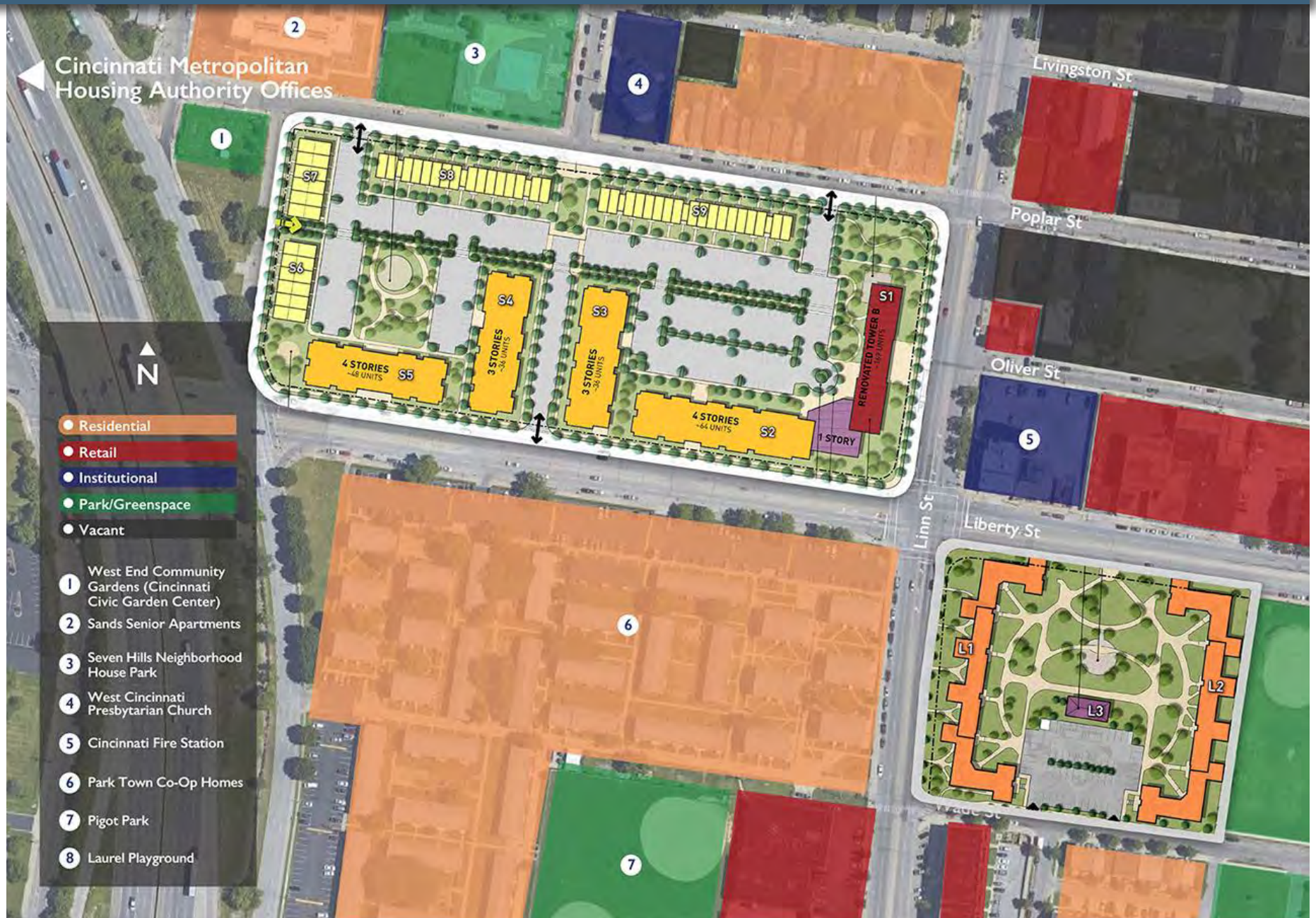
LIBERTY STREET APARTMENTS SITE includes 109 apartments in 2 three-story buildings built in the 1940s on 3.26 acres. The proposed plan is to significantly renovate the interior and exterior of Liberty Street apartments, coordinating with the State Historic Preservation Office. Renovations would start in Year 1. The proposed master plan will create a hub of activity, preserving deeply subsidized, redeveloping to include both affordable and market rate, adjacent to a Laurel Playground (park) and near the new \$300M FC Cincinnati Soccer Stadium.

Significantly reinvesting in Liberty Street Apartments and redeveloping the blocks that align the central spine of the neighborhood at Linn and Liberty Street was reflected in the voice of the community. CMHA proposed demolishing a building located in the middle that serves as an equipment room, to make room for community space. This is being reviewed and discussed with SHPO. SHPO is also reviewing the windows and any other exterior components of the rehab scope that has been proposed.

The table provides additional details for the site plan for the Liberty Street Apartments footprint. The listing (L1-L2) corresponds with the labels on the site plan.

LIBERTY STREET APARTMENTS FOOTPRINT		STORIES	RESIDENTS	1 BR	2 BR	3 BR	4 BR	5 BR	TOTAL
SIGNIFICANT REHAB 109 FAMILY APARTMENTS									
L1	ELEVATOR APARTMENTS <i>(FOOTPRINT LIBERTY STREET APARTMENTS)</i>	3	FAMILY	6	29	16	5	1	58
L2	GARDEN WALK-UP APARTMENTS <i>(FOOTPRINT LIBERTY STREET APARTMENTS)</i>	3	FAMILY	12	21	16	2	1	51
TOTALS				18	50	32	7	2	109

LIBERTY STREET APARTMENTS | SITE CONTEXT



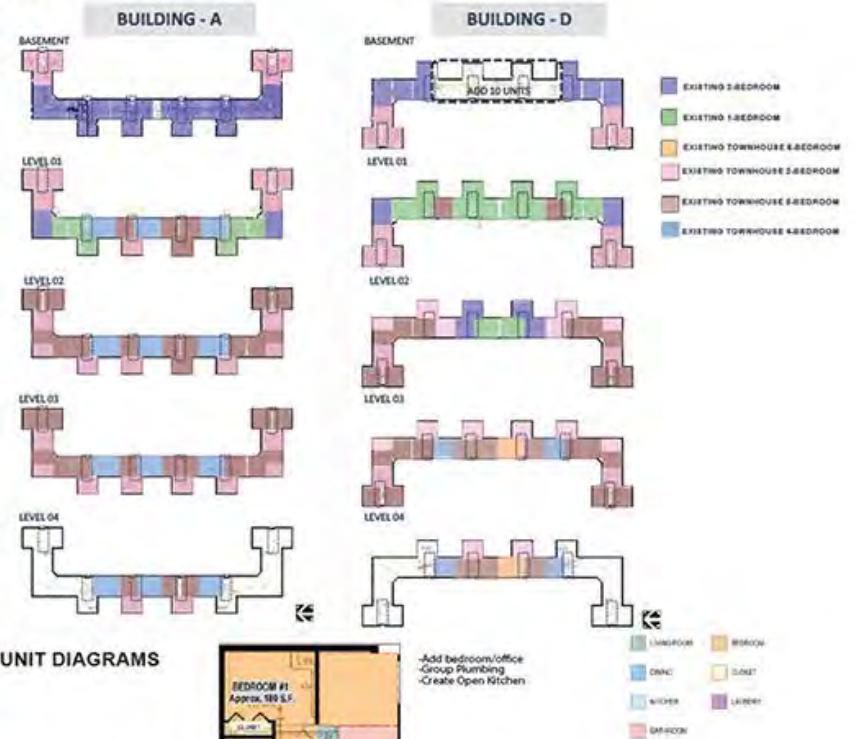
LIBERTY STREET APARTMENTS | CONCEPTUAL PLAN



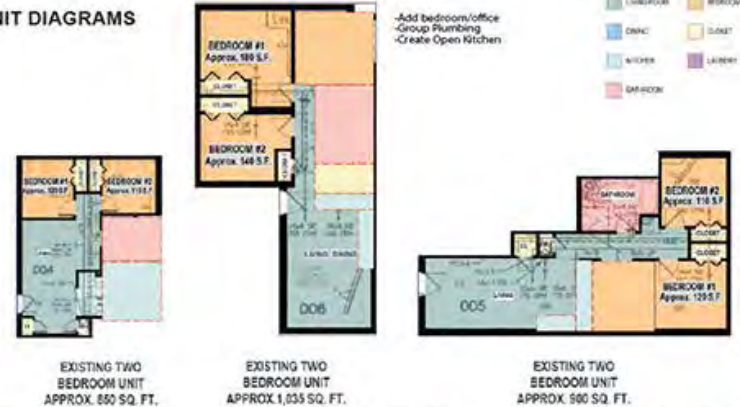
LIBERTY STREET APARTMENTS ELEVATION



FLOOR PLAN DIAGRAMS



UNIT DIAGRAMS



Based on feedback from the community the approach to enhance the existing facade by introducing a grand cornice, replacement windows with divided lites, new lighting, a mural honoring a historic figure, and introduction of color in the entries to the units was preferred. The painting or staining of the exterior was explored and was well received by residents. However, repointing and cleaning the existing brick may be a more practical approach due to the buildings historic nature. In addition to unit upgrades the buildings are intended for landscape enhancements that increase safety, beautify with native plants, and increase usability for residents. Units will be renovated on the interior to maintain historic demising walls. Interior updates will increase accessibility and modernize the layouts. Additionally, the renovated units will maximize efficiency in the larger units where additional bedrooms can be introduced as diagramed below. Additional units will infill the basement level of building d where there are not currently after removal of existing HVAC systems. Regrading and ramping is recommended to have accessible units on the level.

LIBERTY STREET APARTMENTS SITE

LOCATION

- Southeast corner of Linn and Liberty Street (one of two major intersections in the neighborhood). Adjacent to a park, near schools and FC Stadium.

DEVELOPMENT TYPE

- Significant Rehabilitation of Liberty Street Apartments

ANTICIPATED FINANCING

- LIHTC, Hard Debt (Federal Housing Administration 221d4, Fannie Mae and Freddie Mac). CDBG, City of Cincinnati Funds, CMHA Capital funds.

PHASING

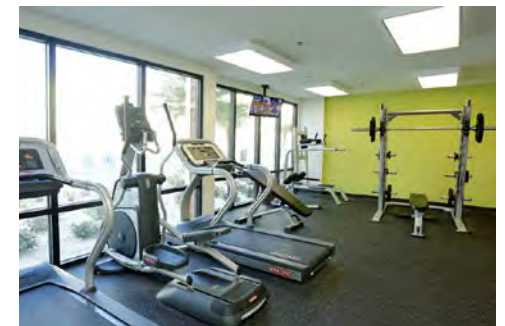
- Rehabilitation in second half of Year 1, concurrent with Stanley Rowe Tower B Rehab

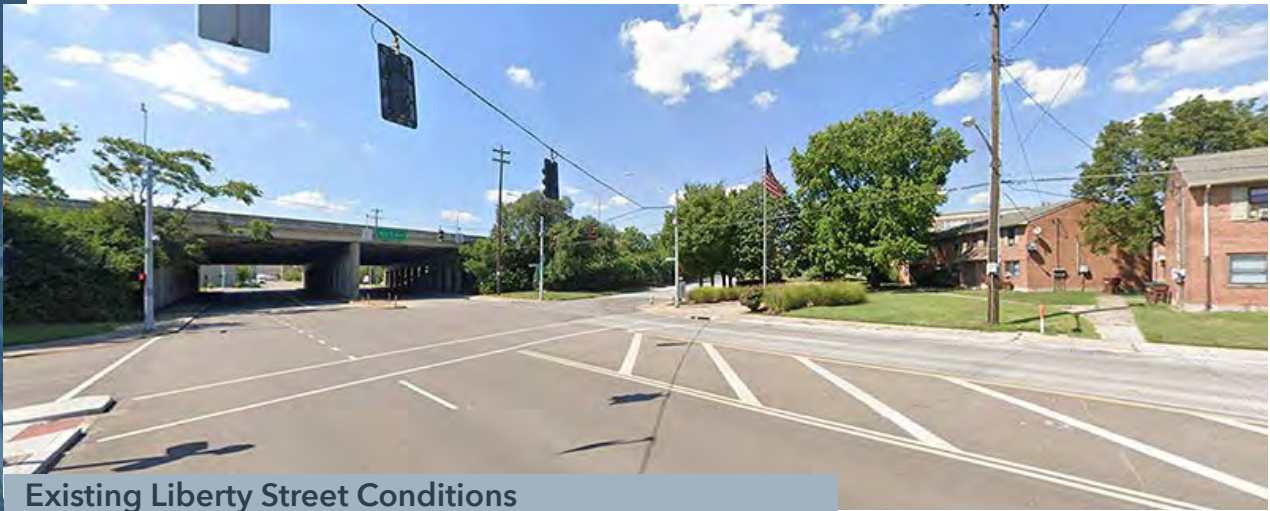
ONSITE AMENITIES

(accessible to all apartments unless otherwise noted)

Community space - 2,000 square feet including:

- Package Lockers
- Fitness Center
- Media room/Computer lab
- Pet friendly units
- Outdoor seating/visiting areas
- Smart home technology - electronic locks and smart thermostats
- Onsite property management/leasing office
- Outdoor gardening area with raised beds for seniors
- Lounge area on every floor
- Laundry hookups
- Pet washing and drying station





Existing Liberty Street Conditions

PLACEMAKING To create a livable community The City of Cincinnati has comprehensive plans for Linn Street (see Section 6: Neighborhood Investments Appendix A2 and A3). With the significant funds being invested in the new communities along Liberty Street (approximately 537 newly constructed and renovated apartments), the Transformation Team is focused on placemaking and pedestrian and bicycle safety. New improvement requested includes new planted medians to slow traffic and “green” the neighborhood. Designated crosswalks that incorporate community art.



Proposed Liberty Street Improvements

5.7 Fair Housing and Equal Opportunity



Access to Opportunity CMHA intends to allow for all 554 replacement housing units to be located within the Choice Neighborhoods target neighborhood area. However, CMHA and the City of Cincinnati are considering the potential expansion of the Choice Neighborhoods target neighborhood boundaries to include the area west of I-75 to include the Cincinnati Museum Center and other important Partners and assets. The expanded southwestern boundary would include the CSX railroad to the west down to 9th Street to the south. This approach not only creates the critical massing of new investment needed to spur private investment in this area, but also preserves social networks with important Partners, and will allow all residents to benefit from the comprehensive strategic transformation of this area.



Long Term Affordability The Housing Team will record a 20-year affordability restriction on title for the affordable apartments potentially funded by Choice Neighborhood implementation. All apartments are targeted to families earning from 0 to 120% Area Median Income.



Affirmatively Furthering Fair Housing CMHA affirmatively confirms its understanding and embraces the responsibility and duty it has to affirmatively further fair housing in all its housing programs. As such, CMHA will address any barriers identified and affirm the federal requirements of nondiscrimination and equal opportunity for furthering Fair Housing as specified by 24 CFR 5.105(a) in the implementation of the Housing Plan. CMHA does not consider race, color, age, religion, citizenship, national origin, gender, familial status, or disability in its determination of a family's eligibility for housing and works with the City and County to address Fair Housing issues.

CMHA has designed and implemented a choice-based relocation plan to provide a wide range of housing opportunities, thereby providing local, regional and national housing opportunities. CMHA and its property management affiliate, Touchstone, implements non-discriminatory admissions, occupancy, and property management policies to promote housing choice and diversity and utilize a site-based waiting list for all communities. Other steps to remedy discrimination and promote fair housing rights and choice have included print and electronic media used in a non-discriminatory manner to reach out to all segments of the population in the larger community. During the implementation of the Housing Plan, CMHA will continue to market to those individuals least likely to apply, including disabled persons, by advertising in local and regional publications and provide information to agencies that serve target markets.

5.8 Relocation Strategy

The Housing Team is developing the Stanley Rowe Towers A and B, Rowhouses and Liberty Street Apartments Relocation Plan and will seek resident input, as well as input from other stakeholders and partners. To draft a relocation strategy the Housing Team has phased the redevelopment using the build first model, where with both demolition/new construction and significant rehabilitation, new apartments will be constructed and/or rehab will be scheduled by floor to avoid disruption of resident's lives to the greatest extent feasible, while maintaining safety and cost effectiveness during the construction process.

All relocation activities associated with Stanley Rowe Towers A and B, Rowhouses and Liberty Street Apartments are subject to requirements in compliance with the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (42 U.S.C. 4601; 49 CFR part 24).

Rehabilitation and demolition of the Stanley Rowe Towers A and B, Stanley Rowe Rowhouses and Liberty Street Apartments will not be initiated until funding is identified for the development of the replacement units through funding sources that could potentially include Choice Neighborhoods. This Relocation Strategy is intended to coordinate the relocation of residents with the phasing of the demolition of the units. The Relocation Strategy is committed to a choice-based relocation approach during public housing redevelopment that establishes ongoing and frequent communications with all public housing residents and allows families to select the type and location of their relocation housing. This communication begins before the formal 90-day notice requirement in 24 CFR 970.21 and continues throughout the redevelopment and monitoring period. CMHA will provide relocation information, mobility counseling, and direct assistance in a fair, equitable, and open manner.





RIGHT TO RETURN FOR RESIDENTS

These preferences will be retained even if the resident has already received permanent relocation assistance:

- Stanley Rowe Towers A/B, Rowhouses and Liberty St Apt residents who occupy a unit under a valid lease or occupancy on the date of Choice Neighborhoods Implementation grant award will have the opportunity to return to a replacement unit if the resident is lease-compliant and remains lease-compliant during the relocation period.
- A returning resident will be provided the highest-level preference replacement unit occupancy (on-site or off-site) before units are made available to other eligible households.
- The West End Transformation Plan Housing will include 554 replacement housing units for Stanley Rowe Towers A and B, Rowhouses and Liberty Street Apartments residents.
- Stanley Rowe Towers A and B, Rowhouses and Liberty Street Apartments residents also have the option not to occupy a replacement unit and may retain tenant-based voucher assistance provided under section 8 for relocation or move to another CMHA managed site as available.
- A Household's preference remains available until the initial lease-up of the replacement units. Once all the original heads of household have been housed, CMHA will offer the second household any units that are available. If no units are available, then the second household will be moved to the top of the waiting list for the replacement units in this project if the second household is lease-compliant at the time of relocation and throughout relocation.

Based on feedback from resident meetings, surveys and focus groups, CMHA is developing a relocation and re-occupancy plan, which addresses the impact of the project on residents of the Target Housing and how residents can successfully relocate and return to the redeveloped project. The relocation and re-occupancy strategies will be integrated with the plan for Case Management and Supportive Services, so that residents receive the array of services they need to maintain housing stability and eligibility for the Right to Return.

All residents living at Stanley Rowe Towers, Row Houses, and Liberty Street Apartments will, at one point, need to relocate during the implementation of the Housing Plan.

The goals of this relocation strategy are: (1) Ensure extensive, ongoing communication with residents, (2) Build First - minimize the number of times a household has to move, (3) Provide appropriate, affordable housing to relocated households (if not relocated to a newly-constructed or newly-renovated Replacement Unit), (4) Provide physical, financial, and case management support for all households before, during, and after their relocation

Right to Return for Residents (continued)

Relocation Strategy and Phasing Relocation will occur in phases timed to accommodate redevelopment. With a large number of public housing households with children who attend school, the redevelopment and demolition phasing plans are designed to minimize relocation and educational disruption.

1. With the first phase of new construction occurring on the CMHA Office Campus, after demolition of the commercial structures on that footprint, no demolition of residential units will occur as a part of Phase I.
2. Phase I will relocate to a temporary unit and will return to a replacement unit once rehab has been completed. The Housing Plan provides an adequate number of replacement housing units that can be occupied by households with incomes up to 80 percent AMI as required.

Resident Communication and Tracking

Relocation can be an anxiety-producing and often frustrating process for residents if not properly managed. The process is further complicated by the long timelines involved in the redevelopment of public housing. Thus, it is important that CMHA establishes an on-going and frequent communications strategy with residents. This communication begins before the formal 90-day notice requirement in 24 CFR 970.21 and continues throughout the redevelopment and monitoring period.

Resident communication will include at least the following notices as required by the URA:

Initial Notifications: Initial notifications shall be provided to all Stanley Rowe/Liberty St households. Initial notifications shall at a minimum consist of: The General Information Notice (GIN); a summary of the proposed redevelopment plan; Resident Information Notice (RIN) to inform resident of the upcoming transition of relocation expectations, 18-Month Notice of Relocation; a summary of the relocation plan, including the tenant rights and resources available; and contact information for Relocation staff.

Notice of Relocation Eligibility: Upon Initiation of Negotiation, all residents will receive the Notice of Relocation Eligibility (NOE). The NOE will describe the available relocation assistance, the estimated amount of assistance based on the household's circumstances and needs, and the procedures for obtaining the assistance, as required by the URA.

90-Day Notice: For each phase, every resident affected by that phase will receive a notice a minimum of 90 days prior to the earliest date on which they may be required to move. Residents in each phase will receive the 90-Day Notice based on the overall project phasing schedule.

Residents will also be tracked for five years following their initial move.



CASE MANAGEMENT

CMHA is applying to HUD for funding to provide Stanley Rowe Towers A and B, Rowhouses and Liberty Street Apartments residents case management services to enable residents to be stably housed, to achieve improved quality of life and to successfully relocate and return to the redeveloped site or maintain stability in the permanent relocation housing of their choice. Relocation activities will always be in close coordination with Case Managers.



RISK OF EVICTION

Case management will prioritize stabilizing residents who are at risk of eviction through the entire relocation process. Case management will be a highly intensive approach to assisting residents with accessing services for eviction prevention. Working with households to keep them lease-compliant and ensure their right to return will be a priority. Case managers will work with relocation staff and the Transformation Team network of Partners to develop mitigation strategies and an eviction support network so residents can keep their right to return. CMHA will put in place an early warning system to detect those at risk of falling out of good standing and to provide support to stay lease compliant before, during, and after relocation.



RELOCATION COUNSELING AND ASSISTANCE

Between receipt of the 18-month Notice of Relocation and the initiation of relocation activities (approximately 18 months), all affected households will receive one-on-one counseling with staff of the Relocation department. Counseling will ensure that all households requiring relocation are successfully managing the transition process and accessing the relocation services needed. Relocation Counseling will be provided to residents prior to and during their relocation process, as well as up to three years after their move is complete, to ensure that they understand the relocation process and are fully prepared to relocate successfully. Relocation staff will schedule individual meetings with each tenant household to provide them with an overview of the relocation process, the relocation benefits and advisory assistance available to them. Relocation staff will also inform residents of their Right to Return and the requirements of lease-compliance, and they will review all requirements of the re-occupancy policy so residents have a complete understanding of when they may return to the new development. They will also describe the resident's rights to permanent relocation using voucher assistance or other housing options.

Prior to any relocation, CMHA Relocation staff will conduct one-on-one interviews with every resident that will need to move. These interviews will determine the resident's needs and preferences, explain the relocation process step-by-step and the timelines, search for comparable units, provide information on the availability and cost of rentals as well as information on assistance programs. Relocation staff will coordinate with Case Management to ensure that these interviews do not duplicate any Case Management assessment work, and Relocation staff and case managers will collaborate closely to successfully relocate residents. If it is not possible at that time for a household to relocate directly into a newly constructed or renovated replacement unit, tenants will be provided with a list of temporary or permanent replacement housing options to choose from including: Section 8 Housing Choice Voucher, if eligible; and/or a public housing unit, private market unit and/or family/friends opportunity. CMHA may utilize a master lease for temporary house of resident for public housing units. Any residents in good standing who are relocated off-site have the right to return to the property. Relocation counseling will be provided to residents prior to and up to three years after relocation to ensure that all residents understand the relocation process and are prepared to either return to the new development or successfully voluntarily relocate permanently.

Relocation Counseling and Assistance (continued)

Residents will be provided with relocation assistance, whether they are moving off-site or directly into a replacement unit. This relocation assistance includes providing options for residents to choose where to move and referrals to services or assistance the household may need, including referrals to services for residents who need help solving lease compliance issues in order to preserve their right to return. It will also include moving assistance. CMHA will have two options in regards to moving assistance: using a contracted moving company, or the resident may choose to receive a check from CMHA to self-move. CMHA will pay directly to the household an amount equal to the applicable and current fixed moving expense if utilizing the self-move option. If a contracted moving company is utilized, the resident will receive the dislocation allowance provided under 49 CFR 24.302. CMHA will determine the best method of moving to adhere to the construction schedule.

Stanley Rowe and Liberty St have significant senior and disabled populations - nearly a quarter of all residents are seniors, and 14% of residents have a disability. To properly support senior citizen and disabled residents, Relocation staff will work with senior and disabled services and the residents' families and support networks to help them understand their relocation options.

CMHA acknowledges that many households may not desire a replacement unit and may wish to be permanently relocated off-site or even outside of the Target Neighborhood. 29% of residents in the Household Needs Assessment survey stated that they would like to move outside of the West End neighborhood or even outside of the city of Cincinnati. During individual Relocation Counseling appointments, Relocation staff will work with residents to determine if they would prefer not to have a replacement unit and to move permanently off-site. All Stanley Rowe and Liberty Street residents will be monitored throughout the relocation process and offered housing counseling and referrals at any stage of the redevelopment. Their interim and final housing choices will be reported to HUD.



RIGHT TO RETURN STRATEGY

CMHA will guarantee each tenant who lives at Stanley Rowe and Liberty St Apts that maintain a good standing status during the relocation process, and is relocated off-site the right to a replacement unit that meets their needs.

Replacement Housing will be offered to residents, remaining in good standing, previously relocated off-site who are eligible to return before it is offered to any other potential applicants; a returning tenant will be provided the highest-level preference for occupancy of replacement units (either on-site or off-site). Returning residents will pay neither more nor less rent than is required under the applicable Low-Income Public Housing rent policies in effect at the time of their return to the replacement housing. Relocation and mobility counseling will be provided after relocation to ensure good standing and therefore return eligibility.

In the event that a Choice Neighborhoods Implementation Grant is not awarded to the West End, CMHA will comply with HUD relocation guidance and requirements associated with the Rental Assistance Demonstration (RAD) program. The RAD program also requires a right to return for all lease-compliant residents. RAD also requires that any relocation is fully paid for, both away from the site and back. Regardless of whether the grant is received, CMHA will guarantee the right to return for Stanley Rowe Towers A and B, Stanley Rowe Rowhouses and Liberty Street Apartment Residents.



RIGHT TO RETURN FOR RESIDENTS WHO HAVE OTHER PREFERENCES

The tenants will have the option not to occupy a replacement unit and may attain tenant-based voucher assistance provided under the Housing Choice Voucher (HCV) Program for relocation from Stanley Rowe and Liberty Street. This option is retained even if the resident has already received permanent relocation assistance, and this preference will remain available until the lease-up of a replacement unit.

Some residents who choose to use a Housing Choice Voucher will have had little or no experience as voucher holders, and may be unfamiliar with renting in the private sector. CMHA will make available to the tenants their Housing Choice Voucher, Relocation, and other staff who can provide assistance with navigating the HCV process. HCV staff will be available to answer questions that any property may have about the program and its processes. CMHA will provide resources that will allow for residents to search for units available through the program. Residents will also have the benefit of finding units on their own and requesting tenancy approval from the HCV program. Residents utilizing the HCV program will have to meet eligibility requirements for the program. Property owners and units proposed for lease up must also meet the requirements of the HCV program. 21.6% of residents surveyed in the Household Needs Assessment stated that they would be interested in moving to a new housing unit in the West End with a voucher, and CMHA will work with families to ensure that they have pathways to move to neighborhoods of high opportunity. CMHA is committed to aiding all residents regardless of their housing preferences.



BUDGET FOR RELOCATION

A relocation plan and a budget will be created for each phase. The budget will reflect moving costs based on the current Fixed Residential Moving Cost Schedule published in the Federal Register that applies during the time period of each phase. Costs in the relocation budget of each phase will include: moving costs, reconnection of utilities, and administrative expenses, including the provision of relocation counseling.

5.9 Housing Due Diligence

May 2022 Market Analysis Cincinnati's West End Neighborhood has the potential for revitalization and the proposed West End Transformation Plan contains elements that can help the transition. Continued investment in the adjacent downtown and Over-the-Rhine (OTR) neighborhoods helps to create an environment in which new residents could be attracted to the West End, especially as housing costs rapidly escalate in other parts of the metropolitan area. Working against this revitalization is the continued concentration of poverty within the neighborhood, high rates of criminal activity, and vacant and poorly maintained properties. The housing market demand area includes Lower Price Hill, Queensgate, West End, OTR, Downtown, Pendleton, Downtown-Pendleton, and Mount Adams.

The Market Analyst evaluated estimates of current population statistics and projections over a ten-year period. Then extrapolated those figures from 2010 and 2020 Five-Year American Community Survey data.

Key takeaways

- Projections for the study area differ from the general population having a larger number of persons 25 and 35 years old, and also a larger percentage of men, especially between 55 and 70 years old.
- The overall population is expected to increase from 21,240 persons, to 23,733 in 2032. These projections have been developed using a cohort-component method that incorporates local vital statistics (fertility and mortality rates) and migration estimates.
- Growth in the area is expected to occur within two age brackets, from 25 to 44, and among those 65 and over. The younger cohort consists of two groupings. The first are singles and couples preferring to live in an urban environment close to the downtown and to nightlife and entertainment venues. These are the people often associated with gentrification in neighborhoods such as OTR.
- The second set is made up of low-income households often living in public/subsidized housing. The older cohort also has a low-income economic profile and is also found in public/subsidized housing. Declines are seen among those between 45 and 64 years of age.

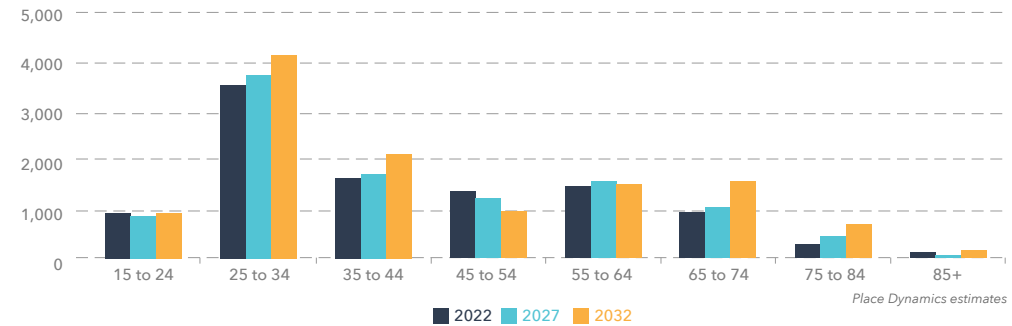
HOUSING MARKET STUDY AREA



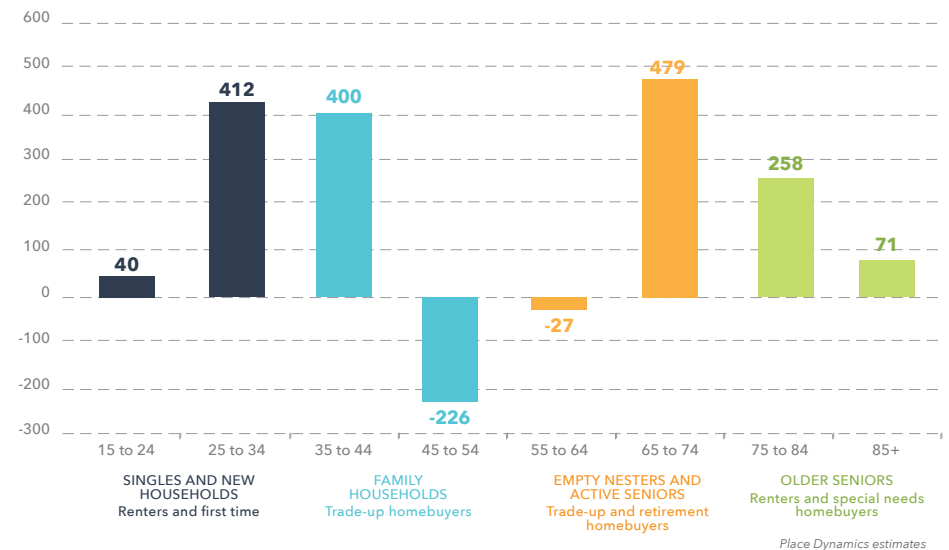
KEY INSIGHTS | continued

- Estimates of the number of units needed by rent amount are based on a standard of no more than 30 percent of the household budget committed to rental expenses. The result demonstrates strong demand for rental housing at either end of the scale, with the largest number of households requiring low-income housing, with a net 104 additional units required over the decade. Plans should consider the ongoing loss of affordable units elsewhere in the market area.
- Fewer renter households are earning below the poverty line. The biggest improvement is seen among families headed by a single female, where there are 413 fewer households living in poverty in 2020, compared to a decade before. The reason for this change is not revealed by the data, though, and it could be the case that these households have moved from the market area, rather than seen an actual improvement in their income.
- Despite a large increase in the number of rental units in the housing market area, most of the growth has been in households paying rent below the fair market rate (i.e., often subsidized rent). Fewer renter households are rent burdened when it comes to housing (less than 30% income to housing). The total number of stressed households, as well as their percentage of the total, dropped from 3,038 and 43.7 percent in 2010, to 2,953 and 36.0 percent in 2020.
- Broken out by income, there are fewer households earning less than \$20,000 that are burdened by housing costs, but there are also fewer of these households. At higher income levels, there has been a growth in the number of stressed households. A large number of households are able to afford high-end rentals. Most of this market is now being met in the downtown, Over-the-Rhine, and other neighborhoods, where it is replacing affordable units.

PROJECTED HOUSEHOLDS BY AGE OF HOUSEHOLDER



PROJECTED CHANGE IN HOUSEHOLDS BY STAGE



State Historic Preservation Office As part of the planning process, the Housing Team consulted with the City Historic Preservation Director in March 2021, to begin communications with the local and state offices early in the process. There is a Memorandum of Agreement (MOA) for Laurel Homes, dated November 2000 summarizing requirements related to consultation with the Ohio Historic Preservation Office (OHPO), pursuant to Section 106 of the Historic Preservation Act. The MOA also lists recordation, design and annual reviews.

The Area of Potential Effect (APE) shown in the map to the right includes the target public housing site, Liberty Street Apartments (130 apartments constructed in 1930), Laurel Playground and all contiguous blocks, bounded by I-75 and Central Parkway.

The Urban Conservator recommended that the Housing Team submit a Section 106 application to describe the renovations planned for Liberty Street Apartments, the 130 public housing apartments built in the 1940s. The improvements are mostly internal and even the exterior improvements are focused on the internal courtyard area. Section 106 of the National Historic Preservation Act of 1966 (NHPA) requires Federal agencies to consider the effects of planned activities on historic properties and gives the Advisory Council on Historic Preservation (ACHP) a reasonable opportunity to comment. CMHA submitted a Section 106 application to SHPO and has undertaken the following steps: (1) initiated consultation with SHPO, the City and the public, (2) identified properties affected by the project that are historic, (3) assessed the effects of the proposed actions based on criteria listed in 36 CFR 800, (4) resolved adverse effects by evaluating alternatives.

In April 2022, the Housing Team submitted the Section 106 application for Liberty Street Apartments to the Ohio Historic Preservation Office (OHPO).





Historical photo of Laurel Homes District

On May 25, 2022, OHPO sent back their comments on the Section 106 application stating that Liberty Street Apartments are a contributing resource to the Laurel Homes Historic District, listed in the National Register of Historic Places (NRHP). OHPO stated that if the central building at Liberty Street Apartments were to be demolished, that action would adversely affect the NRHP. In addition, OHPO requested further information on the proposed replacement windows, asking if they would be double hung and whether the window opening would change. OHPO did not recommend a mural be painted on the historic resource, considering the apartment buildings would have not been painted historically. OHPO expressed that they had no concerns with the proposed interior work or flat roof replacement.

OHPO's opinion is that should the project proceed as proposed, this would constitute an adverse effect on historic properties. The OHPO recommended that ways to avoid or minimize the potential adverse

effect be explored. The Urban Conservator for the City of Cincinnati will be working with the Transformation Team as a consulting party as the Team works to determine mitigation options with OHPO. The Urban Conservator stated that they would not necessarily be opposed to the demolition of the center building, depending on the mitigation that is agreed upon by OHPO, as it will allow for a better quality of life for residents through the additional amenity space that will be created.

In order to finalize the Section 106 process, the Housing Team will work with the City Urban Conservator on determining mitigation options and will send OHPO their requested materials related to options for the center building and replacement windows.

In many ways, the existing housing is inconsistent with the historic context of building design and site layout, reflecting a more suburban style developed mid-century. New and renovated housing will seek to blend the density, street character and materials with the West End's historic character, while not imitating historic styles through similar materials and building forms, in addition to creating urban street frontages.

The West End National Register Historic districts include the Dayton Street and Betts-Longworth Historic Districts. These homes were mostly preserved, and the districts established as protected, as much of the historic West End was eviscerated beginning in 1956, with urban renewal.

Environmental The Housing Team conducted a Phase I Environmental Site Assessment on Stanley Rowe Towers A and B, Rowhouses and Liberty Street Apartments. For all sites no Recognized Environmental Contaminants were identified, and no further action was required. To address noise and pollution from Interstate 75, new construction and significant rehabilitation will be designed with sound attenuation in mind given the proximity to the interstate, as well as native landscape buffering adjacent to the highway corridor.

5.10 Design Approach

Architecturally, the new buildings will include a mix of historic materials such as brick, wood and stone, with outdoor balconies, ample windows and variation in color and texture amongst the various buildings. Housing will be a mix of mostly three-story and four-story construction consistent with the character of the West End. Residents expressed concern with security, specifically in providing centralized, secure outdoor open spaces within block interiors and security measures for buildings and units. Renovated and new apartments include modern floor plans, market rate amenities, including affordable broadband internet and storage. The mix of apartment types will ensure a wide variety of choices and compliance with dispersion requirements of the Fair Housing Act and International Building Code. The apartments will be accessible, and comply with the requirements of American National Standards Institute (ANSI) 117.1 Accessible and Usable Buildings and Facilities, which is adopted by the local code authority. Each building will contain the required number of Type A, Type B, and Type C (Visitable) units as required by the current edition of the International Building Code, for Group R-2 occupancy.

Building Assessment On behalf of the Housing Team, Lord Aeck Sargent assessed the buildings, lay out and site conditions of the target public housing sites: Stanley Rowe Tower A and B, Stanley Rowe Rowhouses and Liberty Street Apartments in November 2021 (see Attachment C1: Building and Site Assessment). This process was undertaken over the course of a few months, conducted in parallel with the household needs assessment and resident meetings in an effort to align the intake of information related to the human and physical conditions of the living environment. The Housing Team worked to identify both opportunities and challenges within the context of the Choice Neighborhoods Goals listed on page 105 as well as the West End Housing Objectives listed on page 58. The Team examined feasibility of renovation versus new construction for each of the sites and began to draft the design approach and strategies.

Stanley Rowe Towers A and B, Rowhouses and Liberty St Apartments include 554 physically and functionally obsolete public housing units, constructed nearly 60-years ago on 12.6-acres total, 44 dwelling units per acre in three superblocks detached from the street grid.

Key findings are included on the following pages, the full report is included as **Attachment C1**.

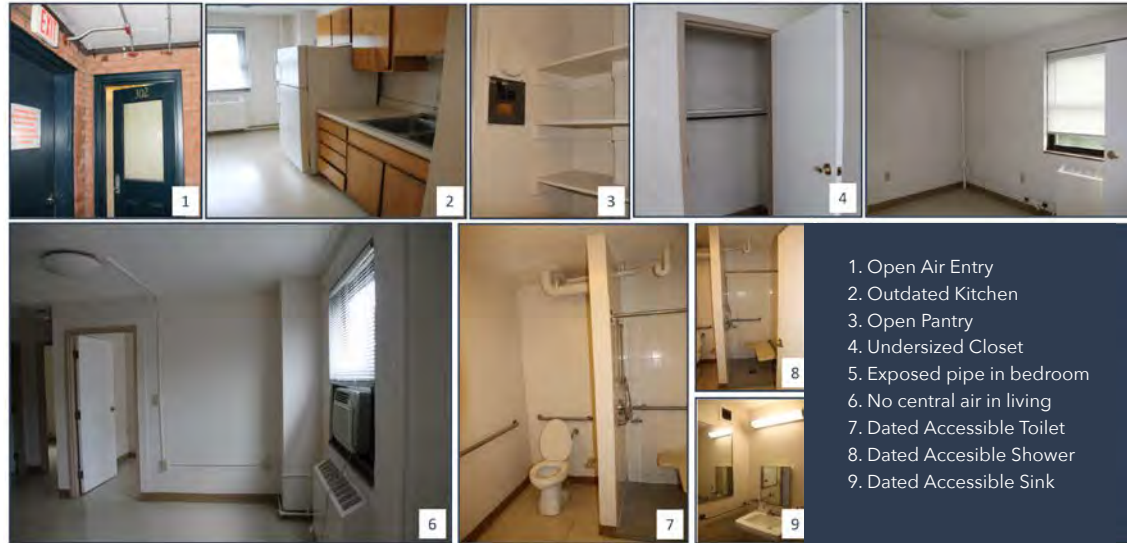


Stanley Rowe Tower A (151 units) Key Findings Substantial renovation will be needed to enclose the exterior access corridors and elevator lobbies to prevent further structural deterioration. Some of the residential units are smaller than modern standard units and the mechanical systems are in bad condition. This building has very limited community space.



GENERAL CONCERNS:

- Structure - maintenance issues - concrete, plumbing, HVAC, stairs
- Units - no central air, only window units
- Elevator - no freight unit, size of existing cabs
- Majority of facility - 1 bed or efficiency units
- Fire protection - no sprinklers
- Elevator is exposed to elements - change all electronic equipment
- Freight elevator existed previously/decommissioned



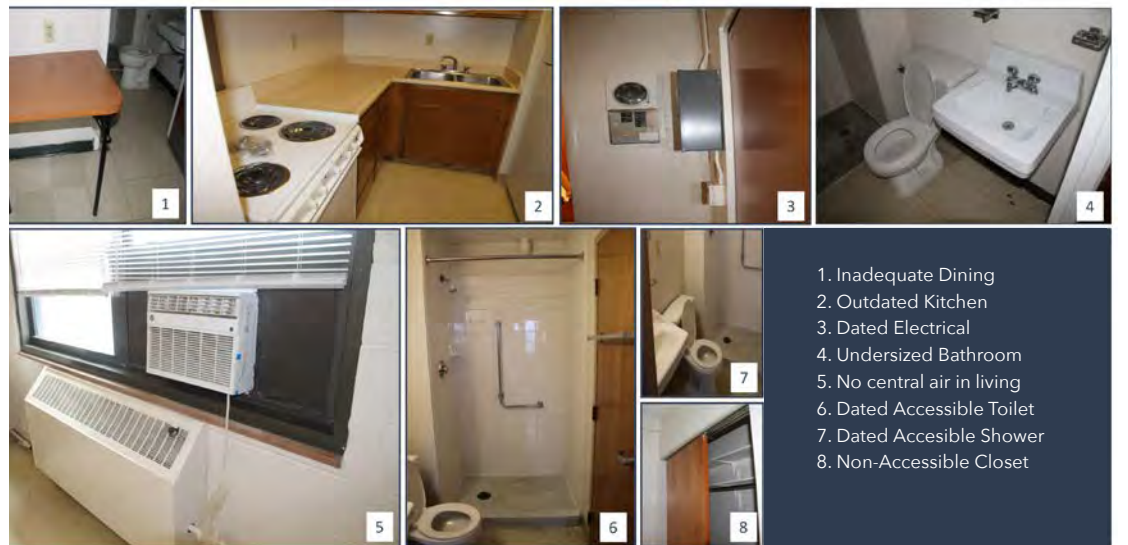
1. Open Air Entry
2. Outdated Kitchen
3. Open Pantry
4. Undersized Closet
5. Exposed pipe in bedroom
6. No central air in living
7. Dated Accessible Toilet
8. Dated Accessible Shower
9. Dated Accessible Sink

Stanley Rowe Tower B (207 units) Key Findings Stanley Rowe Tower B needs substantial renovation due to capital improvements needed, lack of accessibility and the size of the zero-bedroom units. The mechanical systems and vertical circulation need significant upgrades. The structural system is sound but the mechanical systems and vertical circulation need significant upgrades.



GENERAL CONCERNS:

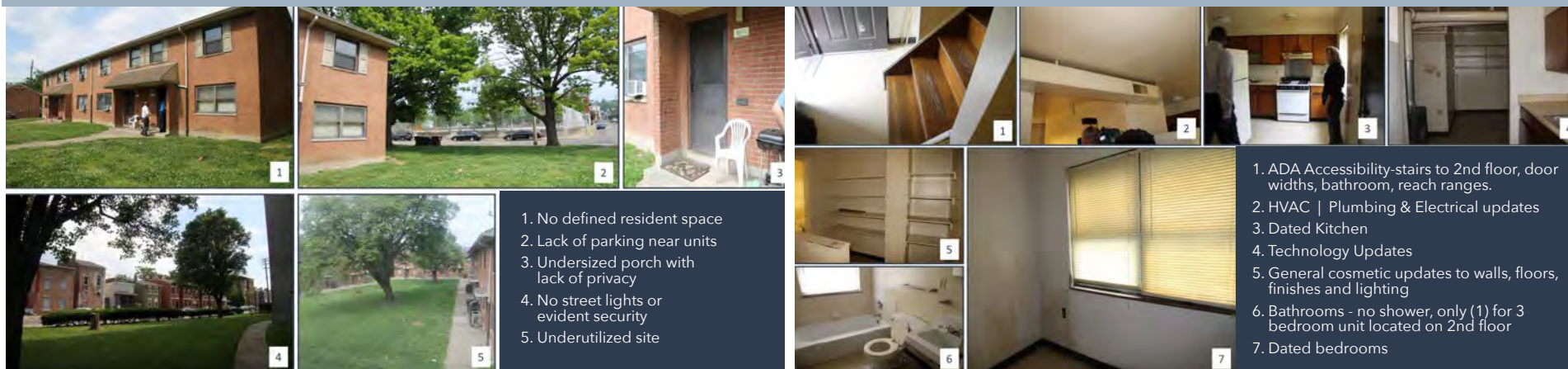
- Structure - maintenance issues - concrete, plumbing, HVAC, stairs
- Units - no central air, only window units
- Elevator - no freight unit, size of existing cabs
- Majority of facility - 1 bed or efficiency units
- Fire protection - no sprinklers



1. Inadequate Dining
2. Outdated Kitchen
3. Dated Electrical
4. Undersized Bathroom
5. No central air in living
6. Dated Accessible Toilet
7. Dated Accessible Shower
8. Non-Accessible Closet

Stanley Rowe Rowhouses (66 units) Key Findings Stanley Rowe Rowhouses has deferred maintenance issues, atypical of the age of the building that require substantial renovation, mainly on the interior. The rowhouse site area is underutilized and can benefit from a planned development that can provide additional units, more communal and recreational spaces.

Stanley Rowe Rowhouses needs significant internal upgrades to bring the unit sizes up to modern standards, with no bathroom access on the first floor. The site area is underutilized and can be easily densified under the existing zoning regulations.

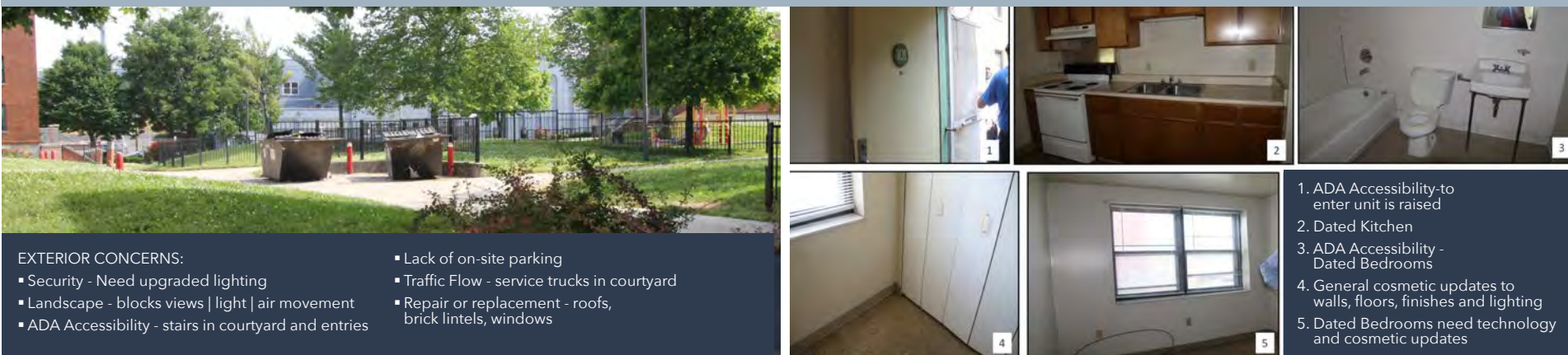


1. No defined resident space
2. Lack of parking near units
3. Undersized porch with lack of privacy
4. No street lights or evident security
5. Underutilized site

1. ADA Accessibility-stairs to 2nd floor, door widths, bathroom, reach ranges.
2. HVAC | Plumbing & Electrical updates
3. Dated Kitchen
4. Technology Updates
5. General cosmetic updates to walls, floors, finishes and lighting
6. Bathrooms - no shower, only (1) for 3 bedroom unit located on 2nd floor
7. Dated bedrooms

Liberty Street Apartments (130 units) Key Findings Liberty Street Apartments has deferred maintenance issues that are atypical of buildings of this age. Buildings need interior and exterior cosmetic repairs, but mechanical, electrical, HVAC, and plumbing systems need full upgrades.

Liberty Street Apartments needs interior and exterior cosmetic repairs but the unit sizes are adequate and in some cases can be converted to incorporate an additional bedroom. The existing courtyard needs improvements but is big community asset with mature trees and outdoor areas. The property has no on-site parking or a community room for the residents.



EXTERIOR CONCERNS:

- Security - Need upgraded lighting
- Landscape - blocks views | light | air movement
- ADA Accessibility - stairs in courtyard and entries

- Lack of on-site parking
- Traffic Flow - service trucks in courtyard
- Repair or replacement - roofs, brick lintels, windows

1. ADA Accessibility-to enter unit is raised
2. Dated Kitchen
3. ADA Accessibility - Dated Bedrooms
4. General cosmetic updates to walls, floors, finishes and lighting
5. Dated Bedrooms need technology and cosmetic updates

5.11 West End Choice Neighborhoods Climate Policy

Consistent with the goals of the White House's jobs and economic recovery plan framework, of which clean energy jobs plan is a central pillar, the Housing Team will strive to procure carbon pollution-free electricity and clean, zero-emission construction to create living-wage jobs and stimulate clean energy industries.

See Appendix C for the LEED ND preliminary rating.

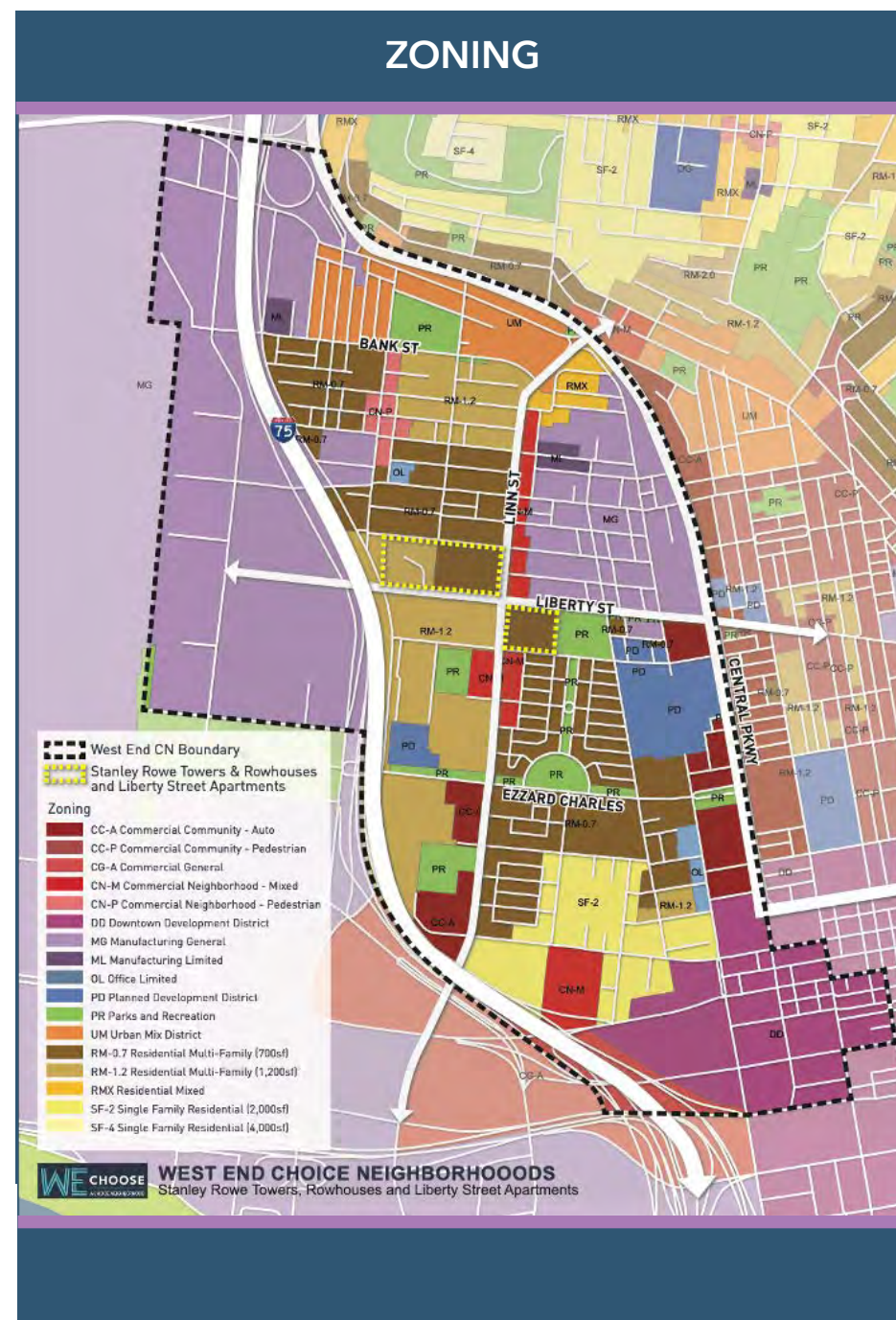
- **Cool roofing products** to reduce the heat island effect found in urban climates
- **Rapidly renewable insulation** in the exterior wall cavity
- **Flashcoat of spray-foam insulation** at the backside of the exterior sheathing, which reduces the amount of air infiltration from the exterior
- **Thermally insulated, double paned windows** with a low solar heat gain coefficient
- **Durable exterior material selections**, which may include masonry, cement-fiber siding, and metal panels
- **Sunshades and canopies** to appropriately respond to the buildings' solar orientation Interior:
- **Energy-efficient** Heating Ventilation and Air Conditioning (HVAC) systems
- **ENERGY STAR rated** appliances and lighting
- **Low flow** plumbing fixtures
- **Formaldehyde-free** insulation
- **Low - Volatile Organic Compound (VOC)** paint/interior finishes
- **Interior walk-off mats** to reduce the number of contaminants tracked into the living space
- **Rapidly renewable** flooring tile
- Tile flooring, carpet and drywall to have **high recycled content**
- **Mold resistant drywall** in wet areas
- **Tile flooring** adjacent to exterior doors
- **Durable structural systems**, such as concrete and steel framing, in lieu of wood construction
- **Sealants** to control fire, sound, and provide an air tight barrier between each dwelling unit



Additionally, education for all parties involved is paramount to a sustainable design project. Suggested educational opportunities, borrowed from the LEED for Homes Rating System, are as follows: **Sustainable Design Charrette** in which all stakeholders in the project design participate in. A sustainable design expert facilitates the discussion, which includes the design of the principles noted on this page. **Trades Training Day** in which a sustainable design expert conducts a learning session with the contractor and their subcontractors. The intent is to review the best-practice sustainable building principles that have been incorporated into the design of the building. **Building Manager and Tenant Manuals** specifically catered to sustainable design education. These manuals provide helpful information to both the facility managers and tenants, particularly explaining best practices for apartment operating systems.

5.12 Land Use and Zoning The existing sites are a mix of mid-density residential and higher-density residential. The mid-density zoning (which covers Stanley Rowe Rowhouses) has a maximum height of 50 feet. It is not anticipated that rezoning will be needed for renovation and redevelopment of primarily mid-density apartment buildings and townhomes on the target public housing sites. The City of Cincinnati is a key partner as part of the West End Choice Transformation Team and would provide guidance related to regulatory changes, process and timing and building permits.

MUNICIPAL ZONING AND CODE INFORMATION	
Based on the information from the City of Cincinnati the housing sites have the following zoning categories:	
MULTI-FAMILY RESIDENTIAL - MEDIUM	MULTI-FAMILY RESIDENTIAL - HIGH
Sites: Stanley Rowe Rowhouses	Sites: Stanley Rowe Towers A&B; Liberty Street Apartments
RM-M is intended to provide for a medium density mix of residential housing, predominantly duplexes and multifamily	RM-H is a mixed residential high-density district intended to provide for a variety of residential buildings and housing options
Minimum land area: 1200 Sf/DU	Minimum land area: 700 Sf/DU
SETBACKS: Front: 20' min. Side Street: 20' min. Side interior: 5' min. Side total: 15' min. Rear: 35' min.	SETBACKS: Front: 20' min. Side Street: 20' min. Side interior: 5' min. Side total: 15' min. Rear: 35' min.
Height: 50' max.	Height: 85' max. <i>(height over 85' requires conditional permit)</i>
Parking: 1 space/unit Permitted only along the side and rear yard	Parking: 1 space/unit Permitted only along the side and rear yard
Street Pedestrian Entrance Req. 20% min. Transparency Req.	Street Pedestrian Entrance Req. 20% min. Transparency Req.





6 NEIGHBORHOOD

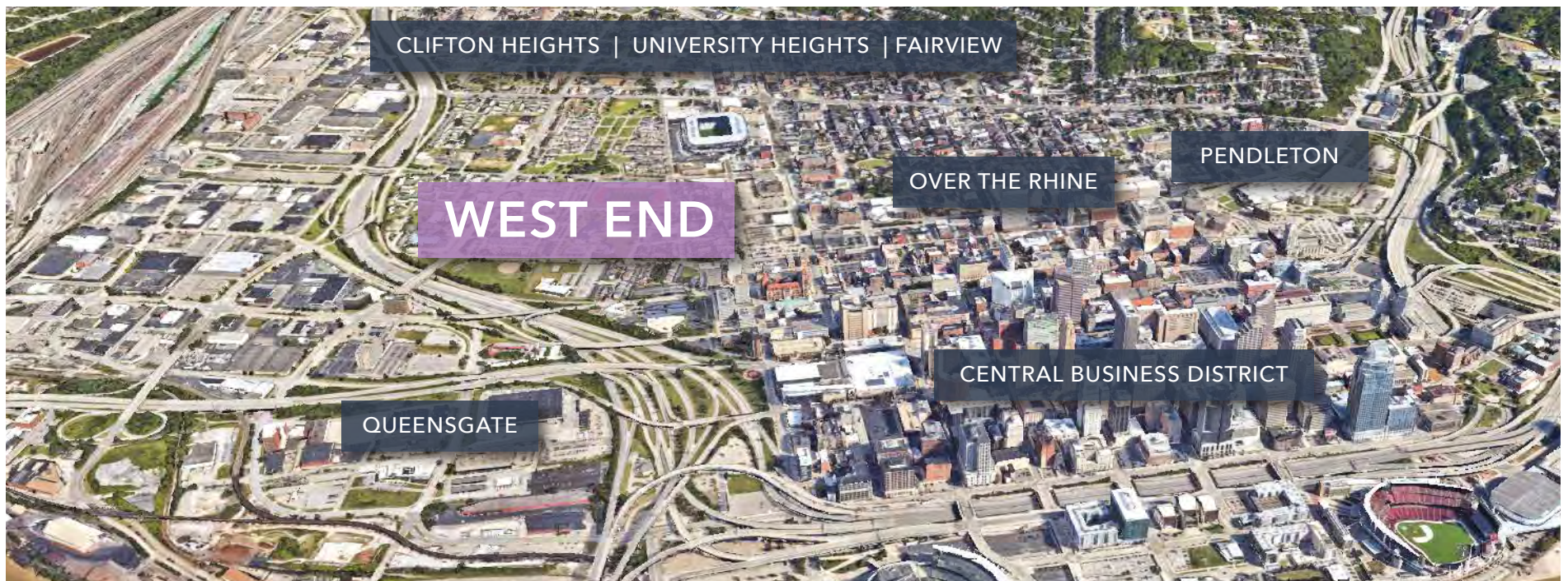
6 NEIGHBORHOOD

6.1 Introduction The West End has significant potential to thrive, located just west of Cincinnati's central business district along Interstate 75 and the major railroads that helped connect the region. In the 1940s-1950s the West End included a successful mix of residential and commercial uses, until urban renewal decimated and tore apart the West End's thriving hub of African American prosperity. However, over the course of the last decade, private/public investments and redevelopment activities surrounding the West End provides an opportunity to work toward social equity and economic mobility for all West End residents.

This is an important moment for the West End to create a neighborhood framework that encourages and leverages reinvestment, while protecting West End residents from displacement and ensuring that all resident benefit from the economic impact.

FRAMEWORK The West End and surrounding neighborhoods have had a renaissance, including restoration of civic anchors including in Over-the-Rhine (OTR): Music Hall, Washington Park, Findlay Market; Queensgate: Cincinnati Museum Center and West End: construction of the TQL Major League Soccer Stadium. The adjacent OTR neighborhood has become a premiere destination with small local shops, entertainment and a focus on mixed-use.

\$934.6M WEST END Recent/Planned Investments and the City, CMHA and other Key Partners Focus, the Choice Neighborhood Initiative offers the unique opportunity to address inequities and complete the transformation of the West End, focusing on a mix of housing and uses that will transform the core of the neighborhood and catalyze additional investment to benefit all West End residents. See Investments Map on pages 128 & 129.



6.2 Visioning Leveraging the public and private investments, the West End Transformation Planning process provided an opportunity to set up the further planning and implementation infrastructure for the Neighborhood Team to work with West End Residents, other Stakeholders and Partners to work toward a shared vision to create these neighborhood objective, strategies and key partners.

NEIGHBORHOOD OBJECTIVES

Place Making/Creative Community Create an Identity, Synchronize Investments, Establish Districts of Activity

Connected Community/Safety Address Safety/Crime, Provide Broadband Access, Collaborate with Partners

Wellness/Quality of Life Provide Access to Services, Create Recreation and Pedestrian Safe Pathways and Encourage Business Development



SHARED VISION

A common understanding of the challenges, aspirations and well-defined goals that captures what success looks like for everyone

WEST END TRANSFORMATION PLAN

provides the glue that provides structure and support for the People, Education, Housing and Neighborhood Strategies

Clear and easily understood

Every Resident and Partners sees themselves in the Vision

Stakeholders and Partners understand that individual plan strategies are to their benefit

A BOLD VISION ATTRACTS ENERGY AND RESOURCES

The West End residents are resilient and united in advocating for change through implementation focused on addressing neighborhood challenges; the Neighborhood Plan is inextricably linked to the People-Education and Housing Strategies; all three in coordination, will change the neighborhood dynamics enhancing the quality of life for all West End residents, while preserving quality affordable housing opportunities.

6.3 West End Neighborhood Planning Process Choice Neighborhood Planning/WE Speaks Neighborhood Plan Update

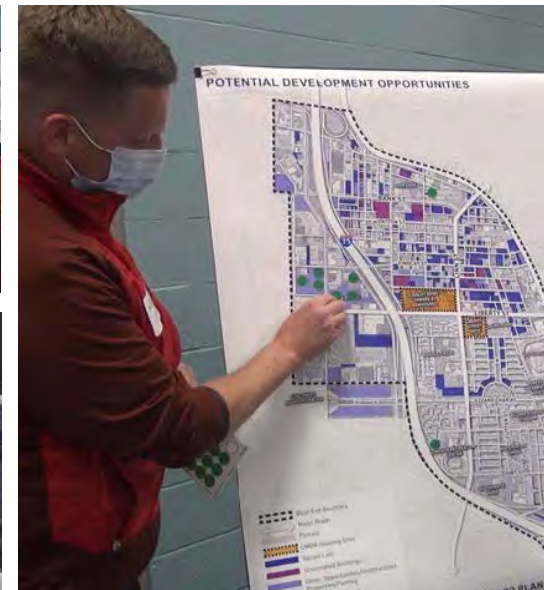
LISC and the City, serve as the Neighborhood Task Force leads, continuing to work with the Stanley Rowe, Rowhouses and Liberty St Apartment Residents, other West End Residents and over 20 organizations to drive the Neighborhood objectives and implementation strategies.

The Neighborhood Task Force includes: the West End Community Council, West End Business Alliance, City (Depts include: Planning, Housing, Economic Development, Police, Fire, Transportation, Engineering), Hamilton County, Cincinnati METRO, The Port, Cincinnati Development Fund, Chamber of Commerce, City West, Betts Longworth, Dayton Street Homeowner's Associations, St Vincent de Paul, West End Art Gallery and West End Churches.

From March-November 2021, the Neighborhood Task Force met monthly to engage Partners, to better understand challenges and opportunities and to begin to work toward developing a shared vision. In March 2022 the Neighborhood Task Force met to discuss the implementation strategies that are included in this Transformation Plan.

The timing of the Choice Neighborhoods planning process aligned with the City and West End neighborhood's efforts to update the neighborhood master plan. To establish the Neighborhood goals and objectives, as well as the baseline for monitoring progress and success, the Transformation Team partnered with the City departments to host West End neighborhood meetings that accomplished both the local master plan and Choice Neighborhoods objectives.

In 2021, the City's Department of Planning and Engagement partnered with the West End Community Council to begin the process of updating to the West End (WE) Speaks Plan that was most recently developed in 2015-2016 by West End stakeholders and approved by the City. The update process started in July and continued through December 2021, focused on refining and updating 18 goals that were identified for the short term (1 to 3 years), mid-term (3-5 years) and long term (5-10 years) across seven themes, including: Business/Employment, Clean/Open, Space/Recreation, Community/Health/ Safety, Housing, Senior Living/Services, Transportation/Connections, Youth/Education.



The WE Speaks public input process served as a foundation for the neighborhood framework of the West End Choice Neighborhood Transformation Plan. Outcomes of this joint neighborhood planning process are shown on the following pages and detailed public input information is included as **Appendix A1: 2021 WE Speaks Summary Information**.

Additional Input, Plans and Data: SHNH, in partnership with the West End Business Alliance and CBI completed a West End Business Inventory and Survey in March 2022. CBI and SHNH conducted the Resident Needs Assessment, asking the 554 households living at Stanley Rowe Towers A and B, Rowhouses and Liberty Street Apartments 65 questions; 277 residents responded. Focus groups, meetings and interviews were also held. In addition, the West End Choice Neighborhoods Planning process benefited from recent focused planning efforts including: a) West End Housing Study 2019- data analysis/recommendations for housing/investment; b) West End Resident Engagement Summary 2019- information regarding development strategies; c) West End Speaks 2016-quality of life plan for the West End; d) 2016 Place Matters 10 Year Respective.

Next Steps The West End Community Council is leading the process in 2022 to complete the West End Neighborhood Plan.

PLANNING SPOTLIGHT | WE SPEAKS Planning Update

With support from the City, there were four neighborhood meetings held in 2021. The input from these neighborhood-focused sessions informed the Choice Neighborhoods Transformation Plan, particularly the connectivity improvements

KEY NEIGHBORHOOD ISSUES



Crime and safety concerns.
Need enhanced lighting



Need for more **neighborhood-based retail** and **assets** that can be **accessed by foot** for both kids and seniors

LOCATION SPECIFIC COMMENTS

1. Linn and Liberty is a main east/west connector & critical pedestrian spine
2. Linn (Dayton St. to Livingston St.) sidewalk improvements needed
3. Ezzard Charles is another important street for connectivity and crossing improvements
4. Livingston St. feels unsafe, dangerous day & night
5. FC Soccer Stadium along the eastside of the neighborhood is a destination, however, events there cause spillover parking in the neighborhood.



WHAT TYPE OF IMPROVEMENTS ARE MOST NEEDED IN THE NEIGHBORHOOD



1. Community facilities/library and arts spaces



2. Street Lighting



3. Sidewalks that connect housing to assets



4. Retail groceries, pharmacy, sandwich/coffee shops



5. Transit Improvements
Bus stops, benches and shade



6. Maintenance/Upkeep
Litter and Lot Clean-ups



7. Public Safety
Livingston St.



7. Facade Improvements
and reinvestment in vacant lots



9. Crossings/Intersection
Pedestrian Safety



10. Landscaping/more street trees
and buffer from Interstate



11. Red Bike Stations
Linn and Liberty and Clark St.
(between Linn and Cutter St.)



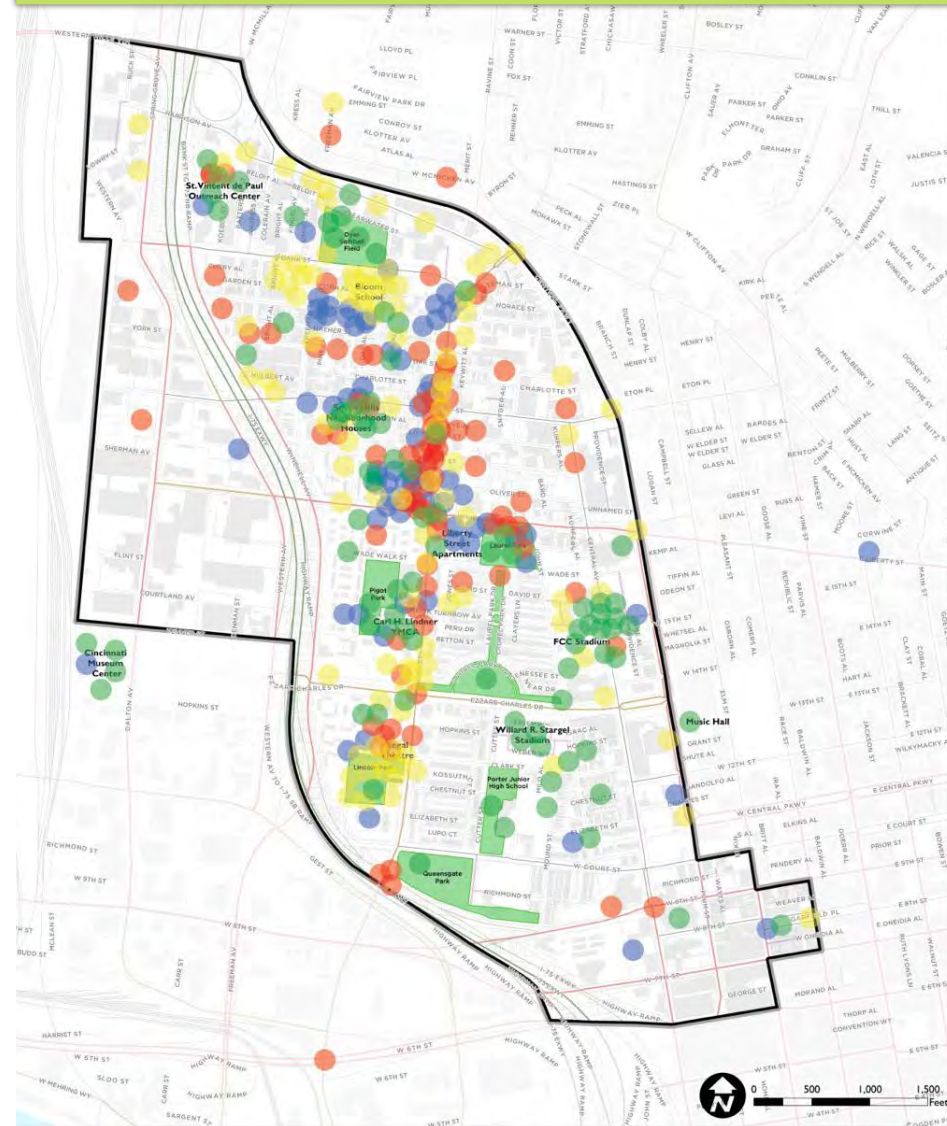
12. Training and Jobs
Linn and Cutter St.)

WEST END SPEAKS UPDATE | COMMUNITY MAPPING ACTIVITY

DOTS/FEEDBACK COLLECTED AT JULY 27, 2021 KICK-OFF MEETING

The West End residents and stakeholders identified the following goals below and areas of opportunity and challenges on the map to the right. Please see more detail - action steps and partners in **Appendix A1: 2021 WE Speaks Summary Information.**

	GOALS	YRS
1	The West End has a sustainable business retention and recruitment strategic plan. The plan would include recruitment strategies, recommendations for space use, and types of businesses needed.	3-5
2	The West End Business Association brings connectivity and a unified voice to business owners in the West End.	1-3
3	West End residents are provided the opportunity to own their own businesses. This includes expanding opportunities for African American residents.	3-5
4	The West End Business District is inviting and open and has thriving businesses that meet the needs of the community. This includes revitalizing the West End Business District to ensure its boundaries are those agreed upon by the businesses and West end residents.	5-10
5	Keep it clean and keep it going - finding ways for residents and visitors to the neighborhood to take care of their trash and not litter, and to bring the community together for neighborhood cleanups.	1-3
6	The West End has a communication system in place to reach all residents in the neighborhood.	1-3
7	There are community-led, regular, sustainable events that bring the entire neighborhood together.	1-3
8	There are a variety of arts, culture, and agriculture activities and groups in the West End for everyone. This means that everyone, from children to seniors, has opportunities to gather to learn and grow.	3-5
9	The West End community knows what jobs are available in the West End, and knows the requirements needed to pursue them. This includes identifying and developing relationships with businesses in the West End so that the community can understand expectations, policies for hiring	1-3
10	West End residents are supported in overcoming barriers to finding and keeping employment. This includes connecting residents with internships, men's support groups, or child care to address the barriers faced by residents.	3-5
11	The West End builds upon its rich history and is recognized as a great community in which to live, work, and play. Great architecture, people, history, impact of I-75; when built, Laurel Homes was the place to live. We need to tell our story. We need to give people a reason to come to the West End to	3-5
12	The condition of all West End properties is improved. This would include strategies for how to deal with the large, structurally expensive properties to rehab and strategies to reduce the number of vacant and blighted land and buildings (new infill, parks, gardens etc.).	5-10
13	The quality of affordable units in the West End is upgraded. This will ensure housing options at different price points. It will also include strategies that seek to maintain safe and clean housing that meets the needs of the both the occupant and the community at large.	5-10
14	The West End increases homeownership in the neighborhood. This might include strategies for helping current residents stay in and maintain their homes, helping current residents interested in transitioning from being renters to homeowners, and attracting new homeowners into the	1-3
15	The West End is one of the safest communities in Cincinnati. This can be accomplished through a significant reduction in drug use and violent crime, securing vacant buildings, increasing youth involved in organized after school, activities and improving relationships with police.	5-10
16	All children in the West End have access to all they need to improve their academic performance and excel in school.	5-10
17	Children and their families in the West End have access to resources that help them be healthy, happy children. This includes access to enough healthy food, awareness of appropriate sex education, and healthy relationships, and the emotional and social supports they need to grow up	1-3
18	The West End has the kind of parent and family support network that helps parents be the best for their children and themselves. This includes providing good role models around co-parenting, healthy relationships, and a strong community support network of coaches, teachers, and others in	3-5



PLACE DOTS ON THE LOCATIONS OF THE MAP BASED ON THE FOLLOWING:

- WHAT AREAS ARE YOU MOST PROUD OF?
- WHAT IS YOUR PLACE IN THE COMMUNITY?
- WHAT AREAS NEED THE MOST HELP
- WHERE IS THERE OPPORTUNITY?

6.4 Neighborhood Objectives/Goals The desired outcome of the West End Transformation Plan is to create a community of choice and pride that ensures social equity and economic mobility for all West End Residents, as well as to enhance the vibrancy of the West End where existing residents and new residents desire to live, work, shop and play. The Neighborhood Strategy includes these three overall objectives I. Place making/Creative Community, II. Connected Community, III. Wellness and Mobility. The neighborhood strategies lay the groundwork to tie together the West End Transformation Plan Housing, People and Education Strategies.

WEST END CHOICE NEIGHBORHOODS NEIGHBORHOOD



PLACE MAKING/CREATIVE COMMUNITY

- Establish a shared neighborhood identity for all residents and business owners
- Encourage synchronized investment working with Partners through comprehensive planning and communication and information sharing
- Connect West End residents with art and cultural resources to celebrate the rich neighborhood history
- Develop high quality livable mixed-income communities with onsite services/assets



CONNECTED COMMUNITY/ SAFETY

- Address safety/crime challenges through a multi-faceted people and environment-based approach
- Bridge the digital divide by providing broadband access and technology training
- Meet quarterly with Partners and with West End residents to review and assess Transformation Plan objectives, share information and address barriers
- Organize cultural/civic trips at Partner institutions for low-income residents



QUALITY OF LIFE/WELLNESS/ MOBILITY

- Ensure strategic business development and enhance current assets
- Provide access to services and recreation
- Focus on West End residents health and disease prevention
- Work with Partners to install safe and accessible pedestrian pathways and provide bus service that works for West End residents

6.5 Neighborhood Implementation Framework The Transformation Team is in the process of determining who will serve as the West End Choice Neighborhoods Implementation Lead Entity, in coordination with CMHA, the City and SHNH (Anchor Institution).

West End Stakeholder Engagement The Transformation Team developed the Neighborhood Plan and Strategies incorporating resident and community input, as well as socio-economic data. Over the course of 2021, the Team met with 1) Stanley Rowe, Rowhouses, Liberty St Apt Residents, 2) Transformation Partners (50+ non-profit organizations), and 3) Neighborhood-wide stakeholders. Key stakeholders were also involved in developing the Plan to ensure planned activities fit the current needs of the community and residents.

Continued Resident/Stakeholder Engagement Stanley Rowe Towers A and B, Rowhouses and Liberty Street Apartments Residents, West End Neighborhood Stakeholders and the larger community will continue to be involved in the planning and implementation strategies for each component of the Neighborhood Strategy. The Transformation Team will meet with West End residents to refine the early action activities and throughout implementation of the Transformation Plan.

Annual Evaluation/Accountabilities: Every year, in the first quarter, the West End Transformation Team will evaluate the Neighborhoods strategies to review accomplishments and challenges from the previous year, in coordination with local partners, to determine whether refinements to the action items or strategies are needed to ensure the activities are effective, efficient and sustainable. The Neighborhood Plan and Strategies are intended to be dynamic to best meet the needs of the Stanley Rowe Towers A and B, Rowhouses and Liberty St Apartments Residents and other West End Residents, in coordination with community stakeholders.



TOP: West End Community Service Project, October 28, 2021. LEFT: West End Business Festival, July 21, 2021. BELOW RIGHT: West End Fall Festival, November 16, 2021



WEST END NEIGHBORHOOD REVITALIZATION TOOLS

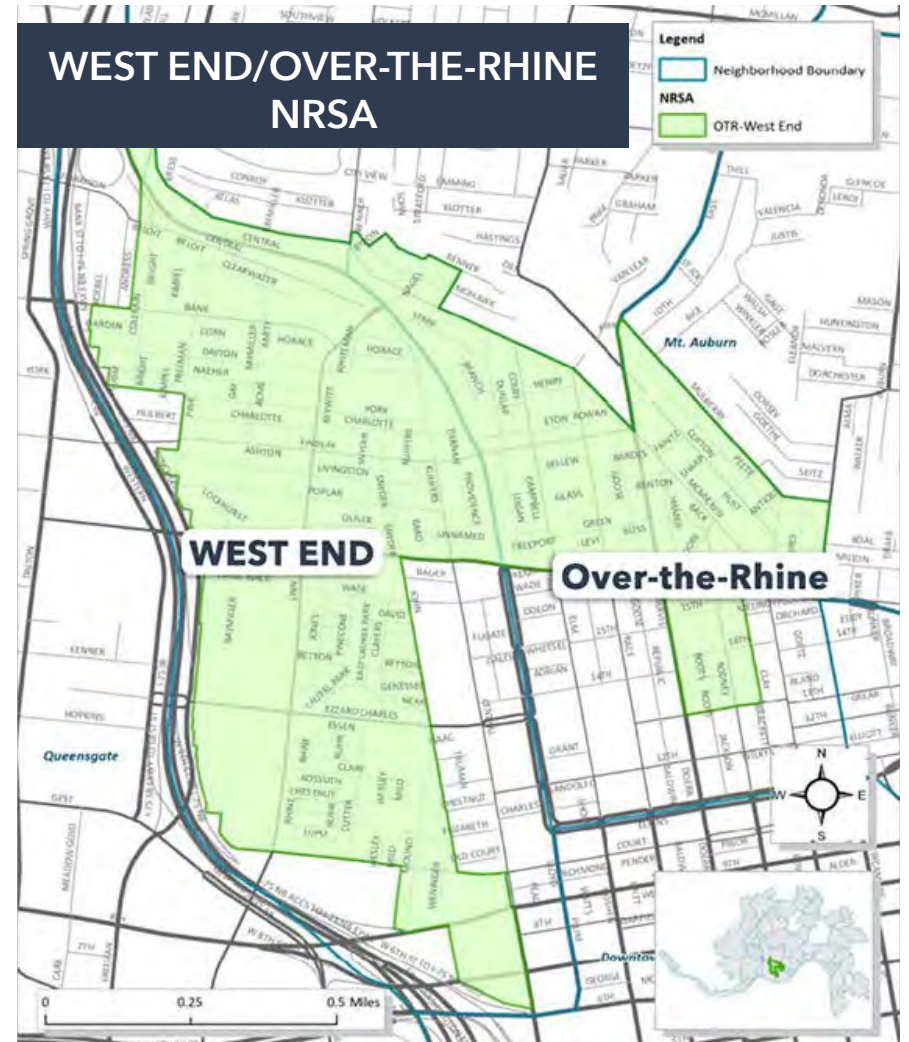
Neighborhood Revitalization Strategy Area The City, as a Community Development Block Grant (CDBG) Entitlement Community, maximized the benefits of Choice Neighborhood by designating a portion of the West End Transformation Area as a Neighborhood Revitalization Strategy Area (NRSA) allowing the City greater flexibility in how it can use its CDBG funding to assist in neighborhood transformation efforts. The NRSA includes most of the West End and the northern half of the Over-the Rhine (OTR) neighborhood. Although the area has experienced recent redevelopment, this NRSA contains one of the highest percentages of low-income residents and one of the highest housing vacancy rates in the City.

The City listed strategies for the West-OTR NRSA as: (1) Strategic, floating, revolving housing initiatives -renovation of single and multi-family housing, (2) Hands Up program - job readiness and training wrap around services including transportation, childcare and employment counseling, (3) Neighborhood Business District Improvement Program - façade improvement program, (4) Project Lift supportive services - providing housing and employment connections.

TIF District: The West End is included in a Tax Increment Finance (TIF) District 22-West End Incentive District (295.40 acres) established by the City on December 18, 2019, allowing for payments in lieu of taxes on the increased property values from 2020-2049.

Opportunity Zone: Established in 2018 by the Governor, Census Tracts 264, which includes the West End portion of the neighborhood west of the Interstate 75 and south of Liberty Street will providing potential equity to developers, service providers, and other small businesses.

The City also offers Residential Tax Abatement, Commercial Community Reinvestment Act and Small Business Assistance to support the strategies for people, education, housing and neighborhood included in the West End Transformation Plan.



A Neighborhood Revitalization Strategy Area (NRSA) is a very low-income geographic target area that qualifies for additional flexibility in the use of CDBG funds to support longer term revitalization efforts. Cities are encouraged to identify locally designated areas where geographically targeted revitalization efforts are carried out through multiple activities in a concentrated and coordinated manner.

6.6 Objective I Place Making/Creative Community

Early Action Activities To further define placemaking in the West End and to keep the Choice Neighborhoods Planning process momentum, the Transformation Team is working toward the implementation of the following early action items in the third/ fourth quarter of 2022 to address community needs and desires that arose during the planning process:

- **West End History Trail**
- **Community Bus Stop Art/Improvements**
- **Improved Outdoor Activity Areas**

The West End Transformation Team is proposing to undertake the following Early Action Activities to address the community's desire to honor and preserve West End history, and to improve community outdoor spaces, walkability, and safety. These are key initiatives and focus areas for the West End Choice Transformation Plan and will make the West End a destination. The three projects that will make up the Early Action Activities are as follows:

West End History Trail is planned to include approximately 20 stops with permanent signage anchoring key cultural sites throughout the neighborhood, which will include the historic Regal Theater, the Cincinnati Museum Center, the Library, neighborhood parks and other sites. Information about the significance of each site will be displayed both on paper maps distributed to Partners and on the PocketSights app.



Community Bus Stop Art/Improvements will celebrate West End history by installing community art in the bus stops and shelters on Linn and Liberty Streets. The Transformation Team is working with METRO bus to explore opportunities for also installing real time arrival boards and solar panels.



Improved outdoor Activity Areas will include installation of activity centers for seniors and children in existing outdoor space in the community along Linn and Liberty Street. The activity centers are anticipated to include the planning and installation of concrete chess/ checker tables, interactive life-size puzzles and instruments.



Objective I Place Making/Creative Community

Goals: Create a Neighborhood Identity, Synchronize Investments, Establish Districts of Activity and Brand the Areas

Creative Community Activity Hubs

a) Central Parkway (West End-north) The West End is a burgeoning creative community with deep roots in arts and culture. The Brighton Arts District along Central Parkway was historically the main business district of the northern part of the West End known as Brighton. This area was the main attractor for industrial and commercial development, which grew alongside the major transportation corridor during the 19th century. Italianate style buildings line this area, housing a variety of industrial and commercial uses. This area needs a boost to become activated and reach its full potential, at this time the area is marked by vacant buildings, empty storefronts, expanded industrial footprints, and vacant lots, there is strong potential for this area to become a destination as a neighborhood business and gallery district. Manufacturing plants dot one stretch of the neighborhood, while experimental and fringe-friendly artists find refuge in historic warehouse spaces nearby. Bound together by a combination of inexpensive rent, central location and large spaces, these disparate communities co-exist and co-mingle.

b) Freeman Ave (West End-west) To connect the western portion of the neighborhood as part of the arts district, SHNH is in the process of acquiring the First German Reform Church located at 1815 Freeman Ave. This Creative/Cultural Hub will host West End History Exhibits and the West End Art Gallery. The West End Art Gallery provides free art education workshops and art supply kits to kids, seniors, summer camps.

c) Linn St (West End-south) The Regal Theater was constructed as a West End landmark in 1913, it was a bustling hub of activity with a movie theater and a music venue that attracted famous artists. In 1996 it became vacant and was an endangered property, until it was purchased by the Hamilton County Land Bank and is now being revitalized as the Robert O'Neal Multicultural Art Center (ROMAC). Located on Linn Street, just south of the key intersection of Ezzard

Charles Drive, the ROMAC's mission is to celebrate, advance and preserve African American culture and achievement through the arts, history, and education, while also uplifting the rich diversity of artists and cultures of Greater Cincinnati. The ROMAC will return arts access to the West End, provide an administrative home for Cincinnati creatives of color, and stimulate an economic boost through art.

These initiatives are being undertaken to meet the demand for artists and creators to locate in the West End and preserve the history and legacy of the neighborhood.



The following pages lists Objective I Place Making/Creative Community implementation strategies, including baseline metrics, timeframe, strategy and key partners.

CREATE AN IDENTITY/SYNCHRONIZE INVESTMENTS/ESTABLISH DISTRICTS OF ACTIVITY

PLACEMAKING/CREATIVE COMMUNITY STRATEGIES	BASELINE METRICS	TIMEFRAME	OUTCOMES	KEY PARTNERS
West End History Trail (Early Action Activity)	At the resident and neighborhood-wide meetings, Stanley Rowe Towers, Rowhouses and Liberty St Apts residents and other West End residents expressed a strong desire to both document and preserve the unique identity and history of the West End neighborhood.	SHORT-TERM (1-2 YEARS)	<ol style="list-style-type: none"> Outdoor historical markers will be woven throughout the neighborhood and build a sense of place for residents and visitors of all ages, re-establishing outdoor gathering places for the West End. The trail will ultimately include 20-30 stops, each marked by quality, permanent signage and available on the PocketSights tour app. The trail will have anchoring hubs at key cultural sites throughout the neighborhood, which will include the historic Regal Theater, the Cincinnati Museum Center, the Library, neighborhood parks. 	Lead: UC Center for the City (tentative) Additional Partners: Way Back Best End, West End Branch Library, SHNH, West End Art Gallery, ROMAC, CBI, CMHA
Install community art in bus shelters through illustrated biographies of important figures in Cincinnati's African American history (Early Action Activity)	Stanley Rowe Towers, Rowhouses and Liberty St Apts residents and the broader West End Community have a strong desire document and preserve the unique identity and history of the West End neighborhood.	SHORT-TERM (1-2 YEARS)	<ol style="list-style-type: none"> Work with METRO bus to identify bus shelters (both existing and new) that would be appropriate for adhesive panels, Undergo community engagement to identify important African American figures in Cincinnati's history to highlight on bus shelters, Design and install illustrated biographies. 	Lead: UC Center for the City (tentative) Additional Partners: METRO Bus, Way Back Best End, West End Branch Library, SHNH, West End Art Gallery, ROMAC, CBI, CMHA
Acquire and renovate the First German Reform Church as a community gathering space and creative hub in the community.	First German Reform Church is currently owned by a private owner and vacant. Residents have expressed the desire for community gathering space, both indoor and outdoor to provide space for fellowship and events with family and friends.	SHORT- TERM (1-2 YEARS)/ MID-TERM (3-5 YEARS)	To connect the western portion of the neighborhood as part of the arts district, SHNH is in the process of acquiring the First German Reform Church located at 1815 Freeman Ave. This Creative/Cultural Hub will host West End History Exhibits and the West End Art Gallery. The West End Art Gallery provides free art education workshops and delivers art supply kits to kids, seniors and summer camps.	Lead: Seven Hills Additional Partners: West End Art Gallery
More fully tap into Partner resources by ensuring Stanley Rowe Towers, Rowhouses and Liberty Street Residents and other West End residents have access to both existing programs and the creating of new programs.	Stanley Rowe Towers, Rowhouses and Liberty St Apts residents and the broader West End Community have a strong desire document and preserve the unique identity and history of the West End neighborhood.	SHORT-TERM (1-2 YEARS)	<ol style="list-style-type: none"> Provide free entry days and assist with transportation so residents can explore offerings of the Cincinnati Museum Center, Connect residents with the West End Stories project through the West End Branch History to record the oral history of current West End residents. 	Lead: Cincinnati Museum Center and West End Branch Library
Renovate the historic Regal theater as the home of the ROMAC (Robert O'Neal Multicultural Arts Center)	This is an important historic asset that the West End residents want preserved and turned into a community hub of activity near the prominent intersection of Linn Street and Ezzard Charles Drive.	MID-TERM (3-5 YEARS)/ LONG- TERM (5+ YEARS)	<ol style="list-style-type: none"> The Romac will return arts access to the West End, provide an administrative home for Cincinnati creatives of color, and inject an economic boost to this historic neighborhood. In the short to mid-term, work with ROMAC to identify a temporary home to start piloting programming. 	Lead: ROMAC Additional Partners: The Port, Duke Energy, Ohio Arts Council, Swain Consulting LLC, DNK, Katalyst, Artswave, SHNH and others
Synchronize key decisions and investments by leaders and institutions in the West End to follow a strategic plan and maximize investment.	Both the West End Transformation Plan and the WE Speaks Plan will provide a road map for the Transformation Team and Partners.	SHORT- TERM (1-2 YEARS)/ MID-TERM (3-5 YEARS)/ LONG TERM (5+ YEARS)	Resources will be used more efficiently and collective efforts will have a greater impact to benefit all West End Residents including <ol style="list-style-type: none"> New and renovated housing, Enhanced and new businesses, Job creation and aligned training and education programs. 	Lead: CMHA and the City
Work with the City to ensure residential developments in the West End incorporate Choice Neighborhoods principals to the extent feasible.	Development in the West End is not following a master plan with design guidelines encouraged.	SHORT-TERM (1-2 YEARS)	Develop high-quality mixed-income housing that is well-managed and responsive to the needs of the surrounding neighborhood. energy efficient, Sustainable, accessible, healthy, and free from discrimination, mixed-income, well-managed and financially viable.	Lead: CMHA and the City Partners: West End Business Alliance, Hamilton County, Chamber of Commerce

6.7 Objective II - Connected Community/Safety

Goals: Address Safety, Bridge the Digital Divide, Collaborate with Partners

Efforts to Increase West End Safety The West End Community Council hosts a Safety Sector meeting on the fourth Wednesday of each month. The Safety Sector meeting is an opportunity for residents and community partners to hear from the Police about crime issues in the neighborhood and find solutions to address specific problems.

The City and LISC began an 18-month (June 2021-Dec 2022) Neighborhood Safety Coordinator pilot program in the West End focused on crime hotspots. This program was intended to facilitate collaborative efforts between residents, community-based organizations, developers, police, criminal justice organizations and other stakeholders. The overarching goal for the program was to integrate people and institutional resources which influence neighborhood crime and perceptions to uncover more strategic and effective remedies.

SARA model (defined to the right), provided the infrastructure to develop a safety work plan, including community-led efforts through specific interventions by key stakeholders. This initiative approach taps into national knowledge-sharing and best practices. **SafeGrowth** training offered in June 2022 to West End residents by LISC and the Police focused on community development, design, planning, and neighborhood revitalization. The course introduces West End residents to problem solving methodologies, including Crime Prevention Through Environmental Design (CPTED) principles and building sustainable safety plans. The SafeGrowth approach is to build the capacity of West End residents with other stakeholders (police, urban planners, business and neighborhood associations).

SCANNING



- ▶ Identifying recurring problems of concern to the public/police.
- ▶ Identifying problem consequences for the community/police.
- ▶ Prioritizing those problems.
- ▶ Developing broad goals.
- ▶ Confirming the problems exist.
- ▶ Determining how frequently the problem occurs and how long it has been taking place.
- ▶ Selecting problems for closer examination.

RESPONSE



- ▶ Brainstorming for new interventions.
- ▶ Searching for what other communities with similar problems have done.
- ▶ Choosing among the alternative interventions.
- ▶ Outlining a response plan and identifying responsible parties.
- ▶ Stating the specific objectives for the response plan.
- ▶ Carrying out planned activities.

ANALYSIS



- ▶ Identifying/understanding the events/conditions that precede/accompany the problem.
- ▶ Identifying relevant data to be collected.
- ▶ Researching what is known about the problem type.
- ▶ Taking inventory of how the problem is currently addressed, the strengths/limitations of current response.
- ▶ Narrowing the problem scope as specifically as possible.
- ▶ Identifying variety of resources that may assist in developing deeper understanding of problem.
- ▶ Developing a working hypothesis about why the problem is occurring.

ASSESSMENT



- ▶ Determining whether the plan was implemented (process evaluation).
- ▶ Collecting pre- and post-response qualitative and quantitative data.
- ▶ Determining whether broad goals and specific objectives were attained.
- ▶ Identifying new strategies needed to augment the original plan.
- ▶ Conducting ongoing assessment to ensure continued effectiveness.

SARA CRIME MODEL

Bridging the Digital Divide Having access to the internet limits access to education, training, health resources and general learning. The Residents surveyed indicated that 46% of do not have access to the internet at home and 51% do not have access to the adequate devices for accessing the internet.

Public Housing Sites short term strategy The Transformation Team has come together to create computer centers at Stanley Rowe Tower B and Liberty Street Apartments funded with Coronavirus Aid, Relief, and Economic Security (CARES) Act funding. During certain hours computer tutors/Community Ambassadors will assist residents and Partners will provide classes and training workshops, like designing a resume, setting up email and researching health plans and accessing medical resources. CMHA has also worked to sign up residents through the Emergency Broadband benefit program offered through the Federal Communications Commission.

SHNH is working with Cincinnati Bell to put 10 Wi-Fi hotspots in West End parks, housing developments and businesses. Each hotspot will be able to serve up to 200 devices at the same time. Funding will come from community groups such as St. Barnabas Episcopal Church, LISC Greater Cincinnati, Bethesda Inc, and Hamilton County through the CARES Act.

West End short term strategy Three community wi-fi spots are scheduled to be installed through UniCity (Cincinnati Bell) in January 2022. The locations include Bright Star Community Church, Dyer Park, and another park yet to be finalized. The sites have the capacity to allow 200 people on each access point at a time. The home page will work similar to the ones at a hotel or hospital and can share information, upcoming events, and issue surveys.

West End Long term strategy CMHA is a designated ConnectHOMEUSA partner and will integrate high speed internet into the redevelopment of housing in the West End. CMHA is determining which model would be best suited including 1) individual ISP subscriptions, 2) wireless hotspots and internet-enabled tablets and 3) property-wide internet connections, it is anticipated that a combination of these models will be implemented to address the needs of residents.



ADDRESS SAFETY/BRIDGE THE DIGITAL DIVIDE/COLLABORATE WITH PARTNERS

CONNECTED COMMUNITY/ SAFETY STRATEGIES	BASELINE METRICS	TIMEFRAME	OUTCOMES	KEY PARTNERS
<p>LISC Safety Coordinator Pilot - focus on Linn Street and surrounding area around the Stanley Rowe Towers and Rowhouses</p>	<p>There have been 334 reported crime incidents in the West End between June 2021 and mid-November 2021, 190 of which were Minor (Part 2) crimes. There have been 53 Violent (Part 1) crimes, including 2 homicides. Part 1 Violent crimes include homicide, rape, robbery and aggravated assaults. The West End ranked the 4th highest neighborhood city-wide for Part 1 Violent crime during this time period. However, year to date, the West End has seen a 19.23% decrease in Part 1 Violent crime as compared to 2021. In addition, the West End has had 110 incidents of Property (Part 1) crime which includes burglary/breaking and entering, theft and unauthorized use.</p>	<p>SHORT-TERM (1-2 YEARS)</p>	<ol style="list-style-type: none"> 1. Identify neighborhood based strategies for improving safety on Linn Street between Liberty and Findlay Street. Focus on connections with Livingston. 2. Implement SARA model 	<p>Lead Partner: LISC Additional Partners: Cincinnati Police Department (Cincinnati Police Department), SHNH, West End Community Council, CMHA, Choice Community Ambassadors</p>
<p>Continue monthly Safety Sector Meeting</p>	<p>The West End Community Council hosts a Safety Sector meeting monthly on the 4th Wednesday at 5:30pm.</p>	<p>SHORT-TERM (1-2 YEARS)/ MID-TERM (3-5 YEARS)</p>	<ol style="list-style-type: none"> 1. The Safety Sector meeting is an opportunity for residents and community partners to hear from the Cincinnati Police Department about crime issues in the neighborhood and share on the ground knowledge of the issues. 	<p>Lead Partner: West End Community Council Additional Partners: Cincinnati Police Department</p>
<p>Utilize Crime Prevention Through Environmental Design (CEPTED) standards in the re-design of open space and recreation space in the Choice Neighborhoods Transformation Plan implementation.</p>	<p>Residents report not feeling safe in current outdoor/open spaces. Overall, outdoor recreation spaces are under utilized in part due to safety concerns.</p>	<p>MID-TERM (3-5 YEARS)</p>	<ol style="list-style-type: none"> 1. Create defensible space in open space areas within the new housing development and in any park improvements 2. Windows should be facing common spaces to ensure more "eyes on the street" at all times 	<p>Lead Partner: CMHA Additional Partners: LAS, Moody Nolan, CRC</p>
<p>Use the City's Neighborhood Enhancement Program and Neighborhood Revitalization Strategy Area designation to develop a comprehensive strategy to address blight and vacancy in hot-spot areas of the community.</p>	<p>19% of the West End's residential units are vacant (U.S. Census 2020)</p>	<p>SHORT-TERM (1-2 YEARS)/ MID-TERM (3-5 YEARS)</p>	<p>Reduce the number of abandoned lots or homes in the neighborhood by 10% annually.</p>	<p>Lead partner: City</p>

ADDRESS SAFETY/BRIDGE THE DIGITAL DIVIDE/COLLABORATE WITH PARTNERS

CONNECTED COMMUNITY/ SAFETY STRATEGIES	BASELINE METRICS	TIMEFRAME	OUTCOMES	KEY PARTNERS
Install free- community Wi-Fi Hotspots	46% of WE Stanley Rowe Towers, Rowhouses and Liberty St Apts residents do not have access to the internet at home and 51% do not have access to the adequate devices for accessing the internet (Source: WE Choice Household Level Survey 2021)	SHORT-TERM (1-2 YEARS)	<ol style="list-style-type: none"> 1. Three community wi-fi spots are scheduled to be installed through UniCity (Cincinnati Bell/ Altafiber)in 2022. The locations include Bright Star Community Church, Dyer Park, and another park yet to be finalized. The sites have the capacity to allow 200 people on each access point at a time. 2. The home page will work similar to the ones at a hotel or hospital. We can share information, upcoming events, and issue surveys. 	<p>Lead Partner: UniCity Additional Partners: SHNH, Bright Star Community Church, CRC</p>
Activate onsite computer labs at Stanley Rowe and Liberty Street with programming.	46% of WE Stanley Rowe Towers, Rowhouses and Liberty St Apts residents do not have access to the internet at home and 51% do not have access to the adequate devices for accessing the internet (Source: WE Choice Household Level Survey 2021)	SHORT-TERM (1-2 YEARS) / MID-TERM (3-5 YEARS)	<ol style="list-style-type: none"> 1. Computer labs were installed in first quarter of 2022, 2. Community Ambassadors and The Transformation Team is working to identify programming opportunities for the labs 	<p>Lead Partners: Stanley Rowe Resident Councils and WE Choice Community Ambassadors Additional Partners: CMHA onsite property management, SHNH</p>
Connect residents to internet and tech services available through the Cincinnati Public Library	46% of WE Stanley Rowe Towers, Rowhouses and Liberty St Apts residents do not have access to the internet at home and 51% do not have access to the adequate devices for accessing the internet. Many report using the West End Branch and other libraries to access the internet. (Source: WE Choice Household Level Survey 2021)	SHORT-TERM (1-2 YEARS) / MID-TERM (3-5 YEARS)	<ol style="list-style-type: none"> 1. Increase the number of residents utilizing the libraries services 	<p>Lead Partner: West End Branch Library</p>
Integrate high speed internet into the redevelopment of housing	Currently the Stanley Rowe Towers, Rowhouses and Liberty St Apartments do not offer internet access to residents	MID-TERM (3-5 YEARS)	<ol style="list-style-type: none"> 1. Ensure all new and renovated buildings provide internet access to residents at either no or low cost 	<p>Lead Partner: CMHA</p>

6.8 Objective III - Neighborhood Assets/Wellness/Quality of Life

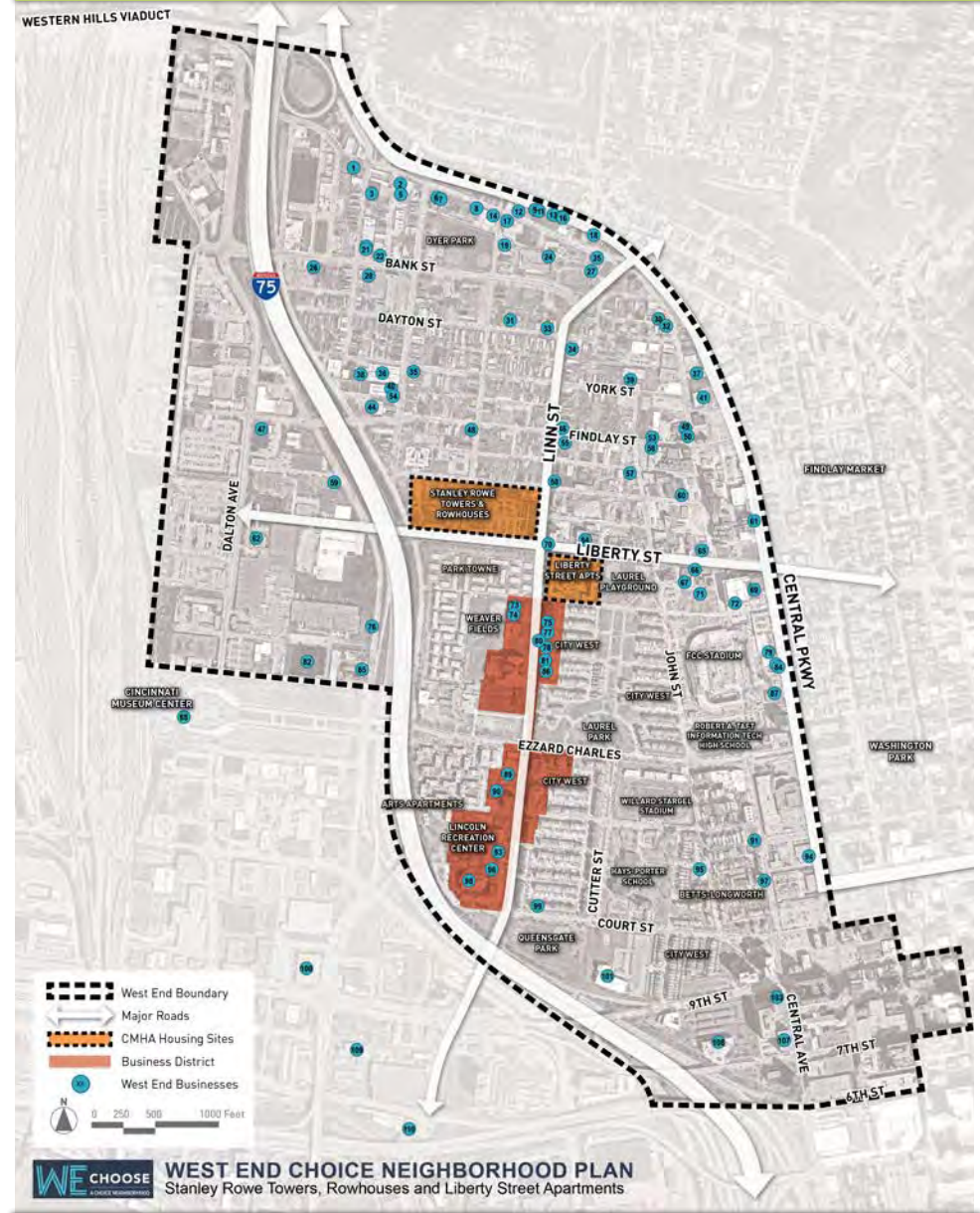
Goals: Provide Access to Services, Create Recreation and Pedestrian Safe Pathways, Encourage Business Development

West End Businesses SHNH, in partnership with the West End Business Alliance and CBI completed a West End Business Inventory and Survey, as well as a West End business owners focus group in 2021 (Appendix G - list of businesses, survey results and focus group summary). Through this input, business owners expressed the need to highlight the Mohawk District just north of Central Parkway adjacent to the neighborhood, including improved lighting and signage, and other beautification efforts like additional trash cans. Business owners also expressed a recent increased concern about safety and the effects of recent crime incidences on their businesses. Finally, business owners requested that a focus be put on the delivery of basic city services and streetscaping along the city-designated Linn Street Neighborhood Business District, including removal of old parking meter poles, addressing overgrown lots and pot holes, sidewalk repairs and basic curb appeal.

West End Business Locations are shown on the map to the right, the West End lacks a cluster of business activity, this was identified by the Market Analyst as a barrier to attract new businesses to the West End. North of Liberty Street, there is minimal business activity along Linn Street. There are several opportunities for both renovation of historic buildings with store fronts and infill mixed-use development that would increase both commercial and residential density. The Linn Street business district is anchored by a couple of blocks of relatively dense retail in the south.

Stanley Rowe Towers, Rowhouses and Liberty Street Apartments and other West End Residents have expressed a desire to see Linn Street restored as the neighborhood business district, it is a City recognized Neighborhood Business District. While there are businesses, both retail and manufacturing, outside of the recognized business district, reinvesting in Linn Street as a neighborhood serving hub is critical.

NEIGHBORHOOD BUSINESSES



Commercial Opportunities The West End Neighborhood Market Analysis was completed in May 2022 (please see summary description of findings on page 127) that evaluated the market feasibility of certain assets West End residents wanted in the neighborhood, including a small grocer, a pharmacy, sandwich shop/café and additional retail.



MARKET ANALYSIS KEY FINDINGS: ACCESS TO PHARMACIES

Pharmacy. A pharmacy would not be a viable target for attraction to the neighborhood. Both CVS and Walgreen's have pharmacies in the downtown, where they also serve the needs of workers, while additional pharmacies are located within health clinics serving the West End. A majority of Medicare/Medicaid recipients have their prescriptions filled at these clinics or through the mail. About half of the trade area population is receiving government-funded health care. This leaves a very small market that is already well-served by existing pharmacies, including those in the grocery stores or supercenters frequently shopped by residents.



MARKET ANALYSIS KEY FINDINGS: POTENTIAL TO ATTRACT RETAIL STORES

There are several retail categories in which demand generated within the trade area exceeds sales from the trade area. As an example, there is more than \$7.3 million in lost potential for Home Centers, but the average Lowe's has sales of more than \$45 million. Categories in which some opportunity may exist, based on demand from the trade area, include floor covering stores, sporting goods stores, and gas stations with convenience stores. Other opportunities are tied to visitor spending and might include a variety of specialty retail stores. These will tend to locate in Over-the-Rhine, though some may consider the West End over time, as Over-the-Rhine continues to transition and costs for space increase.



MARKET ANALYSIS KEY FINDINGS: ACCESS TO FRESH FOOD

Grocery Store. A new full-line grocery store is not practical however, two other options may be feasible. A population of 20,000 is the minimum threshold commonly used to consider the viability of a full-line grocery store. With about 21,240 people in the trade area, the area meets the criteria, but there is already a new/relocated grocery store on Vine St downtown, and several grocery stores/supercenters in nearby neighborhoods are drawing extensively from the trade area.

Discount grocery store. Much of the trade area is comprised of low-income households. A discount grocery could help to meet the needs of these residents, though it may attract few customers from outside the trade area or the middle and upper-income residents of the area. These stores are usually independently owned or small local chains. The most viable means of capturing this opportunity will be to work with an existing business to help it expand or potentially relocate to a more suitable location.

Expanded convenience store. It has become increasingly common for gas station / convenience stores to offer an expanded grocery selection including fresh fruit and vegetables along with fresh or frozen meat, and baked goods. There are few gas stations in the trade area, and none have a modern convenience store. Commuter traffic to and from downtown, the proximity of Interstate 75, and increasing car ownership in the trade area point to the potential to support a modern gas station, which provides the base revenue to support an expanded convenience store that can meet routine food shopping needs for area residents. This use may also contain one or more restaurants. The northwest corner of Linn Street and Ezzard Charles Drive would be the preferred location, with design to relate to the existing urban character.



MARKET ANALYSIS KEY FINDINGS: POTENTIAL TO ATTRACT RESTAURANTS/FOOD INCUBATORS

While there is established visitor and worker traffic to restaurants in the Central Business District and Over-the-Rhine, the same is not true of the West End Neighborhood. Its location does not make it convenient for the very large number of downtown workers, and most visitors are not venturing beyond restaurant concentrations around Findlay Market and on Vine Street in Over-the-Rhine. The market for restaurants in the West End is currently much more constrained, made up of residents in the West End and adjacent areas, and workers in Queensgate.

Restaurants are often seen as a pioneer business in revitalizing districts, and their development should be approached with this thought. Economic development efforts that begin by developing a base of restaurants in the neighborhood can begin to add retail as conditions for commercial development improve. Three target areas or approaches might be considered.

- There is some opportunity to develop eating and drinking establishments along Central Parkway and on Liberty Street near the TQL Stadium, drawing from its visitors along with some residents and visitors to Over-the-Rhine.
- The intersection of Linn Street and Ezzard Charles Drive has already been identified as a viable location on which an expanded convenience store can be developed with a gas station. Limited-service dining can also be a component of the project, with one or more franchise or independent restaurants within the convenience store or on an adjacent site. This location enables the business to capture commuters and traffic on the interstate, as well as workers in Queensgate.
- In partnership with MORTAR and/or other organizations CMHA and the City can make use of its land and buildings to support a program for food business entrepreneurship targeting neighborhood residents and others willing to invest in the West End. Examples such as the Mother Road Market, a project of the Lobeck Taylor Family Foundation in Tulsa, Oklahoma, can provide models for how a program may be developed in the West End.



Food Incubator Concept: Mother Road Market is Oklahoma's first food hall, and a non-profit development of the Lobeck Taylor Family Foundation, the foundation's broader mission is supporting entrepreneurship. Mother Road Market complements a district full of locally owned businesses. Similar to the West End, the Tulsa Market District's goal to be a hub for artisans, artists, and makers while maintaining a vision of equitable growth of our neighborhood.



Wellness Access to wellness services and healthcare was also identified as a top priority throughout the planning process, this was magnified, particularly for low-income households, during the COVID-19 pandemic. For both the Stanley Rowe Towers, Rowhouses and Liberty Street Apartments Residents and other West End Residents, there is a disconnect between access to and utilization of health and wellness services. The Choice Neighborhoods Resident Needs Assessment (Sept 2021) identified both transportation and the cost of health care services as the two primary barriers associated with getting good health care. Only 15% of survey respondents said they used WinMed City West Health Center as their primary health care provider, the health clinic in the West End. The majority survey respondents said they used many other options at least a bus ride away.

West End Clinics include Cincinnati Health Department Centers, including a School Based Health Center at Taft High School and at Cincinnati College Preparatory Academy.

WinMed City West Health Center is a Federally Qualified Health Center (FQHC-receives funds to provide primary care services for a sliding fee scale based on availability to pay in underserved areas) in the south portion of the neighborhood on Linn Street. St. Vincent de Paul Outreach center provides a last resort pharmacy, disease prevention and follow up and immunizations for income qualifying households.

Over-The-Rhine West End residents also use the Crossroads Health Clinic and the Elm Street Health Clinic.

The closest hospital is The Christ Hospital, located approximately two miles east of the West End, approximately 30 minutes on bus route 31.



WINMED CITY WEST HEALTH CENTER

Services Provided Include But Not Limited To

Family Care

Routine Physicals
Sick Visits
Immunizations
Women's Health Including OB/GYN
Minor Injuries
Management of Chronic Diseases
Internal/Adult Medicine
Podiatry

Pediatric Care

Well Child Visits
Immunizations
School and Sports Physicals
Reach Out and Read
Brush, Book and Bed

Exams and Screenings

Pre-Employment
Drug Testing by Referral
Asthma Screening
Cancer
Diabetes
Hypertension
Mammogram by Referral
Prostate
High Risk Assessments
Lab Blood Testing
HIV Testing and Sickle Cell Counseling
Sonograms

Refugee Services

Pharmacy

Referrals Cost to Community Pharmacy

Dental Care/Oral Health

Preventative/Restorative
Oral Hygiene

Mental Health/Behavioral

Health/Medication-Assisted Treatment

Translation

W.I.C.

24 Hour Coverage

Sliding fee scale discount (based on family size and income) available for all medical, dental and pharmacy services.

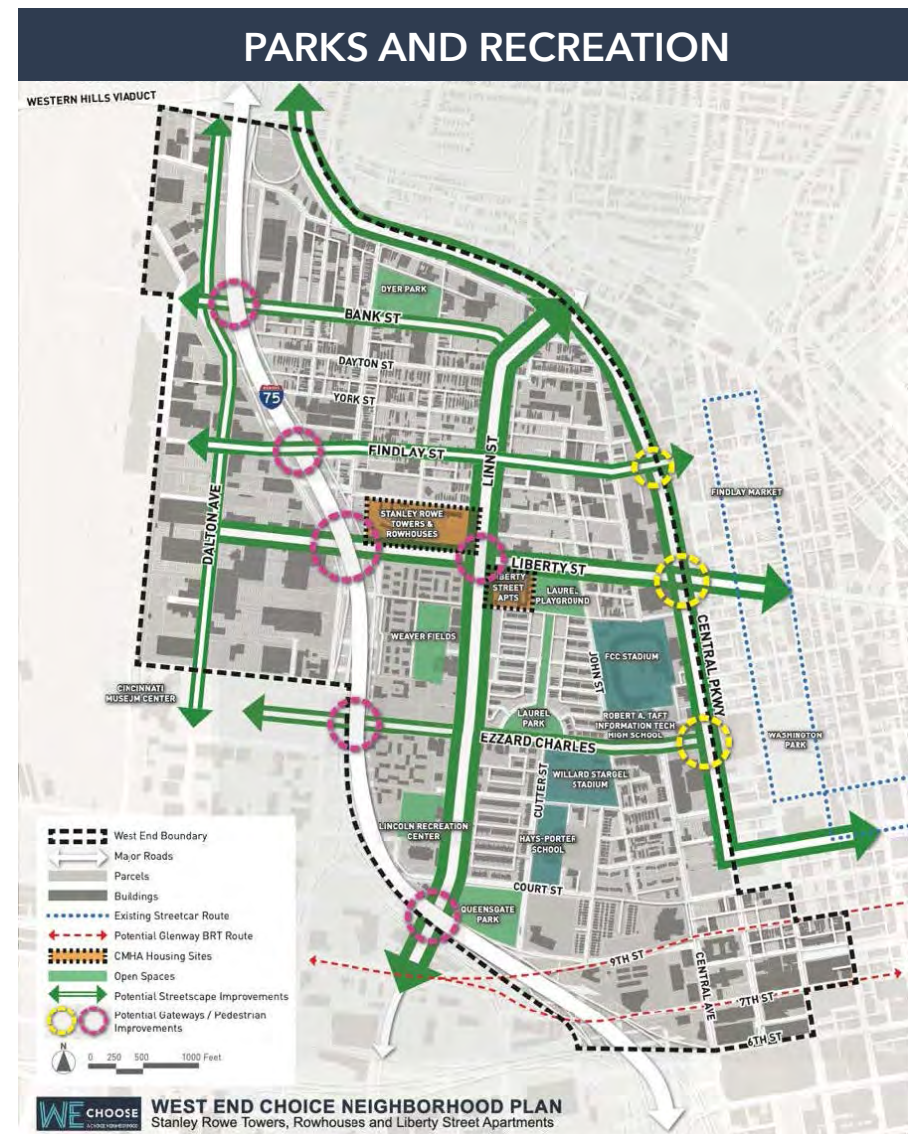
Wellness Outdoor space/recreation As expressed by Stanley Rowe Towers, Rowhouses and Liberty Street Apts residents and other West End Residents, ensuring access to age-appropriate playground equipment for children and soccer, baseball, basketball, football, swimming instruction for youth, teens, adults is part of the Transformation Plan. The Cincinnati Recreation Commission (CRC) serves on the Choice Advisory Council and is a key planning/implementation Partner.

Lincoln Recreation Center located on Linn Street is an important neighborhood asset with over X square feet the center has a fitness center, boxing gym, pickleball courts, indoor and outdoor basketball courts, community space for parties/meetings, after school and summer camps and programs for seniors, as well as an outdoor pool. Annual membership fees range from \$2 day to \$70 annually for full use of all amenities. In 2019, FC Cincinnati Foundation installed a mini-soccer pitch at the Recreation Center.

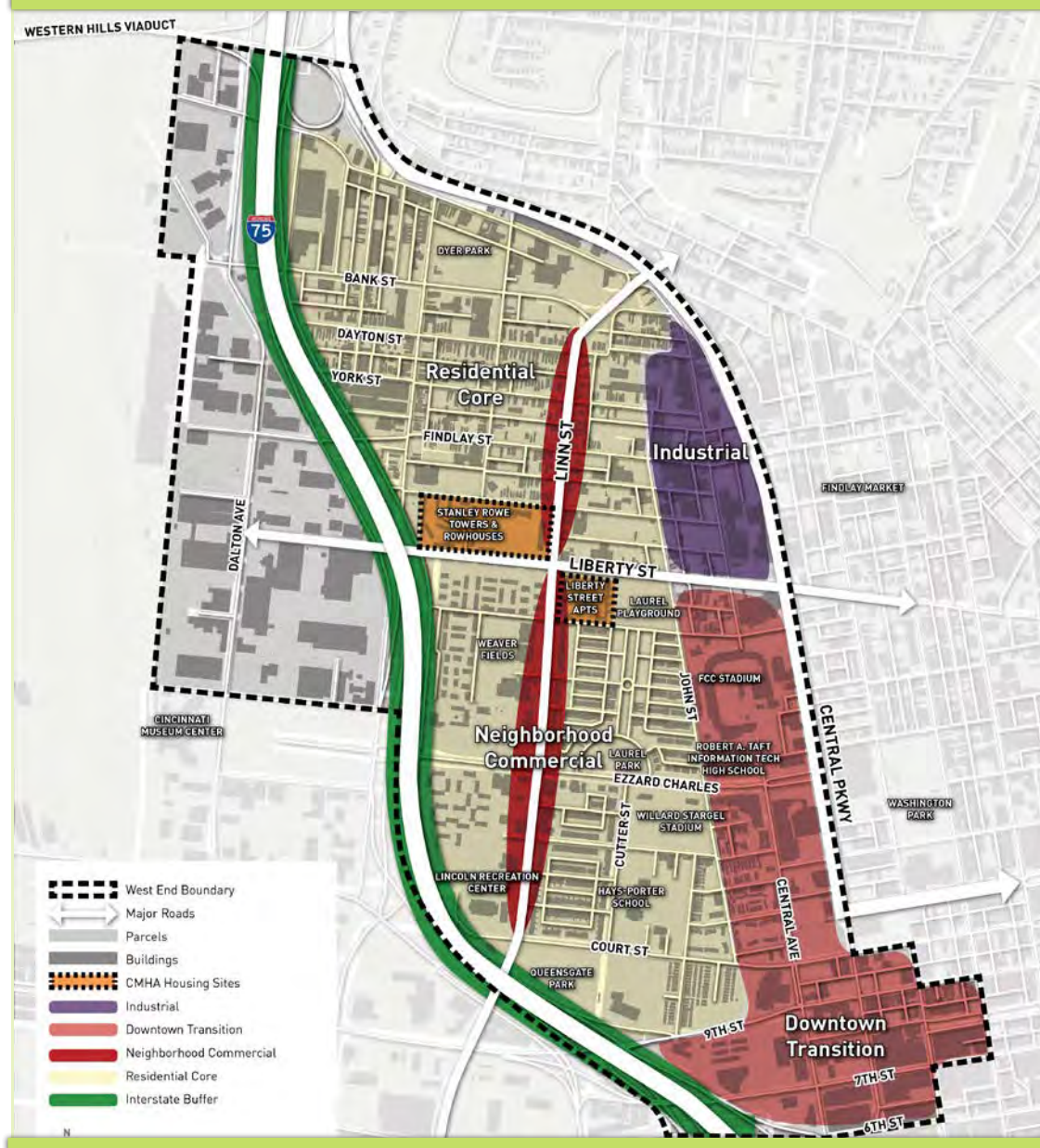
Parks CRC operates four West End parks in addition to the recreation center, listed from north to south- see map to the right. listed from north to south (1) Dyer Park includes basketball, baseball fields (Cincinnati Reds All Star program), playground equipment and a splash pad. (2) Weaver Fields includes a baseball diamond (Cincinnati Reds All Star), additional investments are planned with CCPA. (3) Laurel Playground adjacent to Liberty Street Apts, has a small baseball field, basketball courts and a playground. (4) Queensgate Recreation Area includes a regulation size baseball field (Cincinnati Reds All Star program). The Cincinnati Park Board owns and operates Laurel Park and is planning investments including new benches and grills, along with a commemorative statue of Ezzard Charles, a professional heavyweight champion boxer that grew up in the West End.

Recently the West End has benefited from the new construction of the Taft High School Stargel Stadium. To improve the quality of life in the West End and make residents feel safe outdoors and in public spaces, the recommendations included on the following page incorporate defensible space principles. By programming the parks and getting residents to use the parks, more people will activate the

spaces, take ownership and make these areas safer with more eyes on the community's space. **Neighborhood Districts** The West End has established districts by land use, as part of the Transformation Plan, the Team is working to create hubs of activity and more focused and deliberate planning, investments and incentives.



NEIGHBORHOOD FRAMEWORK - LANDUSE



The Transformation Team is proposing to replace public housing apartments, developing mixed-income, by renovating Stanley Rowe Tower B and Liberty Street Apartments and constructing new housing on the Stanley Rowe Tower A and Rowhouses footprint. These plans for mixed-use and mixed-income development will reinforce the residential core of the West End. The plan recommends neighborhood serving commercial focused on the Linn Street business district and transitional uses buffering the West End from the Central Business District, Central Parkway and the industrial uses located in the northeast portion of the neighborhood.

NEIGHBORHOOD DISTRICT ACTION ITEMS

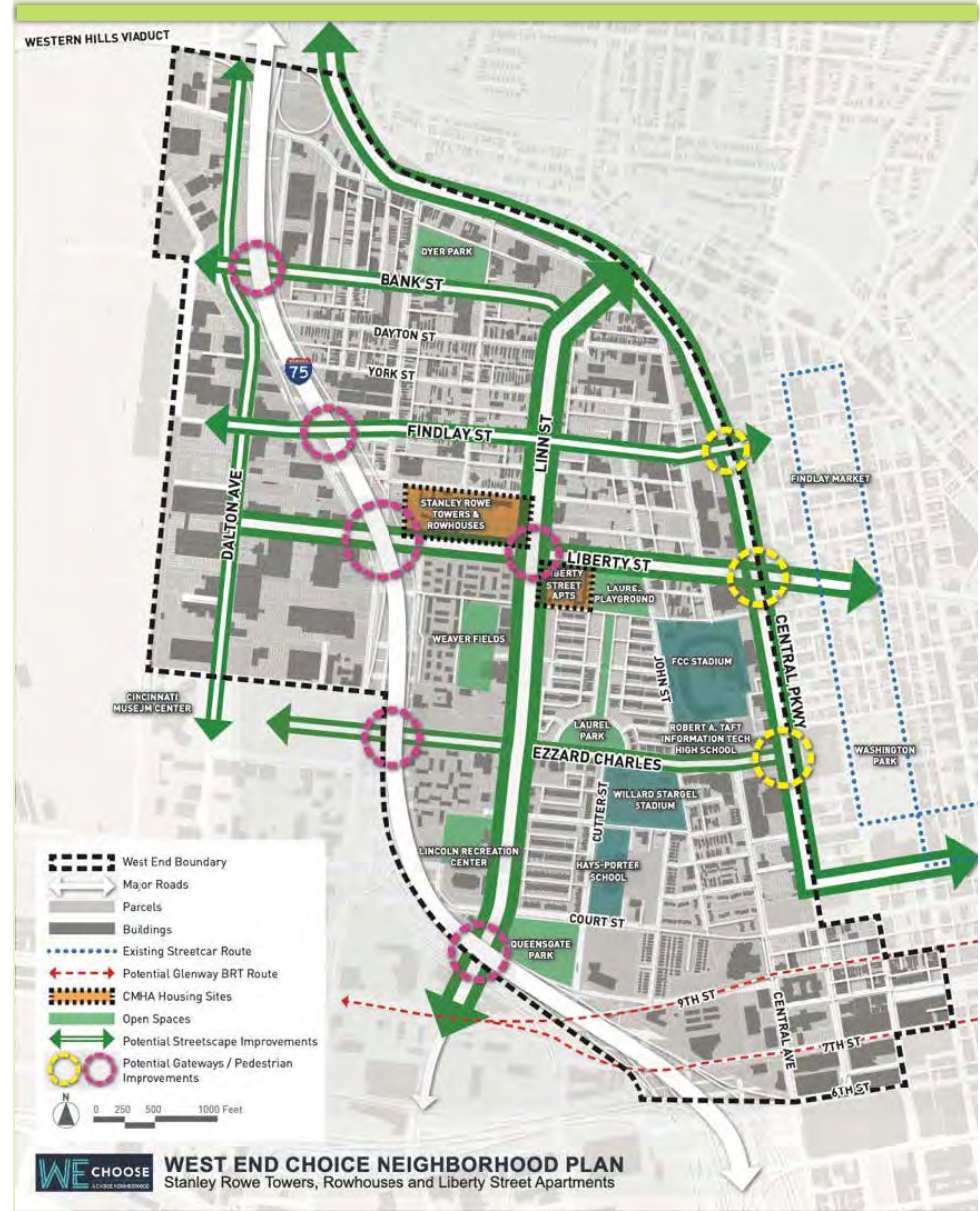
- Infill and redevelop mid-density housing within the residential core
- Re-establish Linn Street as the center of neighborhood services and retail
- Provide transitions to the industrial and Downtown oriented uses to the neighborhood's east.

Neighborhood Circulation The West End has the potential to be a walkable neighborhood, since it has many of the necessary elements, including a mix of residential and retail uses. Multiple job centers are in the West End or adjacent, proximity to the Central Business District and Over-the-Rhine, and the neighborhood is served by multiple bus lines. Over time disinvestment has created gaps in land use and 'complete street' infrastructure that has made getting around more challenging. Input from the Resident Needs Assessment indicated that 21% of Stanley Rowe Towers, Rowhouses and Liberty Street Apartments Residents walk and 35% use METRO's bus service regularly and rely on walking and bus service as their main modes of transportation. Also, at the WE Speaks Planning Update meetings circulation was identified as a major challenge for a high number of West End residents. West End residents and stakeholders have also expressed concern with using multi-modal options, with concerns about safety and the lack of pedestrian amenities, including benches, street trees and shade, adequate bus stops.

Connectors Liberty, Findlay, and Ezzard Charles are the primary west-east connecting streets and Linn and Dalton Streets are the north-south connectors. Ezzard Charles is the link between Union Terminal and Music Hall and ensuring that this connection is attractive and supports these two iconic uses, and everything in between, is an important part of improving the neighborhood's circulation. State to Central (S2C) Linn Street improvements totaling approximately \$10M are planned to significantly improve the circulation in the West End, see page 130 for more details. In addition, \$20M in Central Parkway improvements near the FC Cincinnati soccer stadium are planned. Preliminary plans call for narrowing the street by at least 30 ft, expanding the median and sidewalks, improving the street's bicycle lanes and separating them from traffic with a border of trees, plants and other hardscape landscaping elements.

The Transformation Team is working with the City to install visibility enhancements, signage, raised crosswalks and refuge islands and other tools to ensure pedestrians comfort, safety and wayfinding between the West End and Queensgate and Over-the-Rhine (OTR).

NEIGHBORHOOD FRAMEWORK - CIRCULATION



PROVIDE ACCESS TO SERVICES/CREATE RECREATION AND PEDESTRIAN-SAFE PATHWAYS/ENCOURAGE BUSINESS DEVELOPMENT

NEIGHBORHOOD ASSETS/ WELLNESS/QUALITY OF LIFE STRATEGIES	BASELINE METRICS	TIMEFRAME	OUTCOMES	KEY PARTNERS
Increase use of the Healthy Harvest Mobile Market and the produce perks program.	The Health Harvest Mobile Market, sponsored by the Freestore Foodbank and TriHealth is a mobile farmers market that comes to the Stanley Rowe Towers once a week on Fridays.	SHORT -TERM (1-2 YEARS)	1. Create an awareness campaign about the Produce Perks Program and advertise to Stanley Rowe Towers, Rowhouses and Liberty St Apts residents and the broader West End community	Lead: Stanley Rowe Resident Councils Additional Partners: CMHA onsite property management staff, Freestore Foodbank, TriHealth
Linn Street Business District Improvement Program	Improved pedestrian environments and beautification in the business district are a top priority of the West End Business Alliance.	SHORT -TERM (1-2 YEARS) ESTIMATED TIME LINE IS 2022.	1. Through the City's NBDIP program new LED lighting, benches, flower pots, and street calming signs at crosswalks will be installed between the 1000 block and 1800 block of Linn Street.	Lead: SHNH Additional Partners: The City, the West End Business Alliance
Explore feasibility of increased capacity for a grocery shuttle to take residents to nearby grocery stores and pharmacy services.	Currently, the Tower A Resident Council organizes a shuttle once a week on Wednesdays to the grocery.	SHORT -TERM (1-2 YEARS) / MID-TERM (3-5 YEARS)	1. Identify why residents are not currently utilizing this service, 2. Identify strategy to recruit additional participants, 3. Adjust program to fit the needs of current residents at the target public housing site.	Lead: Stanley Rowe Resident Councils Additional Partners: CMHA onsite property management staff, METRO
Recruit neighborhood serving businesses to fill vacant retail space at City West.	Recruit two businesses in 2021	SHORT -TERM (1-2 YEARS) / MID-TERM (3-5 YEARS)	1. Create an appealing leasing structure that entices neighborhood serving business to Linn St. 2. Implement a tenant recruitment campaign.	Lead: CMHA Additional Partners: SHNH, MORTAR (provides entrepreneurship services)
Renovation of 2 storefronts at 1904 Linn Street for neighborhood-serving businesses.	1904 Linn is currently 100% vacant	MID-TERM (3-5 YEARS)	1. Seven Hills NOFA/NBDIP Project that includes 1904 Linn Street, 2011 and 2025 Colerain Ave. Project includes 15 apartments and 2 storefronts. 2. Project total for acquisition and rehab is \$3.2 million; current commitments from the Port, the City, and FCC. There is a \$1.5 mil. gap. 3. Gap funding needs to be identified.	Lead: SHNH Additional Partners: the Port, the City, MORTAR (provides entrepreneurship services)
Explore potential of working with a convenience store, attracting a gas station and developing a pilot food incubator.	Stanley Rowe Towers, Rowhouses and Liberty St Apts residents would like better access to a grocery store in the West End. There are two full-service grocery stores, Kroger's, within under 2 miles of the Choice housing site and historic Findlay Market is less than 1 mile from the site (0.6 miles). 42.20% of residents reported using one of the two Krogers, OTR or Coryville, and another 26.3% of residents shop at Findlay Market (Source: WE Choice Household Level Survey 2021).	MID-TERM (3-5 YEARS)	Provide residents with basic needs and fresh produce at a small scale store within the West End.	Lead: In process

PROVIDE ACCESS TO SERVICES/CREATE RECREATION AND PEDESTRIAN-SAFE PATHWAYS/ENCOURAGE BUSINESS DEVELOPMENT

NEIGHBORHOOD ASSETS/ WELLNESS/QUALITY OF LIFE STRATEGIES	BASELINE METRICS	TIMEFRAME	OUTCOMES	KEY PARTNERS
Improve and update bus stop infrastructure in the West End	35% of Stanley Rowe Towers, Rowhouses and Liberty St Apts residents reported using the bus system as a primary source of transportation. Overall, residents rated their access to public transportation highly and reported that metro is serving them well (Source: WE Choice Household Level Survey 2021).	SHORT-TERM (1-2 YEARS)	<ol style="list-style-type: none"> 1. Make improvements to existing METRO bus stops in the West End and explore the possibility of adding additional bus shelters and benches. Include real-time arrival boards, 2. Introduce public art at the shelters through illustrated biographies of important figures in Cincinnati's African American history affixed as adhesive panels. 	Lead: Sorta/Metro Additional Partners: Seven Hills Neighborhoods Houses, Cincinnati Metro Housing Authority, CBI, UC's Center for the City, West End Library, Cincinnati Museum Center, Way Back West End, West End residents.
Increase bicycle use in the West End	Enhance neighborhood connectivity, increase transportation equity, expand transportation options and improve public health	MID-TERM (3-5 YEARS)	<ol style="list-style-type: none"> 1. Implement Linn Street Safety Improvement Project to create bike lanes on Linn Street 2. Identify additional opportunities for Red Bike Stations in the West End . 	Lead: City Department of Transportation/ Engineering and TriState Trails
Breakdown communication and trust issues with residents and WinMed.	Only 15% of survey respondents said they used WinMed as their primary health care provider, the health clinic in the West End.	SHORT-TERM (1-2 YEARS) / MID-TERM (3-5 YEARS)	Residents have a better understanding of available services at WinMed and are comfortable going to the facility	Lead: Winmed Health Clinic*
Connect eligible West End residents to pharmacy services at the St. Vincent de Paul Charitable Pharmacy	This services is for those with an income less than 300% of the Federal Poverty level. Eligible residents must have no insurance or unaffordable copays, or living expenses exceed income.	SHORT-TERM (1-2 YEARS) / MID-TERM (3-5 YEARS)	<ol style="list-style-type: none"> 1. Measure current usage of service by West End residents, 2. Identify additional residents who are eligible 3. Communicate eligibility and recruit participants 	Lead: St. Vincent DePaul Outreach Center*
Support field enhancements and amenities at Weaver Fields (behind CCPA) including football and soccer fields.	Residents have prioritized access to improved, safe outdoor space in the community to service youth, families, and seniors.	SHORT-TERM (1-2 YEARS) / MID-TERM (3-5 YEARS)	<ol style="list-style-type: none"> 1. Fields are owned by CRC and currently primarily used by CCPA for school sports, 2. Renovate fields to better serve CCPA and the broader West End community 	Lead: Cincinnati Recreation Commission Additional Partners: Cincinnati College Prep Academy, National Football League Foundation
Enhance recreational amenities at Laurel Playground and Dyer Park and explore options to co-locate other community services.	Residents have prioritized access to improved, safe outdoor space in the community to service youth, families, and seniors.	SHORT-TERM (1-2 YEARS) / MID-TERM (3-5 YEARS)	<ol style="list-style-type: none"> 1. In 2022 and early 2023, implement the West End Early Action Activities that include enhancements to public space 2. Enhanced coordination with Cincinnati Recreation Commission and Partners. 	Lead: Cincinnati Recreation Commission Additional Partners: Cincinnati Public Library, CMHA
Increase quality outdoor space at each Choice Housing site; including appropriate space for seniors and kids/families.	Quality outdoor space for families, kids, and seniors, and community gathering space, are important features that residents want to see onsite in the new/ renovated housing and in the community.	MID-TERM (3-5 YEARS) / LONG-TERM (5+ YEARS)	<ol style="list-style-type: none"> 1. Outdoor space will be integrated into each site plan 2. Outdoor space will be central and protected with several view points to increase safety. 	Lead: CMHA Additional Partners: Seven Hills Neighborhood Houses and Cincinnati Recreation Commission

PROVIDE ACCESS TO SERVICES/CREATE RECREATION AND PEDESTRIAN-SAFE PATHWAYS/ENCOURAGE BUSINESS DEVELOPMENT

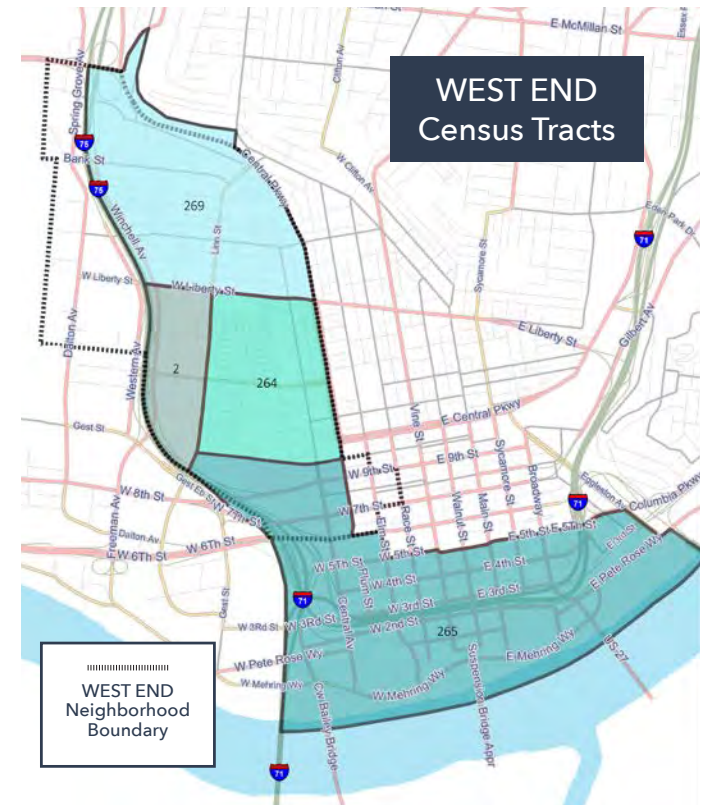
NEIGHBORHOOD ASSETS/ WELLNESS/QUALITY OF LIFE STRATEGIES	BASELINE METRICS	TIMEFRAME	OUTCOMES	KEY PARTNERS
State to Central (S2C) Linn Street Improvements	21% of Stanley Rowe Towers, Rowhouses and Liberty St Apts residents rely on walking for their main method of transportation and 35% are using the public bus system as their main method of transportation. Residents overall want to see improved streetscapes and improved pedestrian safety throughout the neighborhood.	SHORT- TERM (1-2 YEARS) / MID-TERM (3-5 YEARS)	1. In 2022 the City DOT was awarded a Federal RAISE Grant that will fund the restoration of Linn St. to a 'great street,' complete with bike and pedestrian enhancements to mitigate the impact of connections that were severed by the construction of Interstate 75 over Queensgate rail yard lines.	Lead: City Dept of Transportation and Engineering Additional Partners: U.S. Department of Transportation (through RAISE grant)
Central Parkway Streetscape improvements to enhance connections between the West End and OTR (in front of FCC stadium)	20.5% of Stanley Rowe Towers, Rowhouses and Liberty St Apts residents rely on walking for their main method of transportation and 35% are using the public bus system as their main method of transportation. Residents overall want to see improved streetscapes and improved pedestrian safety throughout the neighborhood.	LONG- TERM (5+ YEARS)	1. Plans call for narrowing the street by at least 30 feet, expanding the median and sidewalks, improving the street's bicycle lanes and separating them from traffic with a border of trees, plants and other hardscape landscaping elements. 2. Estimated total project cost is \$20 million. City has committed \$1 million for project start up	Lead: City Dept of Transportation and Engineering Additional Partners: U.S. Department of Transportation (through RAISE grant)
Increase pedestrian connectivity to the new urban mixed use district west of I-75 by improving pedestrian environments along key connecting streets, including but not limited to Liberty St. and Findlay St.	20.5% of Stanley Rowe Towers, Rowhouses and Liberty St Apts residents rely on walking for their main method of transportation and 35% are using the public bus system as their main method of transportation. Residents overall want to see improved streetscapes and improved pedestrian safety throughout the neighborhood. Currently, there are poor lighting and excessive litter issues under the high way underpasses.	LONG- TERM (5+ YEARS)	In process	Lead: City Dept of Transportation and Engineering
Work with the City to create a more business-friendly environment in the West End that also encourages mixed-use development. Develop targeted business mentorship and financial aid for businesses to strategically locate in the West End. Utilize the flexibilities of the West End's NRSA designation.	At the resident and neighborhood-wide meetings, Stanley Rowe Towers, Rowhouses and Liberty St Apts residents and other West End residents have expressed the desire to have assets in their neighborhood including a small grocer, pharmacy, restaurants and meeting space.	MID-TERM (3-5 YEARS)	Maintain current business and increase the number of new businesses. desired by West End residents, attracted to the neighborhood.	Lead: CMHA and the City Partners: West End Business Alliance, Hamilton County, Chamber of Commerce
Develop a West End Neighborhood Branding Plan including Gateway and Wayfinding components	The West End lacks signage, designation of districts and themes that ties the neighborhood together.	SHORT-TERM (1-2 YEARS)	In process	Lead: CMHA and the City Partners: West End Business Alliance, Hamilton County, Chamber of Commerce

6.9 Socio-Economics The West End Choice Neighborhoods Transformation Planning Area includes census tracts 2, 264, 265, and 269. This area was selected as a HUD Choice Neighborhoods Planning community, partly due to the high rates of poverty, vacancy and crime.

The socioeconomic indicators below show a profound need in the West End. Compared to the City, households in West End are twice as likely to live in poverty, be unemployed, without a high school degree and renting, living in an area with a high percentage of vacant units (see indicators in the table below).

The census tract map to the right shows the geographic patterns; the western part of the neighborhood, census tracts 2 and 269, are the most challenged, while census tracts 264 and 265 that include/are adjacent to sections of Over-the Rhine and the Central Business Districts have seen some improvement over the last decade. The release of the 2020 census data in particular sheds light on these trends.

The West End had major improvements in the employment rate and degrees, but an increase in poverty rate in CT 265 and 269. In the West End the number of kids under 18 decreased, as well as the number of seniors over 65, except for CT 269.



West End Socio-economic Profile

INDICATORS	Tract 2			Tract 264			Tract 265			Tract 269			CITY		
	2010	2020	% change	2010	2020	% change	2010	2020	% change	2010	2020	% change	2010	2020	% change
Median HH Income	\$22,940	\$17,546	-24%	\$11,973	\$30,172	152%	\$24,722	\$69,236	180%	\$10,433	\$11,831	13%	\$33,681	\$42,663	27%
Poverty Rate %	38%	40%	-25%	57%	39%	-32%	33%	23%	9%	53%	69%	126%	27%	27%	-9%
Kids under 18	89%	64%	-62%	65%	50%	-20%	57%	4%	-3%	84%	78%	324%	41%	36%	-15%
Seniors over 65	27%	13%	-47%	65%	34%	-61%	42%	1%	-91%	21%	65%	198%	16%	12%	-1%
Unemployment %	18%	3%	-92%	17%	10%	40%	9%	8%	15%	20%	8%	-13%	11%	7%	-27%
Owner-Occupied %	0%	0%	0%	11%	21%	79%	16%	17%	28%	16%	22%	-8%	41%	38%	-1%
Renter Occupied %	100%	100%	0%	89%	79%	-28%	84%	83%	56%	84%	78%	14%	59%	62%	9%
Vacant Units %	8%	12%	45%	11%	7%	-48%	24%	13%	-28%	45%	35%	-28%	26%	14%	-36%
Median Home Value	N/A	N/A	N/A	\$169,000	\$230,700	37%	\$291,000	\$346,600	19%	\$156,000	\$72,900	-53%	\$129,700	\$148,700	15%
No HS Degree %	37%	18%	-58%	31%	14%	-57%	15%	7%	-28%	32%	15%	-46%	16%	12%	-27%
HS/GED/College %	55%	70%	13%	50%	46%	-11%	36%	20%	-18%	61%	54%	4%	46%	43%	-6%
Associate's Degree	1%	3%	200%	5%	4%	-26%	7%	7%	51%	3%	9%	274%	7%	7%	13%
Bachelor's / Higher	8%	9%	6%	14%	36%	163%	42%	66%	132%	5%	22%	416%	31%	39%	29%

Source: American Community Survey 2020 (5-Year Estimates)

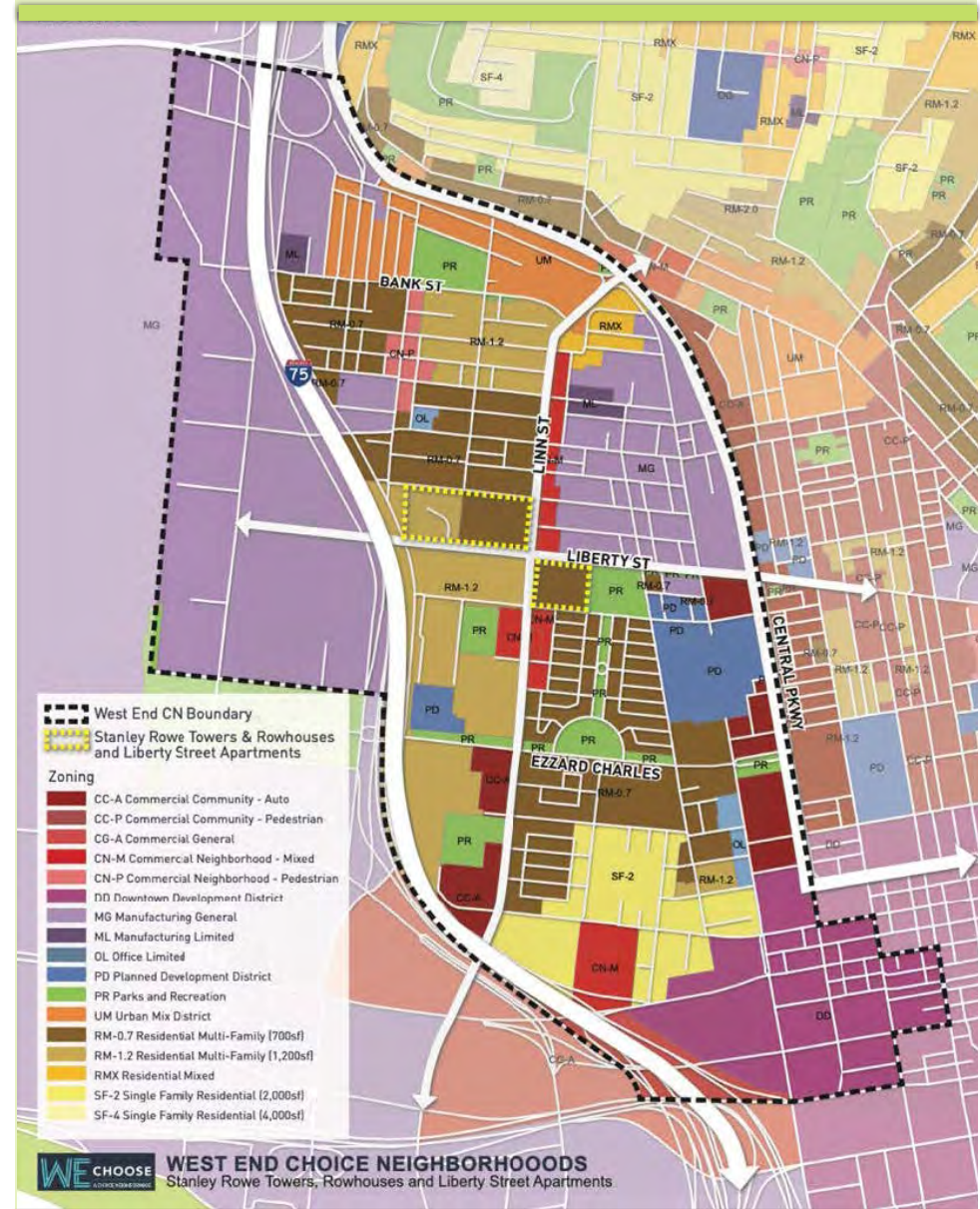
6.10 West End Zoning/Land Use Most of the West End is zoned for mid- to high-density residential, allowing for one dwelling unit for every 700 to 1,200 square feet of land area. Aside from Stanley Rowe Towers (14 and 15 stories), existing residential buildings are two or three stories in height. Liberty Street Apartments, along with a scattering of buildings of a similar vintage, rise to four stories. There are many vacant lots, especially north of Liberty Street, where infill development could occur, CMHA owns 60 lots that were part of the City West HOPE VI Revitalization Plan, which are earmarked for home ownership. Additionally, there are many vacant historic properties that could be restored, including homes and larger buildings such as former schools and factory buildings.

Significant anchor uses are located in or adjacent to the neighborhood, including the Duke Energy Convention Center, Cincinnati City Hall, Cincinnati Museum Center, and TQL Soccer Stadium. Samuel Adams Brewery, as well as several manufacturing or warehouse businesses are located between Interstate 75 and the railroad, while office uses are clustered near downtown that fall within the West End.

Retail, eating and drinking, service businesses are found along Linn Street, Central Parkway, and Liberty Street and do not necessarily conform to zoning districts as retail can be a component (ex: showrooms) of other uses. The West End has limited commercial uses. The City has consistently identified Linn Street as a location for commercial uses, identifying a prominent location at the intersection of Linn Street and Ezzard Charles Drive; however, after two decades this site sits vacant.

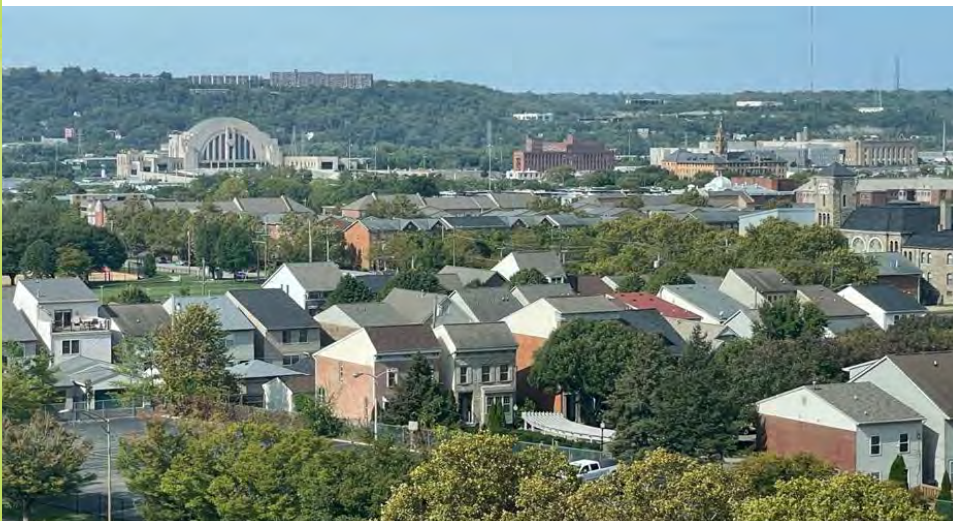
The City and CMHA are working on the comprehensive approach to zoning in the West End to accomplish the objectives of the West End Transformation Plan.

ZONING



6.11 West End Market Analysis In April/May 2022, Place Dynamics, conducted West End a residential and retail market analysis working closely with the Transformation Team to fine-tune housing and neighborhood strategies that were developed as part of Resident, Other Stakeholder and Partner input, as well as local analyses. Place Dynamics focused on: 1) Analyzing market conditions. 2) Identifying changing market dynamics and projected demographic profiles. 3) Inventorying and analyzing business types, industries, and commercial spaces. 4) Identifying barriers and opportunities for attracting and retaining businesses, employers, and events that serve the resident population and strengthen the local market. (Appendix E - Market Analysis Executive Summary).

Market Analysis Key Findings The West End has the potential for revitalization and the proposed Transformation Plan can help it transition. Continued investment in Downtown and Over-the-Rhine helps to create an environment in which new residents could be attracted to the West End, especially as housing costs rapidly escalate in the metro area. Working against revitalization is the continued concentration of poverty within the neighborhood, very high rates of criminal activity, and many vacant and poorly maintained properties.



Primary Barriers - Residential Development

1) Neighborhood conditions Several negative conditions exist within the neighborhood and adjoining areas. These include the general appearance of blight (vacant and deteriorating buildings, unkept lots, trash), high levels for all types of violent and property crime, a lack of nearby retail and services, and the poor quality of schools.

2) Availability of development sites Demand is creating pressure on the cost of properties for redevelopment across the market area. In areas closer to downtown, affordable properties are being purchased for middle- and upper-market rental or condominium housing, decreasing the supply of affordable housing. The West End has not seen the same level of increases in land or building costs, though prices are rising and owners attempting to price them comparably to neighborhoods such as Over-the-Rhine.

Primary Barriers - Commercial Development

1) Small population subset, high percentage of low-income, and light traffic combined make commercial development within the West End a difficult proposition.

2) Current zoning fails to support commercial concentrations and neglects to include the most viable intersections where commercial might fare better. Businesses want to locate at key intersections, where most of the land has been zoned residential. Along most of Linn Street, commercial zoning is found only on one side of the street and is broken up with residential uses. These conditions do not enable a commercial concentration that would attract customers. Businesses are not attracted to mid-block locations, and those that open struggle to survive. A better approach would be to zone for clusters of commercial use around the busiest intersections (Ezzard Charles Dr and Liberty St, along with Central Avenue and Central Parkway).

6.12 Recent and Planned Investment

Over \$934.6M in West End investments have been made or is planned, making the timing critical to ensure investments are done strategically and benefit all residents, particularly the Stanley Rowe Towers, Rowhouses and Liberty Street Apartments Residents. The amounts below are not dependent upon but include CMHA and the City's planned application for \$50M in Choice Neighborhoods Implementation funds.

INVESTMENT	LOCATION	AMOUNT
Baymiller Redev	Baymiller Ave (multiple addresses)	\$1.2M
Central Pkwy Hotel	1416-1430 Central Parkway	\$23M
Towne Center Development	1223 Central Parkway	\$100M
City West Single Family Homes	Laurel Park Dr	\$17M
CMHA Kindel Ave Project	2128-2148 Kindel	\$5M
Dunlap Redev	Corner of Dunlap and Henry	\$11M
Wegman Building Redev	1101 York St.	TBD
Freeman Ave Redev	Freeman Ave (multiple addresses)	\$5.6M
West End Library	805 Ezzard Charles	\$1M
State to Central - Linn St RAISE project	Linn Street	\$10M
Logan Commons	1712 Logan Street	\$13.7M
Longwood Project	1815 and 1906 Freeman Ave., 1930 Findlay Ave	TBD
Pitch Side Center	1550 Central Avenue	\$40M
Regal Theater	1204 Linn Street	\$15M
The Port/Seven Hills /NBDIP	1904 Linn Street and 2011/2025 Colerain Ave	\$3.2M
Vision and Beyond	1025 Central Ave	\$7M
West End Affordable Housing	1904 Linn Street and 2011/2025 Colerain Ave	\$2.8M
West End Sports Bar and Grill	1726 Freeman Ave.	\$1M
West End Trauma Center	1809 Freeman Avenue	\$310K
Baymiller Shared Mfg Shopspace	2114-2130 Baymiller Ave.	\$254K
First German Reform Church Redev	1815 Freeman Ave.	\$3M
CCPA High School Expansion	1413 Linn St.	\$4.6M
City Link Expansion	800 Bank St.	\$5.3M
Arts Apartments	845 Ezzard Charles Drive	\$29.8M
Ironsmith Development	834 York St	\$315K
TQL Stadium	1501 Central Pkwy	\$300M
Sam Adams Expansion	1625 Central Parkway	\$85M
St. Vincent de Paul Outreach	2101 Koebel St.	\$7M
Willard Stargel Stadium	501 Ezzard Charles Dr	\$10M
821 Flats	821 Ezzard Charles Drive	\$10.6M
City Infrastructure Improvements	Varies (see Appendix A)	85.6M
Liberty Street Apartments	1088 W Liberty St.	\$28.9M
Stanley Rowe Towers and Rowhouses	Corner of Liberty and Linn St	\$106.7M

The following pages provides summary information about the investments in the West End, and provides detailed information about the significant improvements to Linn Street, as part of the City's 2022 RAISE grant application and the proposed mixed-use development of 30-acres directly south of the West End, as part of the Brent Spence Bridge reconstruction.

In addition to the State to Central (S2C) project planned for Linn Street the City has made over \$85.6M in additional investments, including pedestrian safety, streetscape enhancements and reconstruction of the viaduct north of the West End. (Appendix A3 - West End Infrastructure Improvements)

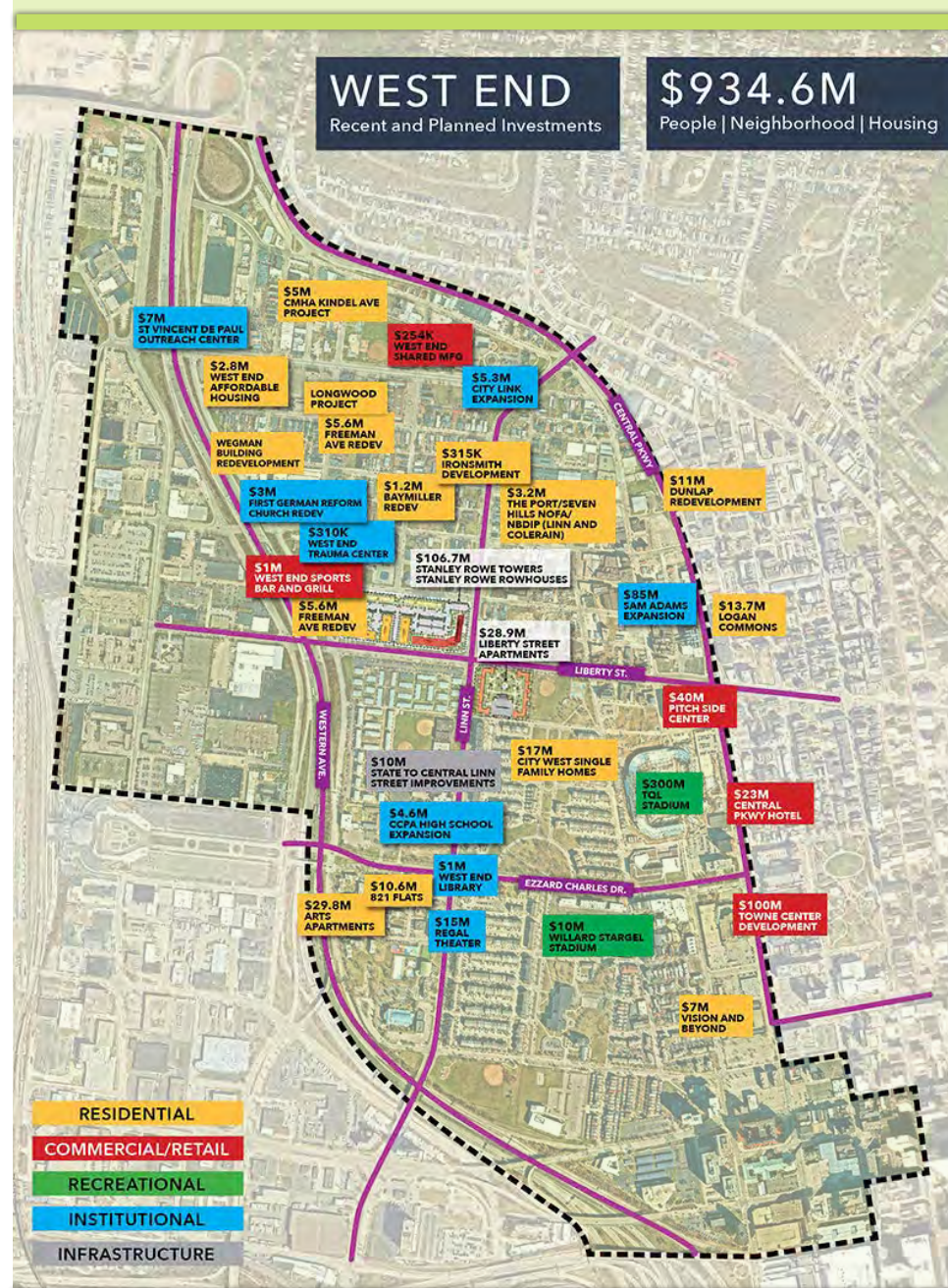


\$934.6M has been invested in the **West End** in the last decade, including a new \$300M TQL Major League Soccer Stadium, which sits on the eastern edge of the West End. In addition, the Boston Beer Company (Samuel Adams) has recently completed a \$85M expansion of its facility. The expansion included the installation of two new canning lines and packaging equipment that will allow it to quadruple production locally, adding over 100 new jobs. The Transformation Team is working with these companies to align training and resources so Stanley Rowe Towers, Rowhouses and Liberty Street Apartments Residents and other West End Residents will have access to these employment opportunities through connections. The community has also seen significant investments in housing, including 57 units of affordable rental housing at 821 Flats and three new Habitat for Humanity homes, among others.

Planned investments include multi-family and mixed-use developments, including the Arts Apartments and the Wegman Company redevelopment within the West End and Logan Commons located in Over-the-Rhine. There is also significant investment planned in single-family housing, including several projects on Freeman and Baymiller Avenues, in the residential core of the neighborhood. These investments include both affordable and market rate single-family developments. There are also investments planned by anchor institutions, including: the West End Branch Library, Cincinnati College Preparatory Academy High School campus, historic Regal Theater renovation as the Robert O’Neal Multi-Cultural Arts Center (ROMAC).

Adjacent to TQL Stadium there is \$123M in mixed-use investments planned to include a new 90-room boutique hotel, 300 apartments and 8,000 sq. ft of retail.

In addition to the nearly one billion dollars in recent and planned projects, there are other concepts and planning for projects underway.



State to Central: Linn St Building Better Neighborhoods

In August 2022, the City was awarded a Rebuilding American Infrastructure with Sustainability and Equity, (RAISE) grant application to the U.S. Department of Transportation (DOT) presenting the unique opportunity to combine Choice Neighborhoods with other federal, state and local initiatives. It is anticipated that the DOT will confirm funding awards in August 2022. After additional public meetings, design and bidding, the City will work with the Transformation Team to implement the project from 2025-2028. **Appendix A2: S2C Project Information.**

\$10M (\$8M federal, \$2M local/state) will be invested as part of State to Central (S2C) to transform Linn Street into a 'Complete Street', as the north-south connector through the center of the West End. In conjunction with mid-century I-75 construction, Linn Street was widened to a five-lane arterial, and now is one of the top pedestrian crash corridors in the City.

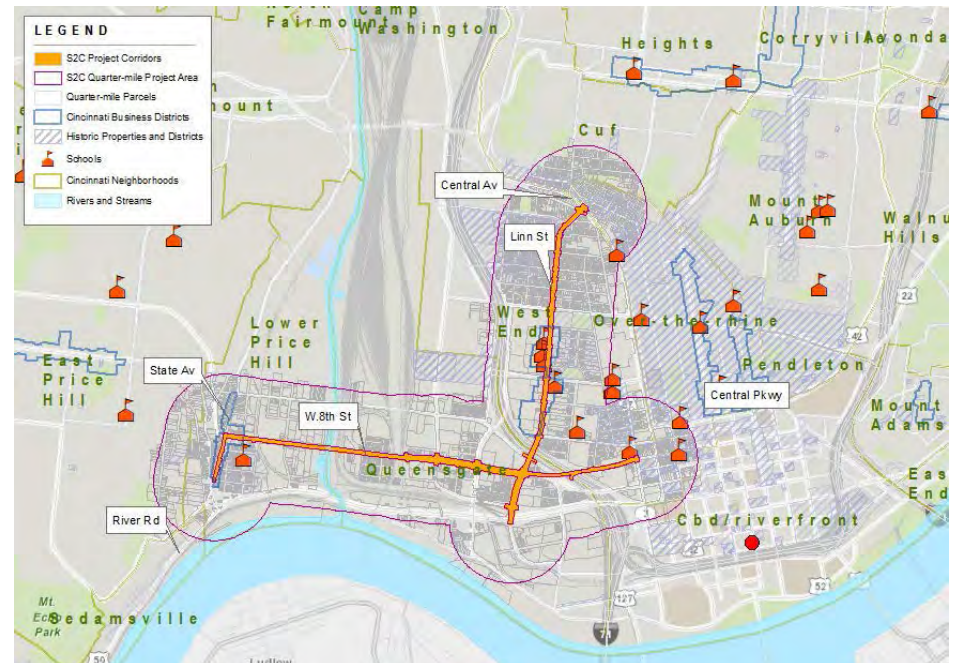
S2C connects the West End (WE), Queensgate, and Lower Price Hill (LPH) Neighborhoods with street safety improvements, enhanced intersections, new bicycle facilities, and pedestrian amenities totaling 1.5 linear miles. The Linn Street segment will be restored to a 'Complete Street,' complete with bike and pedestrian enhancements to mitigate the impact of connections that were severed by the construction of Interstate 75.



LINN STREET PROJECT SCOPE

- Remove one travel lane in each direction, create 3-lane cross section
- Install protected bike facility
- Construct Center medians where possible
- Construct bump-outs at intersections and midblock crosswalks
- New curb, sidewalk, and stormwater infrastructure
- Install trees with soil cells
- Upgrade six traffic signals and add two new signals
- Apply carbon absorbing asphalt during pavement rehabilitation

S2C Goals: (1) Safety-cost-effective complete streets and universal design, especially for the underserved, (2) Environmental sustainability to mitigate climate change by providing alternative greener modes of transportation, (3) Connectivity/Mobility by increased access to economic opportunities, linking zero-car households and disadvantaged groups with jobs and recreation, for enhanced quality-of-life.



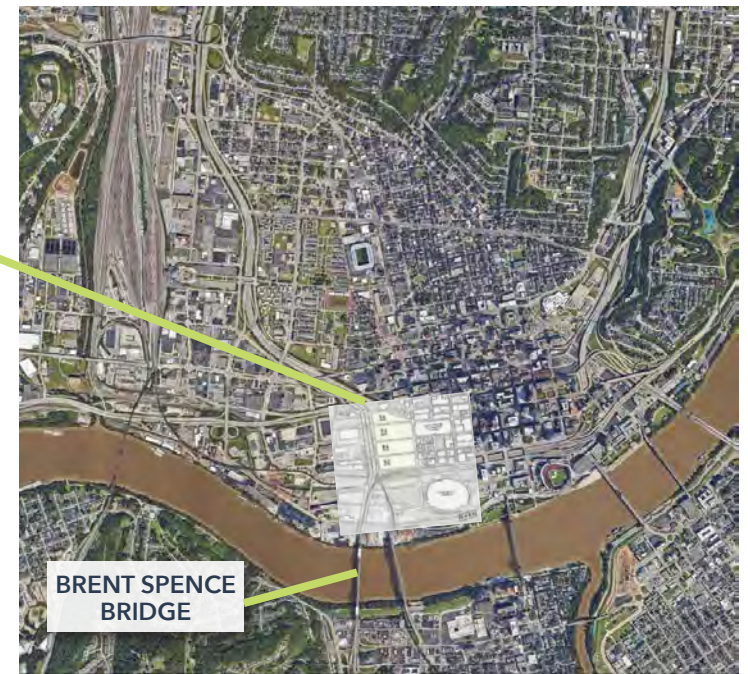
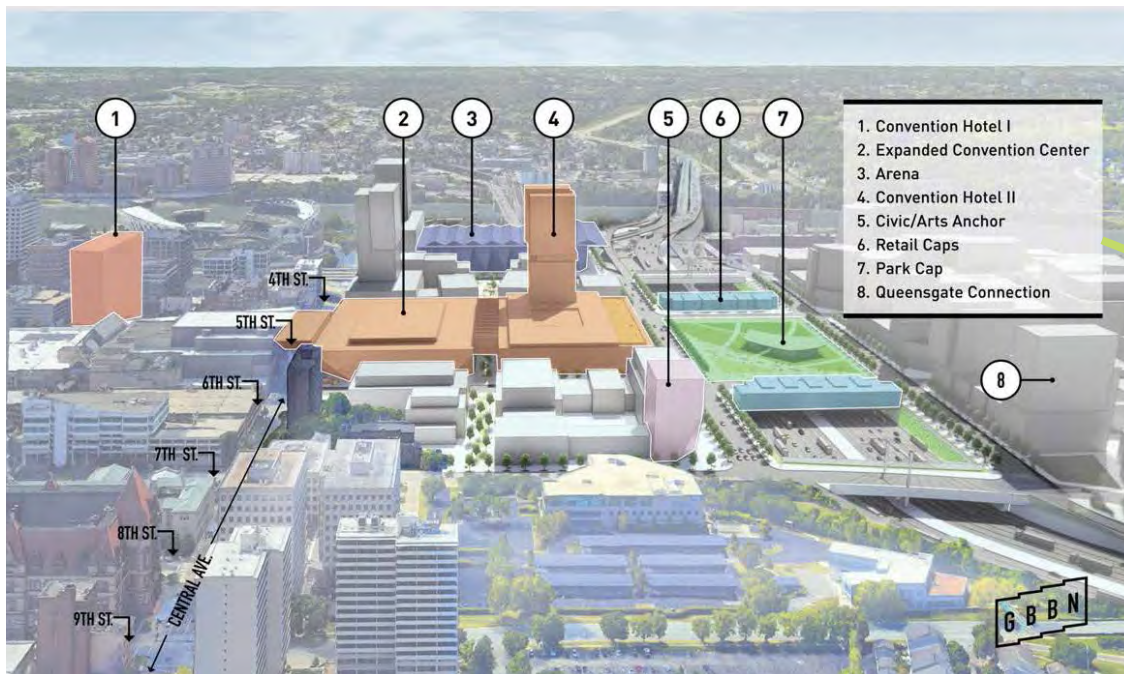
S2C BENEFIT ANALYSIS \$60M

Represents resilient, multimodal choices to traditionally underserved neighborhoods. Benefits include: crash and travel time savings, decreased auto usage, environmental sustainability, quality of life and health benefits, economic competitiveness for the neighborhood.

Brent Spence Bridge/Bridge Forward A \$2.8 billion reconstruction project for the Brent Spence Bridge is planned immediately south of the West End, presenting a great opportunity for the Transformation Team, Residents and Other Stakeholders to be part of the planning process to ensure the plans for the 30-acre site between the bridge and the West End is leveraged and benefits the community. The Ohio/Kentucky Departments of Transportation (ODOT) is planning as part of the 'Brent Spence Bridge project' a new bridge to the west of the existing bridge and eight miles of highway widening on both sides of the Ohio River. The two states have been acquiring and preparing property along the route for years, coordinating with utility companies and applying for funding. Elected officials believe the project will get enough money from the bipartisan national infrastructure bill passed earlier this year to construct the project.

The Bridge Forward concept shown below, identified an opportunity to correct what many now consider to be a wrong decision from the late 1950s, when City and State Leaders designed and built Interstate-75 and decimated the neighborhood. West of downtown and north of the bridge is a sprawling, spaghetti-like nest of roadways connecting the Central Business District and U.S. 50 to the highway and Northern Kentucky via the Brent Spence Bridge. The Bridge Forward concept would consolidate lanes and reclaim 30-acres for redevelopment. Supporters of Bridge Forward are working to find compromise with ODOT and local officials.

The Duke Convention Center is a job center and economic activity hub just south of the West End, this would further increase the economic impact generated benefitting the neighborhood by bringing back people to the area and potentially providing the economic base needed to support business development in the West End.





7 IMPLEMENTATION

7 IMPLEMENTATION

This is a time of great consequence and magnitude for the West End; the Choice Neighborhoods Planning process and Transformation Plan coalesced the Stanley Rowe Towers, Rowhouses and Liberty Street Apartments Residents, other West End Residents, Stakeholders and Partners to create a shared vision while beginning to develop the structure and support to implement the Housing Development, Human Investment and Neighborhood Development Strategies that interconnect to form the Transformation Plan.

WEST END TRANSFORMATION PLAN SHARED VISION

- I) Focuses on Social Equity and Economic Mobility for all Residents.
- II) Works to ensure every Resident and Partner sees themselves in the shared vision
- III) Includes strategies that benefit Public Housing Residents, West End Residents, Stakeholders and Partners.



West End Saturday Farmers Market April 23, 2022

Implementation Strategies In Sections 4, 5 and 6 of the West End Transformation Plan the Transformation Team worked with Residents and Partners to formulate specific strategies and quantifiable metrics that identify the Lead Partner, resources and timing and how outcomes will be measured/tracked and adjusted so the implementation activities best serve the people this work is intended to serve.

Timeframe The West End Transformation Plan serves as a dynamic road map that requires consistent and continual community input to bring Partners and resources together.

The Plan will take dedication and perseverance by CMHA, the City and all Partners over a 10 to 20-year period. The strategies listed in Sections 4, 5 and 6 will continue to be reviewed, enhanced and further built upon to ensure transformation that is beneficial to Stanley Rowe Towers, Rowhouses and Liberty Street Apartments Residents and other West End Residents.

Implementation Structure and Roles CMHA and the City will continue to lead the Choice Advisory Council, which meets quarterly to review progress related to the Housing Development, Human Investment and Neighborhood Development Strategies, as well ensuring the approach is dynamic and tailored to fully maximizing benefits and opportunities for the Stanley Rowe Towers, Rowhouses and Liberty Street Apartments Residents.

7.1 Resident and Community Engagement

Stanley Rowe Towers, Rowhouses and Liberty Street Apartments Residents In order to keep the Residents fully informed and up to date on the planning process and resources to implement the strategies, the Transformation Team will meet and/or distribute to every door and on social media resident newsletters quarterly. In addition, the Community Ambassadors will continue to work with Residents in the computer centers and community spaces to provide information and continue to receive Resident input.

Partners The Transformation Team will meet with over 50 partners, as the collaborations continue to grow, through the People/Education, Neighborhood and Housing Task Forces quarterly. In late 2022/early 2023, it is anticipated that the Housing, Neighborhood and People Implementation Lead Entities will be confirmed, procured and assembled, funding will begin to be obtained and the Transformation Plan and WE Speaks Neighborhood Plans will be fine-tuned.

Neighborhood and Stakeholders The Transformation Team, in coordination with City Departments, West End Community Council and the West End Business Alliance will continue to solicit input through focus groups and surveys.

Early Action Activities CMHA, CBI and Seven Hills Neighborhood Houses are implementing the West End Early Action Activities from July 2022 - March 2023 that includes other key Partners, additional community input and events and activities for the Stanley Rowe Towers, Rowhouses and Liberty Street Apartments Residents and other West End Residents.



ROMAC (Regal Theater) Community Event October 13, 2021



Laurel Park Family Fun Day March 7, 2022

7.2 Performance Metrics

CMHA and the City is leading the effort to establish a comprehensive data sharing and performance metrics plan so that the West End community and funders have a user-friendly way to see the impacts of the West End Transformation Plan's implementation and can continue to be engaged and provide input over the short and long-term aligning with HUD's Choice Neighborhoods principles. Progress will be tracked against all goals related to the People/Education, Neighborhood and Housing Strategies. The Transformation Team is evaluating the most cost effective and useful data management system for implementation as well as studying Choice Neighborhoods best practices. Beyond the technical aspects of data collection and analysis, warehousing and reporting, an important part of keeping stakeholders engaged is sharing data, successes, and challenges and setting up the infrastructure for continuous input and refinements to the Transformation approach.

People. The People Implementation Entity (to be confirmed) will work with the key partner for each of the key People and Education categories to track the status of the goals and outcomes of individual household's developmental plan and aggregate results. CMHA will also execute data sharing agreements with the key partners, such as the Cincinnati Public Schools.

Neighborhood. Demographic, economic and other data will be accessed from the U.S. Census, State and City sources in addition to a variety of foundation and non-profit sources.

Housing. Data on unit types and household information will be tracked and reported by CMHA.

The West End Transformation Plan will serve as a catalyst for action and as a collective framework providing step by step guidance for implementation. The Transformation Team is focused on setting up the infrastructure in 2022/2023 based on these categories to implement the Housing Development, Human Investment and Neighborhood Development Strategies in Sections 4, 5 and 6.



COMMUNITY
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