

May 14, 2004

Mr. Tony T. Brown  
President & CEO  
Uptown Consortium  
51 Goodman Drive, Suite 600  
Cincinnati, Ohio 45221

Re: Proposed Scope of Services – Burnet Avenue Revitalization Team

Dear Mr. Brown:

Our proposal for establishing a revitalization strategy for a critical section of Burnet Avenue is below. Our proposal establishes a conceptual timetable and development phases for implementing the revitalization strategy, including acquisitions, demolitions, new construction, inclusive public realm, and infrastructure improvements. We will identify proposed real estate development options, including marketing and finance studies.

### ***1. OVERVIEW***

Establish a revitalization strategy for a critical section of Burnet Avenue that focuses on development of a mixed-use Avondale neighborhood center and anchor project that could include significant new mixed-income housing, retail serving the adjacent neighborhood and nearby institutions, lively new public space, extensive parking, office space, and possible additional uses. This revitalization strategy should respond to the needs and aspirations of the residents, business community, nearby institutions, and other key stakeholders for Burnet Avenue and Avondale. This revitalization strategy should be grounded in economic realities including market sustainability and identify possible public funding sources.

This development plan is intended to support a collaborative approach to revitalization based on partnerships between the Uptown Consortium, the Burnet Avenue Revitalization Team (BART), the City of Cincinnati, and other key Uptown and Avondale stakeholders. This planning will also represent a key follow-up initiative growing out of the recent Uptown Consortium Organization and Strategic Plan presently being completed by Hamilton, Rabinovitz & Alschuler (HR&A).

### ***2. STUDY AREA AND CORE SITE***

The study area includes Burnet Avenue between Forest and Erkenbrecher (north and south) and the east and west boundaries of Harvey and Dury, respectively.

### ***3. COORDINATION AND OUTREACH***

In order to insure that the project meets the Uptown Consortium's goal to conduct a community-based redevelopment initiative that produces a compelling and achievable vision for Burnet Avenue together with an effective implementation revitalization strategy for the core site, Goody Clancy will maintain a high degree of communication and coordination with the Consortium's staff and will meet regularly with BART, which will function as the project's steering

committee. Coordination and outreach efforts will include:

- ☐ Participate in monthly meetings with BART to discuss the progress of the study, review findings, evaluate direction, and plan next steps. Steering committee meetings will include three “milestone” brainstorming sessions to (1) review goals, (2) identify appropriate options, and (3) review and refine a preferred urban design framework with the steering committee.
- ☐ Hold weekly coordination phone conferences with the Consortium’s project manager<sup>1</sup> and other key client staff.
- ☐ Initiate the project with a brainstorming meeting with the Consortium and its strategic planning consultant - Hamilton, Rabinovitz & Alschuler (HR&A) - followed by a Steering Committee brainstorming session to confirm the scope and nature of key development opportunities and challenges for the core site within the context of Burnet Avenue, Avondale, and the larger Uptown district.
- ☐ Conduct interviews with key stakeholders from the Consortium, Avondale Community Council, and other key institutions, city, members of the business community and property owners, and others whose input will be critical to creating and implementing a revitalization strategy (scheduled in conjunction with the first steering committee meeting).
- ☐ Hold a community charrette, preceded by a two-way educational sessions (consultant to community and community to consultant) to bring the community fully into the planning process, engaging their ideas about core opportunities and challenges; this charrette will serve as the basis for articulating a vision for Burnet Avenue and the target site.
- ☐ Assist BART in holding three community meetings (scheduled for the same day, or the day following, steering committee meetings).

#### **4. SCOPE OF WORK**

The following scope describes four basic phases of work, extending over a three-month time frame: Analysis, Vision, Developing the Urban Design Framework, and Preparing the Plan. To accomplish the scope of work, Goody Clancy proposes a [three-month project period, from late-May to September, 2004.] This schedule is intended to provide BART and the Uptown Consortium with a fully reviewed, completed, and printed final product before Labor Day, 2004. The Vision process will be expedited by relying on previous Avondale plans and the work of HR&A.

**Phase 1: Analysis:** *Gather the information and establish the groundwork for identifying key project opportunities and challenges.*

**Task 1A. Initiate the project with a brainstorming meeting with the Consortium and key client staff**

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<sup>1</sup> Tony Brown will appoint the Project Manager upon execution of the Scope of Work.

**Task 1B. Assess existing conditions for the study area**

- ▣ Based on existing information<sup>2</sup> and a windshield survey, determine land uses within and around the core site.
- ▣ Based on existing information, determine the amount of built space in the study by use category: retail, office and other non-residential commercial, residential, institutional (public and private), industrial, vacant, and open space.
- ▣ Based on a windshield survey, assess the condition of buildings and identify vacancies in the study area.

**Task 1C. Interview key stakeholders**

- ▣ Work with Uptown Consortium and BART to identify list of stakeholders to be interviewed.
- ▣ Conduct interviews to obtain direct understanding of stakeholders' perspectives on key opportunities and challenges (assumes approximately 20 interviews, held in conjunction with the initial brainstorming session and the first steering committee meeting).
- ▣ Identify urban design, community, program (e.g. parking, housing, retail, etc.), and other goals that emerge from the interviews.

**Task 1D. Assess study area and core site's role in the larger Avondale and Uptown contexts<sup>3</sup>**

- ▣ Collect, review, and synthesize data from previous studies, master plans and development proposals pertaining to the core site and study area.
- ▣ Analyze relationship between prior studies and plans' development objectives, proposed uses and urban design elements, and compare with the opportunities identified during the interviews.
- ▣ Identify functional relationships, market synergy, and pedestrian and visual connections between the preliminary ideas for the study area and adjacent master plans and development proposals.

**Task 1E. Assess study area's urban design issues, with more detailed focus on the core site**

- ▣ Based on site visit(s), identify the defining physical attributes and varied components of the study area:
- ▣ Analyze the strengths and weaknesses that may determine the location, type and character of future development at the core site:

**Task 1F. Review market and other program information**

- ▣ From previous market studies and informational meetings with local real estate professionals, identify supportable uses, mixes of uses, and destinations that are desired or missing in the study area (including housing, mixed-use retail, research/development, etc.).

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<sup>2</sup> Emphasis on the Burnet Avenue Redevelopment Strategy: March 2003, prepared for Greater Cincinnati/Northern Kentucky LISC by Community Design & Development Center, including other referenced studies.

<sup>3</sup> Emphasis on the HR&A Planning Studies and Strategic Plan

- ☐ Develop a conceptual program of appropriate new uses for the study area and the core site and determine relevant site requirements related to building footprints, parking requirements, visibility, proximity to other uses, etc.
- ☐ Identify potential program needs of area institutions or others who might seek to occupy space in the study area.
- ☐ Assess the potential of relocating the Avondale Post Office and identify alternate sites.

**Task 1G. Assess parking and transportation needs**

- ☐ Based on collected data, identify the overall supply, distribution and utilization rate of existing parking facilities in the study area and identify projected parking demand from existing uses; new housing, retail, and other development; and other sources of demand. Identify opportunities to locate additional required parking and a broad parking strategy to serve the study area and key stakeholders.
- ☐ Conduct preliminary analysis of potential partnerships for shared parking costs and uses, including the potential contribution from development of office, institution, housing or other uses on the site that might be able to subsidize portions of the initial and operating costs for the garage.

*Phase 1 products:*

- Document summarizing stakeholders visions, areas of agreement and disagreement, and other findings.
- Presentation to steering committee documenting the findings of Phase 1 tasks, including a PowerPoint presentation and related maps, urban design diagrams and sketches.
- PowerPoint and board materials for use at a community meeting.
- Preliminary program of uses with range of build-out options on core site.

**Phase 2: Vision:** *Conduct public outreach and community participation efforts to lay the foundations for an achievable vision for the study area and core site. The vision, which would build on the vision established in the Organization and Strategic Plan currently being completed, would be developed at this stage, rather than at the start of the project, to insure that it is fully informed and can provide lasting guidance to the Uptown Consortium, BART and other stakeholders as the project moves through subsequent stages.*

**Task 2A. Hold a community educational workshop and charrette**

- ☐ Draw the full range of stakeholders to work together at a workshop and charrette. The two events, which could be held on a Saturday morning and afternoon, or over a two day period, would begin in a workshop to provide essential background to participants related to urban design, market, financial feasibility, and other key building blocks for a vision. The following charrette would intermix member sof the community, representatives of local institutions, city staff, property owners, business owners, and others in small working groups to identify opportunities and challenges, and articulate urban design and planning goals. Issues could include urban design and public-realm characteristics; potential retail, housing and other uses, parking and access, and other issues that will shape a subsequent vision. The session will provide

the Consortium, steering committee, and consultant team with valuable feedback that enables further exploration of urban design and master plan concepts for the core site, as well as input on the refinement of a broad vision for the study area and the core site.

**Task 2B. Articulate vision and urban design principles for the study area and core site**

- ☐ Work with Uptown Consortium to articulate an achievable vision for the study area and core site that responds to the goals identified in the charrette. **The ACC ,as the recognized organization of the Avondale Community and by the City, will need to approve the final plan prior to it’s official adoption by the City of Cincinnati.** The vision will be translated into a series of urban design principles to guide further planning..

*Phase 2 Products:*

- Maps, diagrams, photo’s and other materials for a community workshop and charrette, together with an educational PowerPoint presentation covering key opportunities and challenges.
- PowerPoint presentation to steering committee documenting the findings from the charrette.
- Vision statement and set of refined urban design principles accompanied by illustrations to guide development of the study area and core site,

**Phase 3: DEVELOPING THE URBAN DESIGN FRAMEWORK:** *Refine the vision into a focused planning framework that guides redevelopment for the core site and its surroundings.*

**Task 3A. Prepare a conceptual program of potential uses and range of likely total build-out options, including both built and open space**

**Task 3B. Identify and study two to three land use and urban design conceptual options for the study area and in more detail for the core site**

- ☐ Create up to three alternative urban design framework alternatives for the study area and assist the Uptown Consortium and steering committee in selecting a preferred framework as the basis for further planning. Conduct a series of site plan and three-dimensional massing studies for the core site to test the adequacy of parking locations and configurations, alternative mixes of uses, and levels of development on the site.
- ☐ Explore alternative approaches to key components of an urban design framework for the core site:
  - A new neighborhood square lined with retail
  - Variety of housing types
  - Range of densities
  - And other appropriate options for the core site
  - Public realm improvements that support the proposed new uses
- ☐ Integrate the results of the analysis of the above project components into three conceptual options that illustrate different approaches to developing the core site.
- ☐ Analyze and discuss the costs and benefits of the different options related to market feasibility, support for other community-building initiatives, ability to support

additional businesses along Burnet Avenue, consistency with larger Uptown planning goals, and similar criteria.

- ☐ Assist the Uptown Consortium, BART and other stakeholders in selecting a preferred option for further development. This option will probably integrate desirable aspects of each of the alternative options identified above.

### **Task 3C. Develop draft master plan for the core site**

- ☐ Based on the results of Task 3A, prepare a draft master plan that proposes redevelopment of the core site and is carefully integrated with the surrounding study area, addressing:
  - Mixed use development, including retail, housing, office, research, institutional and other potential uses
  - Parking
  - Public spaces
  - Relationship, in terms of uses, physical connections, and design character, to the study area and nearby residential neighborhoods.
  - Suggestions for changes in zoning, if applicable
- ☐ Develop preliminary cost estimates and phasing strategies.
- ☐ Create design guidelines that address the specific needs of the core site, ensuring the creation of a pedestrian-friendly, attractive, and safe environment.

### **Task 3D. Identify traffic, financing, and other issues for further study**

### **Task 3E. Establish project implementation strategy**

- ☐ Confirm a phasing strategy.
- ☐ Determine conceptual development costs for each project element.
- ☐ Identify priority acquisitions.
- ☐ Identify quick action items for highly visible results.
- ☐ Develop a conceptual timetable and development phases for implementing the plan, including acquisitions, demolitions, new construction, public realm and infrastructure improvements, and activity programming.
- ☐ Identify key next steps including follow-up technical transportation, real estate development, marketing, financing, and other technical studies.

#### *Phase 3 Products:*

- Draft master plan PowerPoint and presentation and boards for the core site that incorporate:
  - Design guidelines
  - Preliminary cost estimates.
  - Draft site plan, illustrative sketches, and computer models of the preferred urban design option.
  - Draft implementation strategy and timetable including table of key actors and roles.
- PowerPoint and board materials for use at a community meeting.

**Phase 4: Preparing the Plan:** *Translate the planning framework into a draft and final plan.*

**Task 4A. Develop final urban design framework, master plan, and implementation strategy.**

**Task 4B. Incorporate results of previous tasks into an illustrated draft and final report suitable for wide distribution, with all text, tables, maps, site plans, documentation of planning process, and final design.**

*Phase 4 Products:*

- Final report, in printed and electronic versions, including:
  - Vision plan for study area
  - Urban design principles for study area and core site
  - Core site master plan
  - Core site phasing plan
  - Illustrative sketch of the study area and illustrative sketches and computer models for core site
  - Concept plans for specific components of the core site
  - Implementation strategy
  - Conceptual cost estimate
  - Next Steps Study, if applicable
  - Supporting text, documentation, graphic products, and findings

## **5. SCHEDULE AND KEY MILESTONES**

### **Phase 1, mid-May to mid-June**

- ☐ Initial steering committee meeting (mid-May)
- ☐ Key stakeholder interviews (mid-May and early-June).
- ☐ “Milestone” brainstorming steering committee meeting (early June)
- ☐ Public meeting #1—introduce project and team, review core opportunities and challenges (early-June)

### **Phase 2, mid-June to mid-July**

- ☐ Monthly steering committee meetings continue
- ☐ Workshop and charrette (late June—before July 4<sup>th</sup>)

### **Phases 3 & 4, mid-July to September**

- ☐ Monthly steering committee meetings continue, including milestone meeting to review vision and planning options (early August)
- ☐ Public meeting #2—review vision, planning options (mid-July)
- ☐ Public meeting #3—review preferred option and draft plan (mid-September)

**6. BUDGET**

To undertake the proposed scope of work we would propose a budget of \$75,000 including labor and expenses related to travel and graphic materials for client and steering committee meetings (does not include potential additional costs related to real estate, transportation, or other potential additional consultants or larger-scale printing).

**7. PROJECT TEAM**

- Project direction, urban design, planning: Goody, Clancy & Associates
- Streetscape and local liaison: Kinzelman Kline Gossman

Sincerely,

David Dixon  
Principal  
Goody Clancy & Associates

Accepted: \_\_\_\_\_  
Tony T. Brown, President & CEO

Date: \_\_\_\_\_