

CINCINNATI
HISTORIC
PRESERVATION



**ACTION
PLAN**

THE
DENNISON
HOTEL
105 ROOMS
60 BATHS



PRESENTED BY ACTION TANK

2022



FUNDING PROVIDED BY

THE STEPHEN H. WILDER
FOUNDATION

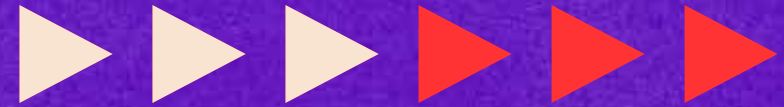
Carol Ann and
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TABLE OF CONTENTS



2

Executive Summary

4

The Process

5

Listening Sessions

6

Project Facilitators

7

*Listening Session
Welcome Activity*

8

Three Big Questions

9

Facilitated Listening

10

Post Session Review

12

Who We Are

13

The Facilitators

14

The Partners

15

The Artists

16

The Venues

17

The Action Plan

18

Advocacy

25

Education

32

Equity

36

Practice

43

The Tool Kit

50

Appendix A

EXECUTIVE SUMMARY

WHAT IS THE CINCINNATI HISTORIC PRESERVATION ACTION PLAN?

The Cincinnati Historic Preservation Action Plan (CHPAP) is a road-map for the future of preservation in the Queen City. A diverse community of stakeholders generated CHPAP through a series of facilitated listening sessions and targeted meetings with residents, practitioners, and subject matter experts.

CHPAP arose from an understanding that although Greater Cincinnati is home to a stunning wealth of historic architecture and culturally significant sites, Cincinnati's preservation community is often occupied by "putting out fires" rather than working to thoughtfully preserve and celebrate the city's rich heritage. This is due, in part, to

a lack of understanding of the power and promise of historic preservation among the general public, developers, and government officials who lack successful models, resources, and tools to consider preservation first. The result is often disappointing losses of significant buildings and sites.

A unified, proactive approach working toward a city-wide preservation ethos will bring Cincinnatians together to preserve and celebrate these sites. The Cincinnati Historic Preservation Action Plan used a novel inclusion-based model for changing Cincinnati's understanding, appreciation, and regulation of our historic resources designed to be replicable for other cities.

FREQUENTLY USED ABBREVIATIONS

CPA: Cincinnati Preservation Association
DOTE: Department of Transportation and Engineering
HCB: Historic Conservation Board
HDCR: Historic District Representatives Coalition
OTR ADOPT: Over-the-Rhine Advancing Desolate and Obsolete Properties through Transfer
OTRCH: Over-the-Rhine Community Housing
PLSG: Policy Legislation Study Group





***ACTION TANK IS INCREDIBLY GRATEFUL FOR THE
GENEROUS SUPPORT OF OUR FUNDERS:***

**Greater Cincinnati Foundation
Stephen H. Wilder Foundation
Carol Ann and Ralph V. Haile Jr. Foundation
W.E. Smith Family Charitable Fund
Cincinnati Preservation Association**

THE PROCESS



The Cincinnati Historic Preservation Action Plan kicked off in the summer of 2021 with seven public listening sessions hosted in diverse neighborhoods throughout the city in collaboration with neighborhood and creative partners. We focused particularly on Black and underrepresented communities traditionally excluded from preservation discussions, and the sessions captured input from residents.

Working with our arts partners, Together as One JB, our project videographer, and Drawversations (a visual meeting facilitator), an innovative and interactive process for engagement was developed. The qualitative data gathered from these listening sessions held all across the city is the foundation of the final plan, which begins on page 17 of this report.



THE HAUCK HOUSE



LISTENING SESSIONS

LISTENING sessions were held in accessible historic spaces in Cincinnati neighborhoods. Locations were carefully selected to ensure residents felt welcome. We used community arts centers, a church, a school, and an historic house museum. The sessions were informal, and snacks were provided.

Sessions were advertised via social media, posters, and a press release. Email lists, neighborhood, preservation groups, and civic organizations, including community councils and churches shared a call for participation.

Over the course of the seven sessions, 180 people participated, despite the COVID-19 pandemic.

ATTENDANCE

West End 1	Hauck House	30
West End 2	Hauck House	25
Westwood	MadCap Puppet Theater	22
Madisonville	Artsville	27
College Hill	Grace Episcopal Church	21
Mt. Auburn	Mt. Auburn Preparatory Academy	25
Virtual	Zoom	30
Total:		180





PROJECT FACILITATORS

We carefully selected the two project facilitators to provide an upbeat tone, and race, age, and gender balance. Anne Delano Steinert brought extensive preservation experience, while Carlton Collins was new to preservation, though passionate about historic buildings and heritage. This diversity of experience created a perfect partnership where one facilitator could ask detailed and specific questions while the other filled the role of curious explorer. It was important that this same team facilitated all listening sessions to bring consistency and parity.

ARCH STREET HOUSES

LISTENING SESSION WELCOME ACTIVITY

- ▶ Participants received a welcome package upon arriving at the session location, which included a name badge, three colored post-it notes, four “dot” stickers in two different colors, a promotional sticker, and a postcard with the dates of the future events and the contact details for the project.
- ▶ A video screen displayed instructions for the opening ice-breaker. Each colored post-it was utilized by participants to generate names of historic buildings: green for a structure they love, yellow for a structure they believe is underappreciated, and red for a structure that has been lost.
- ▶ Participants posted their contributions on poster-sized post-its around the room corresponding to different parts of the city (North, West, East, Downtown/Central, Northern Kentucky). Later, participants used the dots to highlight other participants’ contributions, indicating that they agreed or that they wanted to learn more.
- ▶ Transcriptions of the feedback people left during this exercise are available [here](#).

THREE BIG QUESTIONS

QUESTIONS EXPLORED DURING SESSIONS

1

WHAT ARE SUCCESSES IN HISTORIC PRESERVATION IN CINCINNATI?

2

WHAT ARE ISSUES IN HISTORIC PRESERVATION IN CINCINNATI?

3

WHAT SOLUTIONS WOULD YOU PROPOSE TO THESE ISSUES?

FACILITATED LISTENING

Listening sessions began with a brief, facilitated sharing session about the post-it exercise, followed by a viewing of a short film.

Together with one of our arts partners, TAOJB, we produced the Cincinnati Historic Preservation Action Plan video to showcase the city's diverse historic sites, pique participants' interest and ignite familiarity, as well as instruct viewers on the fundamentals of preservation. The video features Cincinnati's lesser-known neighborhoods. A voiceover narrative explains the importance of historic preservation for preserving a vibrant city. You can view the video here:

<https://www.actiontankusa.org/chpap>

Moving into a facilitated discussion, we posed three big questions to partici-

pants. Skilled facilitators guided participants through a thoughtful and detailed exploration of the state of historic preservation in the Queen City. Fifteen minutes were devoted to each of these discussions.

Our facilitators acted as listeners and amplifiers echoing what they heard without providing knowledge or correcting misconceptions. The objective was to get a full grasp of the public's ideas and experiences rather than to instruct.

Three methods were used to document the sessions: a video recorder, live written notes that were shown in real-time, and live illustrations by our arts partner Drawnversation.

Responses to the three questions varied widely from session to session. The size and

composition of the audience and location played a significant role in the direction of the dialogue. For instance, because of a high level of familiarity, our smallest session, hosted in College Hill, became less formal and more conversational. In Madisonville, the discussion was heavily focused on administrative procedures related to its recent adoption of form-based code. Our Mount Auburn and West End sessions, located close to the city's largest historic districts, were attended by more knowledgeable and experienced preservationists which gave the conversation more specificity.

POST SESSION REVIEW



Analysis

Following the listening sessions, our preservation consultant aggregated participants' answers to the big questions into a final plan of issues and solutions.

This plan begins on page 17 of this document.

Stakeholder Comment Period

Once drafted, we circulated the list of issues and solutions to a coalition of public and private groups and individuals, including community councils, city officials, developers, development corporations, preservationists, and architectural nonprofits, political decision-makers, and housing advocates over the course of two months. These stakeholders were asked to provide feedback and suggested edits to the report and to identify action items they could champion.

Champion Commitments

We asked our stakeholders to commit to champion specific initiatives under a unified timetable. Action Tank agreed to coordinate champion initiatives by convening regular check-in meetings and providing technical support to each champion as appropriate. These champions each committed to providing the necessary funds and staffing to see each initiative to fruition within five years.

Completion Timeline

As part of the champion commitment process we set timelines for completion of each action step based on the level of complexity and existing support. These timelines then helped us organize the plan into two charts based on short to mid-range steps and longer range outcomes. With one exception, all action steps are to be completed within five years, helping to transform Cincinnati into a national model for historic preservation. One delightful and

unexpected outcome of the CHPAP process has been that several of the action steps took on their own momentum and were completed even before the final publication of this report.

Opportunities to Improve the Process

COVID-19 restrictions on large gatherings made it difficult to market listening sessions as widely as we would have liked, particularly among communities without reliable internet access. Some churches, community centers, and community spaces where we would have hung flyers or given short verbal announcements about the listening session were unavailable as promotional venues.

As with any group discussion, many fascinating perspectives arose. Interesting ideas on the development process, equity, city systems, and other related topics were raised. We opted not to include some of these in this report to keep our focus tightly on historic preservation.

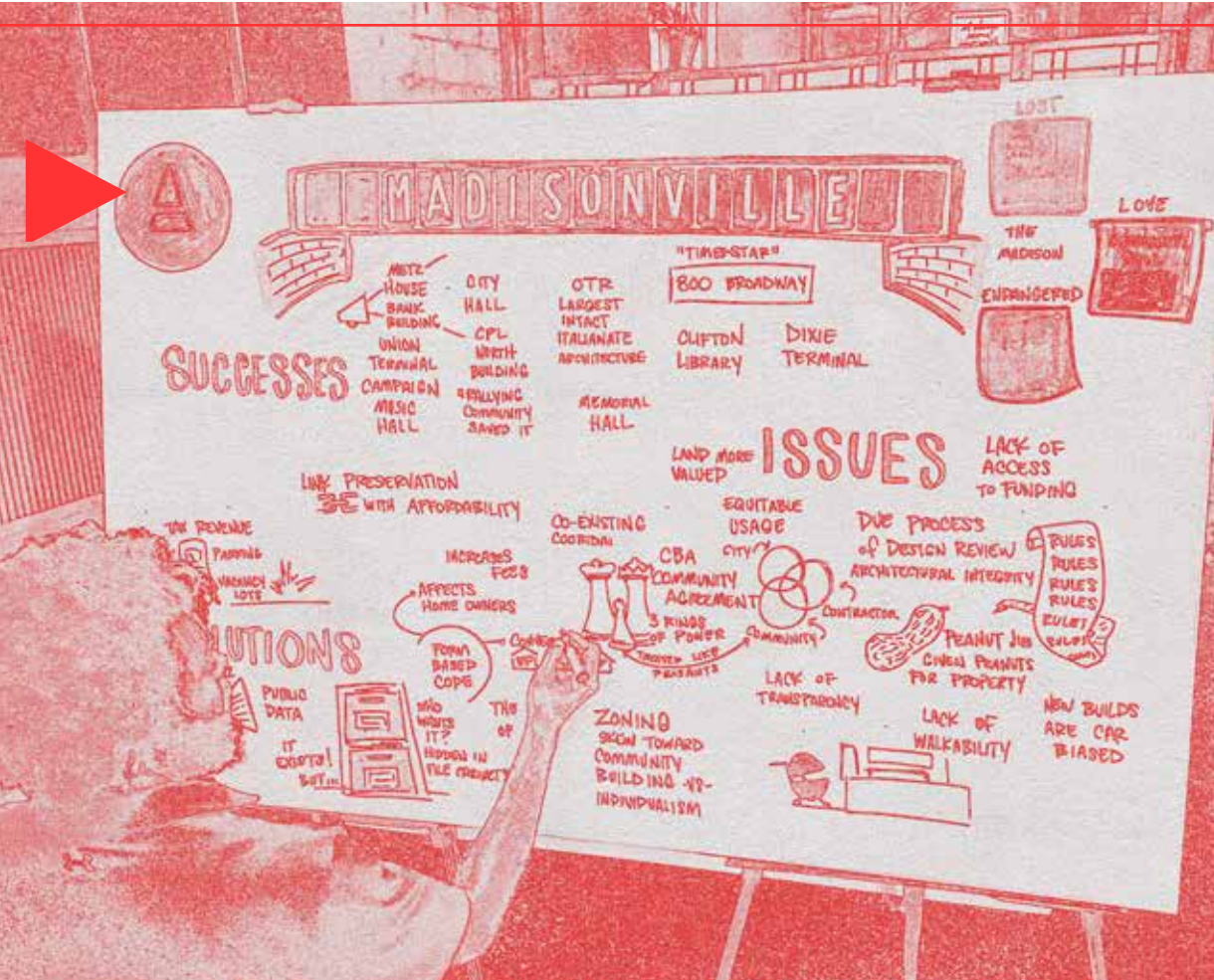
**EXPECTATIONS
FOR CHAMPIONS**



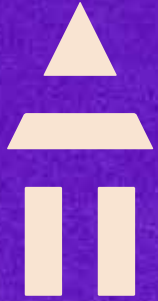
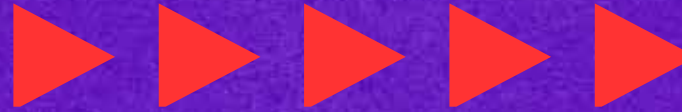
Raise Funds

Supervise & Coordinate

Report on Progress



WHO WE ARE



Action Tank is a nonprofit that partners with artists to research and promote new public policy solutions at the local government level. We focus on planning and policy solutions to advance opportunity in neighborhoods and work with residents to promote policy changes that best meet everyone's needs. We use creative placemaking approaches, working with artists, arts organizations, and designers to conduct research, build awareness, engage residents, and more.

We also work on civic engagement and government best practices, including transparency, evidence-based policy, accessible policymaking, and creative community engagement.

ACTION TANK STAFF



Ioanna Paraskevopoulos, Project Director

Ioanna co-founded Action Tank to provide free policy research and technical assistance to residents, especially community and neighborhood groups, advocating on behalf of their neighbors. She observed the need for an organization like Action Tank while serving as Chief of Staff to a Cincinnati City Council Member for three and a half years. Under her leadership, the Council Member's office introduced and passed signature legislation to help reframe conversations surrounding development in Cincinnati. From 2010 - 2016, she worked at the U.S. Department of State, where she was the Senior Human Rights and Congressional Affairs Officer for the Middle East Bureau. She also served as bureau coordinator for the UN General Assembly. She has a B.A. in Philosophy from Columbia University and a J.D. from Northern Kentucky University.

Jared Marsh, Project Manager

Jared has moved on from this position to pursue graduate school; however, he was an integral part of this project. Jared enabled Action Tank partners to advocate for more equitable policy. He did this through a deep love of spreadsheets, project management, project design, fundraising, marketing, and implementation. Jared has worked in sustainability and human rights roles throughout the Dayton and Cincinnati area including the University of Dayton's Hanley Sustainability Institute and Human Rights Center and Sustainability/Pollution Prevention rotations at TriHealth's Good Samaritan Hospital and the Cincinnati Art Museum. Jared is a native Cincinnati representing the West Side and received his undergraduate degree in Human Rights Studies with concentrations in Sustainability and Chinese from the University of Dayton in 2020.



THE FACILITATORS

Anne Delano Steinert, Co-Facilitator and Preservation Consultant

A scholar of public history and the history of the built environment with a focus on late-nineteenth and early-twentieth-century Cincinnati, Steinert holds a B.A. in historic preservation from Goucher College, an M.S. in Historic Preservation from Columbia University, and an M.A. and Ph.D. in American urban history from the University of Cincinnati. She is the founder of Cincinnati's Over-the-Rhine Museum and curator of exhibitions including *Look Here!*, *Schools for the City: Cincinnati's Public School Architecture from 1838 to World War II*, and *Finding Kenyon Barr: Exploring Photographs of Cincinnati's Lost Lower West End*. She is an Assistant Professor at the University of Cincinnati where she has taught courses including Local History Research Methods, History of American Cemeteries, Introduction to Historic Preservation Planning, History of Cincinnati, Introduction to Public History, and Oral History Workshop. Steinert's dissertation, *Standing Right Here: The Built Environment as a Tool for Historical Inquiry* explores the built environment as a rich source for historians as they develop and investigate questions about the past.

Carlton Robert Collins, Co-Facilitator

Collins brought his experience in facilitation and deep listening to the project. He has a background in education and nonprofit management with a decade



of service including recruitment of minority educators beginning with Morehouse Education Association and now as Program Manager with Leading Men Fellowship Cincinnati. His program design and development work for national initiatives and strategy for nonprofit clients has led to over \$2M in funds raised. He has also worked in college placement, career exploration, and K-16 leadership development for young people in Greater Cincinnati, Metro Atlanta, and in other markets throughout the country. He specializes in bias training, Black male achievement, community advocacy and activism, direct political action, and social change theory. He is a co-founder of The Heights Movement, the operator of My Brother's Keeper Lincoln Heights in conjunction with the Obama Foundation, a minority business development firm called Engines That Work, and his educational consultancy he operates alongside his wife, EDUC8theWORLD.

THE PARTNERS



Cincinnati Preservation Association (CPA)

Cincinnati Preservation Association is a not-for-profit organization that serves the Greater Cincinnati community as a recognized resource and catalyst for the preservation of historic cultural resources such as architecturally significant buildings, archaeological sites, historic public art and monuments, and landscapes. This is accomplished through education, advocacy, and technical support.



Cincinnati Preservation Collective (CPC)

CPC is dedicated to raising awareness of Cincinnati's built environment and the need to historically preserve it. With the support of the Cincinnati Preservation Association, CPC started in the fall of 2013 in response to a growing number of demolitions. For the first time in several decades, Americans are returning to cities to live and work. CPC joined other preservationists and community members to advocate for historic preservation in the midst of urban redevelopment.

We believe that if everybody is exposed to the value of historic preservation—through public engagement, events, and active social media—that our city will be better. We also believe that publicity and intervention in cases of demolition allow for the community to have an impact on the changes occurring in our historic neighborhoods.



THE ARTISTS!

WHY ART IS CENTRAL TO OUR WORK.

Partnering with artists in all of our work is central to Action Tank's mission. We work with artists for many reasons: they bring fresh perspectives to stubborn problems, they help us approach challenges in innovative ways, and they inspire us to relate to one another from an open and inclusive frame of mind. We partner with artists to design community engagement strategies, using the arts to solicit participation and feedback. And artists illustrate and design our work to keep it engaging.



Together as One JB (TAOJB)

We are Brandi and Jason, partners in life and in business, using our combined talents in photography and videography and our passion for telling unique love stories to bring TAOJB to life.

Our love for all beings inspires us to create visual stories. Our work is highly emotional and visual, poetic, candid, and documentary-style. We derive joy from documenting authentic moments on film and preserving them for a lifetime. We are an inclusive company, and will confidently provide respectful visual representation for all.

In addition to our love of photography and videography, we share a passion for the environment that we extend into our business. TAOJB strives to keep a minimal carbon footprint and prioritizes environmentally-friendly practices whenever possible.

TAOJB created the project's preserva-

tion advocacy teaser film which opened each listening session and was available on the project website and facebook page. The video script is available in Appendix A.



Drawnversation

Drawnversation provides graphic facilitation and recording for people and businesses looking for new ways to communicate ideas. Brandon Black, Drawnversation's founder, defines graphic facilitation as utilizing drawn imagery and words to enhance a process or communicate an idea so that people are able to see the ideas in front of them. Graphic recording is the art of capturing communication in a visual format.

By creating the most relevant visual representation of the presented concepts, Black believes everyone can get on the same page.

"Drawnversation is a way of thinking and doing things differently and processing infor-

mation and creating an equal playing field for people," says Black. "Even when people use the same words or terms, those words can still be interpreted differently by everyone in the room."

Using pastels, markers and a giant sheet of paper, Black records and facilitates meetings and presentations for people and organizations around the city.

Drawnversation visually recorded our five in-person listening sessions.



Renegade Babe Studio

This report was designed by Renegade Babe, a grrrl powered visual activism studio built to promote and support social justice initiatives and projects committed to radical social change.

THE VENUES

Madcap Puppet Theater (MPT)

Based in the Westwood neighborhood of Cincinnati, Ohio, MPT is nationally recognized for engaging and original children's theater productions and in-school educational programs that include performances, workshops, and residencies.

MPT's children's learning experiences are enriched with performances based on world literature and cultures thanks to our partnerships with schools and libraries across the country. Audiences enjoy the collaborations with orchestras, museums, opera, and ballet, which allow us to bring a richly textured artistic experience to children and their families.

Artsville

Based in the Madisonville neighborhood of Cincinnati, Ohio, Artsville is the home of community-based arts programming where the arts come to life. We are a non-profit organization dedicated to promoting personal growth, self-expression, and appreciation of the visual, healing, literary, and performing arts by providing a nurturing environment for artists at all levels of their creative journey.

Artsville is housed within an historic commercial building in Madisonville's commercial district. The building was adapted to its current use as an art center in 2017.

Grace Episcopal Church

Grace Episcopal Church is a welcoming community of people of various ages, colors, sexual orientations, and national origins. Diversity is welcomed as Divine. All are loved, accepted, and supported. Grace Church is located in the College Hill neighborhood of Cincinnati.

Grace Church was founded in 1866. The current building is the second on this site, constructed in 1906.

Mt. Auburn Preparatory Academy (MAPA)

Mount Auburn Preparatory Academy is a learning community which values high expectations for both academics and behavior. MAPA staff embraces students, families, and communities to build and develop well-rounded individuals who are independent critical thinkers and intrinsically motivated to be life-long learners. We believe that all children can learn as we seek to make a difference in the lives of our students.

MAPA is housed within the historic William Howard Taft Elementary School building built in the 1890s by architect Henry Siter.

Hauck House

The elegant, stone-fronted Hauck townhouse on Dayton Street's "Millionaire's Row" was CPA's first office, with a museum housed on the first floor. The sumptuous Victorian interior is filled with exquisite murals, wood trim, and plasterwork. CPA now uses the house for programs and workshops, utilizing the ongoing restoration as a case study. Rental income from the carriage house helps support the house.

Built around 1870 for coal dealer John Skaats, the house was purchased in the 1880s by beer baron John Hauck, whose brewery was located a block away. CPA repurchased the house from Historic Southwest Ohio in 2008 and is proud to be the steward of this Cincinnati landmark.

THE ACTION PLAN



PASSION, PERSISTENCE, AND POWER

A general take-away from the public listening sessions held in the summer of 2021 was that meaningful and successful preservation in Cincinnati will rely on three broad factors: passion, persistence, and power.

Passion for Cincinnati's past can be developed through education and advocacy. Preservationists need to let it be known that they will be persistent and not stop advocating for preservation until Cincinnati becomes known as a world-class city for heritage and historic architecture. Power derives from several sources—economic and political power that many view as an impediment to preservation in Cincinnati's current climate, but also the power of communities banding together to raise many voices and persist in pursuit of preservation goals.

In the seven public listening sessions we held, two comments were mentioned most frequently. First, when we asked about successes, there was consistent mention of the successful preservation of

Union Terminal, Music Hall, and many historic Cincinnati Public School buildings. These buildings are well-known city and neighborhood landmarks. Their historic value is broadly acknowledged and they can be models for future preservation in Cincinnati.

The second recurring comment was that the city's policies, be they preservation guidelines, tax abatements, or building codes, were inconsistently enforced in favor of those with more resources. This perception, whether reality or not, is significant and problematic—more than as Americans grapple to overcome racial injustice rooted in housing and wealth.

The findings and recommendations from our seven CHPAP public listening sessions were separated into four categories: advocacy, education, equity, and practice. The session findings and recommendations are captured in the charts below with one chart addressing each category. A few action steps appear more than once as they solve more than one issue.

Two new organizations will be formed as a result of this process. They are:

- Preservation Legislation Study Group (PLSG) *The new PLSG will be convened by OTR Adopt to study several of the action steps within this plan more fully, resulting in recommendations for changes to existing legislation, and new legislative solutions. Its work, to be completed within two years, will also include lobbying and strategy for proposed legislative changes. Members of this committee will be lawyers, preservationists, and community leaders interested in change at the legislative and policy level. If you are interested in participating in this committee, please contact Action Tank.*

- Historic District Representatives Coalition (HDRC) *This coalition will be organized by Invest in Neighborhoods which will identify one or more representatives from each of Cincinnati's 27 local historic districts, with the assistance of Cincinnati Preservation Association. Representatives will meet and create other systems for group communication to facilitate preservation success city-wide. District representatives will serve as liaisons to their neighborhood community councils to report on preservation issues and will be available to testify before the Historic Conservation Board on issues within their districts. They may also help organize community education events such as historic district block parties. Contact Action Tank if you are interested in serving as a historic district representative for this coalition.*



SHORT & MID-TERM ACTION STEPS: ADVOCACY

ISSUE	ACTION STEP	CHAMPION	TIMELINE	COMPLETED
A1: The public doesn't know how to speak up for the preservation of buildings they value and there is a perception that the city "feels impenetrable and non-receptive to advocacy." In addition, when communities that lack political clout do advocate, their voices are not valued by the city.	A1.1 Create a step-by-step public guide to HCB meetings, including where to find the schedule, where to find the staff reports, how to submit written testimony, how to testify in person, scope of HCB jurisdiction, on a non-governmental website maintained by a neutral party.	<ul style="list-style-type: none"> • CPA 	six months	
	A1.2 Distribute the above "how-to-testify" guide at the start of HCB meetings and at public events in designated historic districts.	<ul style="list-style-type: none"> • Urban Conservator 	six months	
	A1.3 Create an open comment period at the end of each HCB agenda item so that people who have not previously testified are able to express their opinions. (Requires change to Cincinnati Zoning Code)	<ul style="list-style-type: none"> • Chair, Historic Conservation Board, City Manager (requested) 	one year	
A2: There is sparse testimony on most proposals before the HCB giving them limited feedback and information on which to base their decisions.	A2.1 Create a "Certificate of Appropriateness" committee to review and comment on each proposal at HCB meetings.	<ul style="list-style-type: none"> • CPA 	six months	
	A2.2 Identify a historic district representative for each community council with an historic district in its boundaries to create the Historic District Representatives Consortium (HDRC).	<ul style="list-style-type: none"> • Invest in Neighborhoods + Center for the City 	six months	
	A2.3 Require applicants to post a notice on all buildings calendared for the HCB so that local residents have ample notice of the hearing in the same way the city does for subdivided land. Note: this will require a change to the zoning code.	<ul style="list-style-type: none"> • HDRC, PLSG 	one year	
A3: Overcoming development challenges to historic resources requires a knowledgeable and savvy advocate.	A3.1 Create a committee of knowledgeable preservation lawyers and other advocates willing to work for affordable fees to support historic preservation.	<ul style="list-style-type: none"> • CPA 	one year	
	A3.2 Create a free monthly online preservation skills clinic staffed by knowledgeable preservation practitioners.	<ul style="list-style-type: none"> • OTR ADOPT + CPA 	one year	
	A3.3 Create a free monthly preservation design clinic staffed by knowledgeable preservation architects. See also: P7	<ul style="list-style-type: none"> • Andrew Campbell 	one year	

SHORT & MID-TERM ACTION STEPS: ADVOCACY

ISSUE	ACTION STEP	CHAMPION	TIMELINE	COMPLETED
A4: Preservation issues often come to light at the last minute, disadvantaging preservation advocates and giving them little time to organize.	A4.1 Expand and share the existing inventory of Ohio's historic architecture so residents can see the buildings' historic value. Ideally this would be a website or digital database.	• Urban Conservator	six months	
	A4.2 Create a crowd-sourced landmark nominating website so that average citizens could share their own knowledge and experience of the building (i.e. things that might not be available in the public record like "this is the building where Ted Berry proposed to his wife.").	• CPA / Sites and Stories Website	six months	
A5: There is a perception that historic preservation is not valued by the City of Cincinnati's Economic Development Department and that it is even seen as an impediment to development rather than the thing that makes Cincinnati neighborhoods unique and interesting to both residents and tourists.	A5.1 Fund and host a series of lunchtime educational sessions for members of the city's Economic Development staff about the value of historic resources with a range of outside experts like Donovan Rypkema.	• Over-the-Rhine Foundation + Action Tank	one year	
	A5.2 Convince City Council or City Manager to mandate these sessions.	• Over-the-Rhine Foundation + Action Tank	one year	
	A5.3 End tax abatements for upscale neighborhoods which do not need incentives for new development to prevent the senseless demolition of buildings within districts eligible for landmarking.	• Over-the-Rhine Foundation + Action Tank	one year	
A6: Historic preservation is not a city funding priority.	A6.1 Coordinate an advocacy campaign to city council to show support for additional city funding for historic conservation staff.	• CPA + Action Tank	one year	
	A6.2 Revive CPC's city council candidate's forum.	• CPA + Action Tank	one year	
A7: Banks and lenders favor loans for new construction over loans for renovation and restorations.	A7.1 Create an advisory committee to study this issue and recommend creative remedies.	• Action Tank	one year	
	A7.2 Lobby the state or city to offer incentives to banks for lending for restoration including an interest buy down or lending subsidy.	• PLSG	one year	
	A7.3 see long term action steps			

SHORT & MID-TERM ACTION STEPS: ADVOCACY

ISSUE	ACTION STEP	CHAMPION	TIMELINE	COMPLETED
<p>A8: Saving historic buildings requires committed individuals to advocate for historic structures. Cincinnati has a shortage of these groups and when they do exist they tend to form at the eleventh hour in the face of a pending threat.</p>	<p>A8.1 see long term action steps</p>			
<p>A9: Many existing programs either counter the goals of historic preservation or are ineffective in their preservation goals</p>	<p>A9.1 Conduct a review/audit of existing programs such as TIF, Opportunity Zones, housing and development zoning policy (more specifically the single-family home policy).</p>	<ul style="list-style-type: none"> • PLSG, Ignite 	<p>one year</p>	
<p>A10: Residents often do not know when they live within an historic district or what is required of them.</p>	<p>A10.1 Create an illustrated guide to what requires a permit, how to get one, appropriate repairs and techniques, and funding opportunities. Use the Brewery District publication as a guide.</p>	<ul style="list-style-type: none"> • Urban Conservator 	<p>one year</p>	
	<p>A10.2 Fund the creation of city-wide regulatory guides for frequent restoration targets like historic windows, storefronts, and signage see New York City for models.</p>	<ul style="list-style-type: none"> • City of Cincinnati Department of Buildings and Inspections (requested) 	<p>one year</p>	

SHORT & MID-TERM ACTION STEPS: ADVOCACY

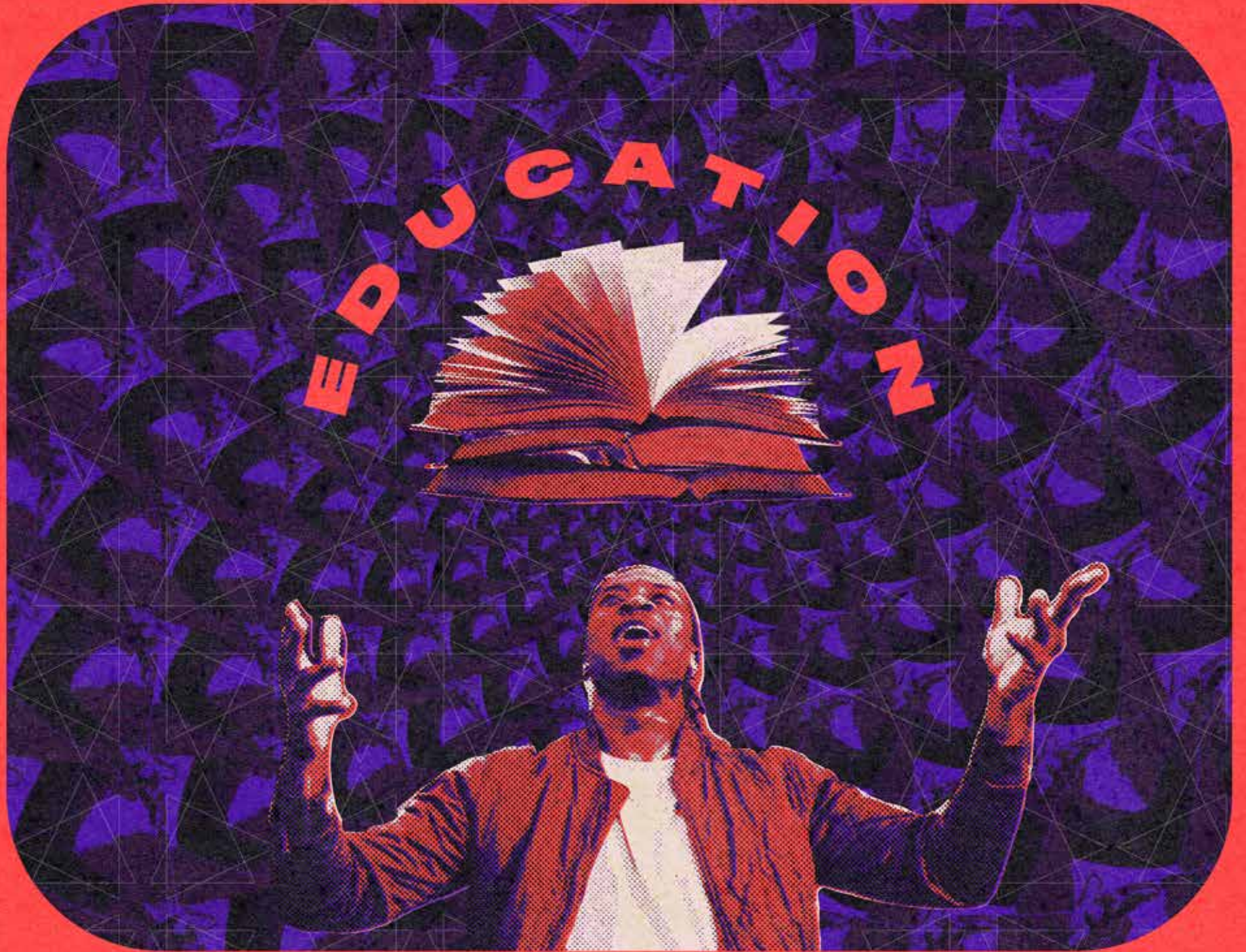
ISSUE	ACTION STEP	CHAMPION	TIMELINE	COMPLETED
A11: There is a perception that there is preferential enforcement of historic preservation laws and permitting so that those with resources can evade the law. This erodes the credibility of the entire system.	A11.1 Research/audit the enforcement of preservation law (code violations issued by the city for violations of landmarks permits or lack of landmarks permits; preferential treatment in the certificate of appropriateness process - who, which zip code, approved/denied) to determine if the perception is accurate.	• Action Tank with DAAP Intern	one year	
	A11.2 see long term action steps			
	A11.3 Publish a list of preservation permits issued so that the public can determine whether work is proceeding with or without a permit.	• PLSG	six months	
	A11.4 Clarify and tighten Certificate of Appropriateness requirements for economic hardship.	• Sean Suder	one year	
A12: The board make-up for the Historic Conservation Board (HCB) is not suited to their role – the most qualified preservationists have often been overlooked in favor of less qualified candidates. The public does not know who is on the HCB or what their qualifications are.	A12.1 Conduct an audit of HCB qualifications and terms.	• Action Tank with DAAP Intern	six months	
	A12.2 Advocate to the City Manager to fill vacant HCB board seats with qualified preservationists.	• Action Tank + CPA	six months	
	A12.3 Be consistent about the enforcement of term limits and meeting attendance policies to assure that only committed board members occupy seats which could otherwise go to more active members.	• City Manager (requested)	six months	
	A12.4 Intentionally and publicly seek diverse qualified applicants to fill open seats rather than relying only on voluntary applications.	• Action Tank spearheads advocacy effort	six months	
	A12.5 Get City to update website with HCB members' names, appointed position (i.e. historian, developer, architect), term, and qualifications.	• Urban Conservator	three months	
A13: There are significant impediments to the designation of new historic districts and individual landmarks.	A13.1 Eliminate the \$1500 fee to submit an application for designation.	• PLSG	one year	
	A13.2 Eliminate the map requirement for designation applications. The city can add this map to accepted submissions.	• Urban Conservator	three months	
	A13.3 see long term action steps			
	A13.4 Provide how-to workshops to aid in the preparation of local designations.	• CPA	six months	
	A13.5 see long term action steps			

LONG TERM ACTION STEPS: **ADVOCACY**

ISSUE	ACTION STEP	CHAMPION	TIMELINE	COMPLETED
A7: Banks and lenders favor loans for new construction over loans for renovation and restorations.	A7.3 Build relationships with several local banks willing to lend for historic restoration projects and direct people toward these preservation-friendly lenders.	• CPA	two years	
A8: Saving historic buildings requires committed individuals to advocate for historic structures. Cincinnati has a shortage of these groups and when they do exist they tend to form at the eleventh hour in the face of a pending threat.	A8.1 Hold a series of training sessions to nurture a range of new preservation advocacy groups including one from each historic district and others targeted on specific roles like Friends of Music Hall and Spring in Our Steps. Use the existing network of small local historical societies as a starting point.	• CPA	two years	✓
	A8.2 Use the existing network of community councils to identify properties of value to the community and the city. Create a web portal for folks to submit buildings of value and hand out paper forms at community council meetings.	• CPA + Invest in Neighborhoods	two years	
A9: Many existing programs either counter the goals of historic preservation or are ineffective in their preservation goals	A9.2 End tax abatements for upscale neighborhoods which do not need incentives for new development to prevent the senseless demolition for buildings within districts eligible for landmarking.	• PLSG	two years	
A11: There is a perception that there is preferential enforcement of historic preservation laws and permitting so that those with resources can evade the law. This erodes the credibility of the entire system.	A11.2 Require permit holders to post their permit for preservation work on the exterior of their building so interested parties can check whether they are conducting the work as permitted. Include a phone number to call for concerns. See also: P9	• PLSG	two years	

LONG TERM ACTION STEPS: **ADVOCACY**

ISSUE	ACTION STEP	CHAMPION	TIMELINE	COMPLETED
A13: There are significant impediments to the designation of new historic districts and individual landmarks.	A13.3 Transfer the responsibility for writing proposed district guidelines from the applicant to the Urban Conservator's office and give them more staff to do this work.	<ul style="list-style-type: none"> Need a city council member to support (requested) 	two years	
	A13.5 Advocate for a research historian position within the City of Cincinnati who would research the history of potential landmarks (among other things) to assist in landmark applications (for reference the City of New York has a research staff of four who does this work for applicants).	<ul style="list-style-type: none"> CPA 	two years	
A14: There is inadequate funding and city staffing to support historic preservation initiatives.	A14.1 Lobby city council for additional preservation staff positions. An ideal situation would be Urban Conservator + 2 permits staff + full-time surveyor + full-time researcher.	<ul style="list-style-type: none"> CPA + Action Tank 	five years	
	A14.2 When the City outsources development of public land to quasi-governmental agencies like 3CDC, legal requirements for public comment and transparency are side-stepped. To address this, the City should require the same level of public comment for the development of ALL city-owned land, whether it is being developed by a public entity or not.	<ul style="list-style-type: none"> Action Tank spearheads advocacy effort 	five years	
A15: Though we now have VBML certification and enforcement, there is still the perception that demolition by neglect results in the demolition of valuable historic properties.	A15.1 Create a statute modeled after the NYC law which says that the fine for demolition by neglect can be up to the value of the property with or without the building, whichever is higher. This takes any value the owner would find in the demolition by neglect off of the table.	<ul style="list-style-type: none"> PLSG 	three years	
A16: There is a belief that insurance companies don't carry policies suitable to historic properties (i.e. vacant ones or buildings under renovation in low-income neighborhoods).	A16.1 Reach out to insurance companies to find agents and policies that address this issue and publicize these on a one-stop-shop preservation website.	<ul style="list-style-type: none"> Center for the City 	two years	



SHORT & MID-TERM ACTION STEPS: EDUCATION

ISSUE	ACTION STEP	CHAMPION	TIMELINE	COMPLETED
Ed1: The public, including those in power doesn't know why specific historic places are important.	Ed1.1 see long term action steps			
	Ed1.2 see long term action steps			
	Ed1.3 see long term action steps			
	Ed1.4 see long term action steps			
	Ed1.5 Create a training program to teach people to research the history of their own buildings and support services like Digging Cincinnati History who do this work for a fee.	• Digging Cincinnati History + the Local History and Genealogy Department of the Public Library of Cincinnati and Hamilton County + Hamilton County Recorder	one year	
	Ed1.6 see long term action steps			
	Ed1.7 see long term action steps			
	Ed1.8 see long term action steps			
	Ed1.9 Create public access to Ohio ten year historic inventory. (Also appears in A4.)	• CPA	six months	
Ed2: The public doesn't know what buildings and districts are designated landmarks.	Ed2.1 see long term action steps			
	Ed2.2 Publicize the list of local and National Register designated buildings and districts on an up-to-date and easy to navigate website.	• CPA	six months	
	Ed2.3 Hold education sessions for local realtors about where districts are, what it means to be in an historic district and why this is an asset.	• Center for the City, Board of Realtors + Historic Homes of Greater Cincinnati	one year	
	Ed2.4 Offer funding and organizational support for historic district block parties.	• Invest in Neighborhoods	one year	

SHORT & MID-TERM ACTION STEPS: EDUCATION

ISSUE	ACTION STEP	CHAMPION	TIMELINE	COMPLETED
Ed3: Some developers view historic buildings as an impediment rather than an asset, especially when those buildings are not designated local landmarks.	Ed3.1 Create a series of short videos highlighting successful and profitable restoration projects.	• Urbanist Media	one year	
	Ed3.2 see long term action steps			
Ed4: Residents of historic districts may not know they live within an historic district. They also need information about their responsibilities as building owners.	Ed4.1 see long term action steps			
	Ed4.2 see long term action steps	• Invest in Neighborhoods	two years	
	Ed4.3 see long term action steps	• Invest in Neighborhoods + City	two years	
	Ed4.4 Share statements of significance from city designation reports in an accessible online location. Some of these will need to be updated and augmented as the earliest district designations contained sparse documentation and justification.	• Urban Conservator + CPA	one year	
	Ed4.5 see long term action steps	• Invest in Neighborhoods	two years	
	Ed4.6 Revise the city's "The Old House Handbook" for home buyers interested in historic homes.	• CPA	one year	
	Ed4.7 Include a "homeowners" tab on the one-stop preservation website.	• CPA	one year	
Ed5: Information about preservation in Cincinnati is scattered around the internet on many websites. Citizens have to know where to look and even then often have to dig several layers into sites to find what they need.	Ed5.1 Create a "one-stop-shop" for Cincinnati preservation information on the internet with a simple and memorable URL like preservencincinnati.org or cincinnati preservation 101. org	• CPA	one year	

SHORT & MID-TERM ACTION STEPS: EDUCATION

ISSUE	ACTION STEP	CHAMPION	TIMELINE	COMPLETED
Ed6: Cincinnatians are unaware of existing preservation resources like CPA's revolving loan fund and State Historic Preservation Tax Credits.	Ed6.1 Host workshops on existing programs like the revolving loan fund, tax credits, Federal 203K program, and the Hamilton County Home Improvement Loan program.	• CPA	one year	
	Ed6.2 see long term action steps			
Ed7: Programs which could help preservation projects like New Market Tax Credits, Tax Increment Financing (TIF), Preservation Tax Credits and American Rescue Plan (ARP) funds are not user friendly and appear to be only available to those with resources and knowledge.	Ed7.1 Create a list and summary of these resources available on the internet.	• CPA	one year	
	Ed7.2 Compile a list of pro-bono advisors willing to meet with people via zoom to help navigate these programs.	• Action Tank	one year	
	Ed7.3 see long term action steps			
Ed8: There is a perception that it is cheaper to demolish and build new than to retain an historic building.	Ed8.1 see long term action steps			
	Ed8.2 Create a series of educational social media posts about the intangible value of historic resources, such as walkability, sustainability, and community rootedness, memory, and cohesion (tiktok, Instagram, twitter, facebook).	• CPA + Museums and Historic Sites of Greater Cincinnati	one year	
	Ed8.3 Reboot and promote the existing HCB film "Something worth saving."	• Urban Conservator	one year	
	Ed8.4 Create a PR campaign targeted at historic neighborhoods to highlight the environmental benefits of historic preservation over demolition.	• Over-the-Rhine Foundation	six months	
	Ed8.5 see long term action steps			
	Ed8.6 Gather Data about relative costs of preservation vs. new construction.	3CDC	two months	

LONG TERM ACTION STEPS: EDUCATION

ISSUE	ACTION STEP	CHAMPION	TIMELINE	COMPLETED
Ed1: The public, including those in power, doesn't know why specific historic places are important.	Ed1.1 Create a public education campaign to be promoted on public billboards and gathering spaces like fountain square, Reds games, FC games, etc.	<ul style="list-style-type: none"> University of Cincinnati Lindner College of Business 	two years	
	Ed1.2 Create a series of one-minute public information spots for WXXU based on the history of Cincinnati places.	<ul style="list-style-type: none"> UC's Center for the City 	two years	
	Ed1.3 Work together with Cincinnati Public Schools to create a site-specific Cincinnati history curriculum at the elementary and high-school levels. (recommendation: use a Georgia curriculum as a model)	<ul style="list-style-type: none"> Cincinnati Public Schools Social Studies Curriculum Coordinator 	four years	
	Ed1.4 Create curriculum for Cincinnati historic sites field trips rooted in uncovering the history embedded in historic places.	<ul style="list-style-type: none"> Cincinnati Public Schools Social Studies Curriculum Coordinator + Museums and Historic Sites of Greater Cincinnati 	four years	
	Ed1.6 Create walking tour booklets and digital apps for each designated district.	<ul style="list-style-type: none"> University of Cincinnati Department of History 	two years	
	Ed1.7 Fund a local, arts-driven marker program to provide affordable, well-researched historical information.	<ul style="list-style-type: none"> Urban Conservator 	two years	
	Ed1.8 Use archeology as a teaching tool; Require site archeology for all development sites in basin neighborhoods and use the objects found there as evidence of the historic resources available in Cincinnati's historic landscape.	<ul style="list-style-type: none"> Archaeology Department, Cincinnati Museum Center 	ten years	
	Ed2: The public doesn't know what buildings and districts are designated landmarks.	Ed2.1 Create a street signage program with colored street signs created by artists within designated historic districts. Use Greenhills, Ohio and New York City as models.	<ul style="list-style-type: none"> DOTe (requested) 	two years

LONG TERM ACTION STEPS: EDUCATION

ISSUE	ACTION STEP	CHAMPION	TIMELINE	COMPLETED
Ed3: Some developers view historic buildings as an impediment rather than an asset, especially when those buildings are not designated local landmarks.	Ed3.2 Push for comprehensive surveys of historic structures and robust designation of significant historic structures to protect these buildings and make them eligible for the Historic Preservation Tax Credit.	• CPA + Invest In Neighborhoods	two years	
Ed4: Residents of historic districts may not know they live within an historic district. They also need information about their responsibilities as building owners.	Ed4.1 Add deed notification to all new sales of real estate within historic districts. See NYC as a model (add link to NYC legislation).	• PLSG	three years	
	Ed4.2 Create and distribute welcome packs for new neighbors with information about their historic district.	• Invest in Neighborhoods	two years	
	Ed4.3 Fund community history block parties to share information about the neighborhood's history. (Also appears in Ed.1)	• Invest in Neighborhoods + City	two years	
	Ed4.5 Work with community councils to educate entire neighborhoods about the historic resources within their boundaries. Help them create resources like historic pages on their websites.	• Invest in Neighborhoods	two years	
Ed6: Cincinnatians are unaware of existing preservation resources like CPA's revolving loan fund and State Historic Preservation Tax Credit	Ed6.2 Host workshops on existing programs like the Federal 203K program and the Hamilton County Home Improvement Loan program.	• Invest in Neighborhoods	three years	
Ed7: Programs which could help preservation projects like New Market Tax Credits, Tax Increment Financing (TIF), Preservation Tax Credits and American Rescue Plan (ARP) funds are not user friendly and appear to be only available to those with resources and knowledge.	Ed7.3 Offer grants to support consultants' fees for small home and business owners who wish to take advantage of these programs.	• City Council (requested)	four years	

LONG TERM ACTION STEPS: EDUCATION

ISSUE	ACTION STEP	CHAMPION	TIMELINE	COMPLETED
Ed8: There is a perception that it is cheaper to demolish and build new than to retain an historic building.	Ed8.1 Hire an historic preservation intern to compile existing data on the economic impacts of demolition and new construction vs. restoration with follow up steps such as hosting speakers, publishing a report or white paper, and hosting education sessions.	<ul style="list-style-type: none"> Over-the-Rhine Foundation 	two years	
	Ed8.5 Host an intern to audit development finance mechanisms to determine where incentives favor new construction over renovation and produce a public report.	<ul style="list-style-type: none"> Action Tank + 3CDC 	three years	



SHORT & MID-TERM ACTION STEPS: EQUITY

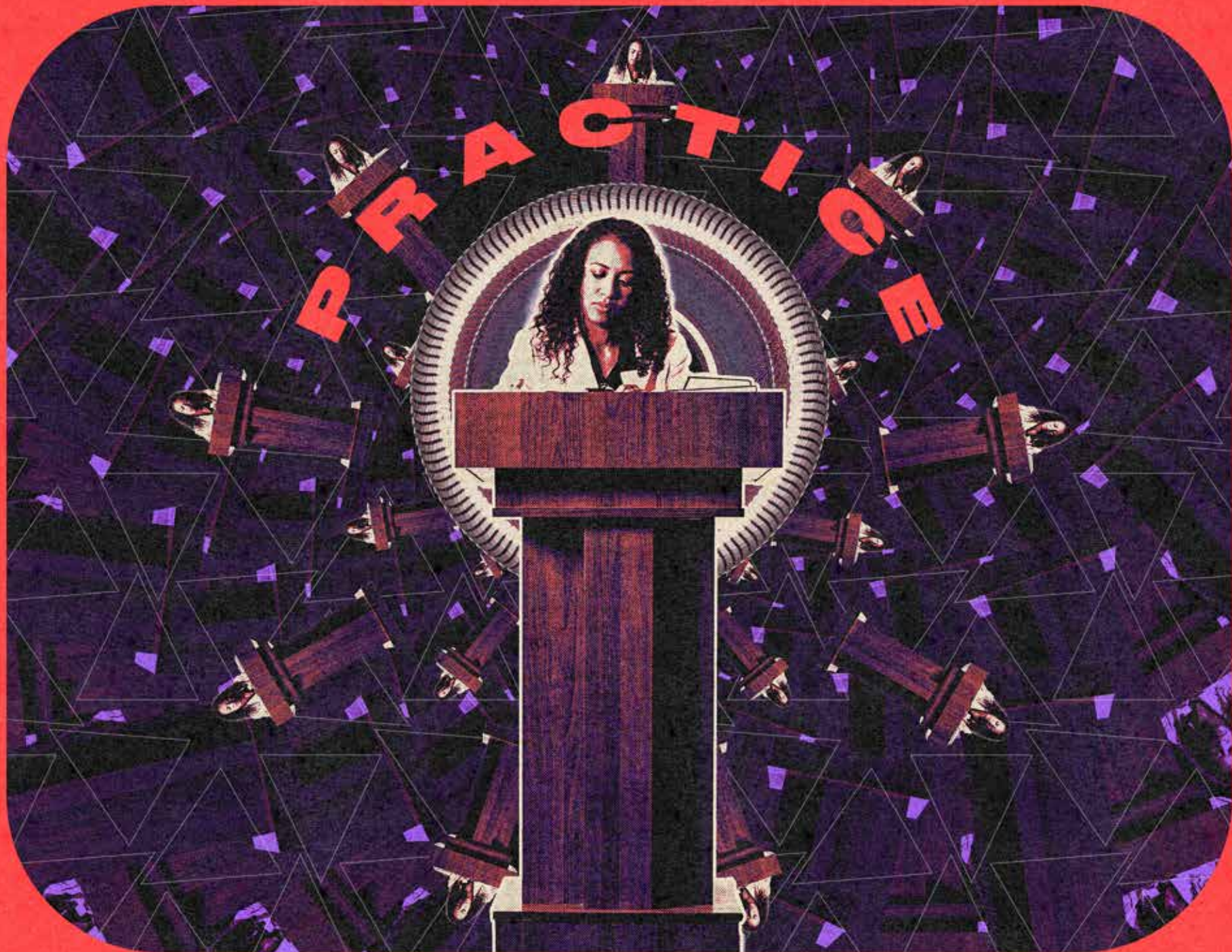
ISSUE	ACTION STEP	CHAMPION	TIMELINE	COMPLETED
Eq1: There is a feeling that preservation advocates believe that affluent neighborhoods are more important to preserve than low-income neighborhoods.	Eq1.1 Create a database of historic sites in Black and low-income neighborhoods.	• CPA	one year	
	Eq1.2 see long term action steps			
	Eq1.3 Promote the designations of sites in Black and low-income neighborhoods widely (especially within the African American community).	• Urbanist Media to pitch to black media	one year	
Eq2: Historic Preservation often fuels displacement of long-time and low-income residents.	Eq2.1 see long term action steps			
	Eq2.3 see long term action steps			
	Eq2.3 see long term action steps			
	Eq2.4 see long term action steps			
	Eq2.5 Publicize the Department of Buildings and Inspections' social worker who helps resident advocate to help low-income residents find and utilize available resources and negotiate administrative paperwork.	• CPA	one year	
Eq2.6 Provide a resident advocate to help low-income residents find and utilize available resources and negotiate administrative paperwork.	• Urban Conservateur	one year		
Eq3: Few Black people have access to historic preservation as a career or avocation.	Eq3.1 see long term action steps			
	Eq3.2 see long term action steps			
	Eq3.3 see long term action steps			
Eq4: There is a perception (and reality) that the voices and concerns of Black and low-income citizens are not heard and valued as those of their wealthy white counterparts.	Eq4.1 see long term action steps			

LONG TERM ACTION STEPS: EQUITY

ISSUE	ACTION STEP	CHAMPION	TIMELINE	COMPLETED
Eq1: There is a feeling that preservation advocates believe that affluent neighborhoods are more important to preserve than low-income neighborhoods.	Eq1.2 Push the city to designate these identified sites.	<ul style="list-style-type: none"> CPA + community councils 	two years	
Eq2: Historic Preservation often fuels displacement of long-time and low-income residents.	Eq2.1 Research and propose incentives for low-income housing in historic building renovations to be adopted by Cincinnati City Council.	<ul style="list-style-type: none"> PLSG 	two years	
	Eq2.3 Create a long-time, low-income homeowner tax freeze in gentrifying neighborhoods.	<ul style="list-style-type: none"> PLSG coordinate with effort started by Smitherman 	two years	
	Eq2.3 Investigate the creation of a relief program for long-time owner-occupiers of pre-WWII properties who are making a good faith effort to keep up their buildings, but fall behind due to economic hardship.	<ul style="list-style-type: none"> Urban Conservator + City of Cincinnati Department of Buildings and Inspections (requested) 	four years	
	Eq2.4 Develop a program of façade improvement grants or forgivable loans to low-income residents. See also Pr1.	<ul style="list-style-type: none"> Center for the City with Urban Impact Studio (requested) 	five years	
	Eq2.5 Publicize the Department of Buildings and Inspections' social worker who helps resident advocate to help low-income residents find and utilize available resources and negotiate administrative paperwork.	<ul style="list-style-type: none"> CPA 	one year	
Eq3: Few Black people have access to historic preservation as a career or avocation.	Eq3.1 Create a place-based curriculum for Cincinnati history in CPS.	<ul style="list-style-type: none"> Center for the City + Cincinnati Public Schools Social Studies Curriculum Coordinator 	five years	
	Eq3.2 Create a high-school internship program in historic preservation.	<ul style="list-style-type: none"> Dean Blase, Director of School Leadership, CPS 	two years	
	Eq3.3 Create a high-school training program for preservation trades. See also PR2.	<ul style="list-style-type: none"> Dean Blase, Director of School Leadership, CPS 	five years	

LONG TERM ACTION STEPS: EQUITY

ISSUE	ACTION STEP	CHAMPION	TIMELINE	COMPLETED
<p>Eq4: There is a perception (and reality) that the voices and concerns of Black and low-income citizens are not heard and valued as those of their wealthy white counterparts.</p>	<p>Eq4.1 Ideally the remedies above will rectify this issue, but it should be revisited in five years.</p>	<ul style="list-style-type: none"> CPA 	<p>five years</p>	



SHORT & MID-TERM ACTION STEPS: PRACTICE

ISSUE	ACTION STEP	CHAMPION	TIMELINE	COMPLETED
P1: Low-income residents lack money to adequately preserve and upkeep their properties	P1.1 see long term action step			
	P1.2 Create a voucher system for free or low-cost façade improvement materials from existing reuse centers, including Building Value, the Cincinnati ReUse Center, Habitat for Humanity's ReStores, and more.	• Invest in Neighborhoods	one year	
	P1.3 Fund a toolbank group membership for individuals doing home restoration work.	• Action Tank + CPA	six months	
	P1.4 see long term action step			
	P1.5 see long term action step			
	P1.6 Review the current Community Reinvestment Act tax abatement rules to assess their applicability to historic restorations.	• CPA	one year	
P2: There are not enough trained preservation craftspeople to do all the preservation work needed in the Cincinnati-area despite the relatively high wages of these skilled jobs.	P2.1 Create a listing of local preservation crafts people.	• CPA	three months	
	P2.2 see long term action step			
P3: Many Cincinnati-area cemeteries are in significant disrepair with little funding available for improvement.	P3.1 see long term action step			
	P3.2 see long term action step			
P4: Historic preservation is not adequately linked to sustainability efforts.	P4.1 Educate about the environmental value of historic buildings (the greenest building is the one that is already built, durability of historic construction versus new, etc.) by bringing in public speakers and republishing the Over-the-Rhine Foundations Green Preservation Report.	• Over-the-Rhine Foundation	one year	

SHORT & MID-TERM ACTION STEPS: PRACTICE

ISSUE	ACTION STEP	CHAMPION	TIMELINE	COMPLETED
P5: There is a lack of imagination about the possibilities of adaptive reuse leading to demolition of reusable buildings.	P5.1 Publish short stories about adaptive reuse successes on Preservation 101 website.	• CPA	one year	
	P5.2 see long term action step			
P6: Heritage tourism is underutilized as a driver for historic preservation in Cincinnati.	P6.1 Find an intern to collect information about the economic impacts of heritage tourism in other cities. Put an emphasis on heritage tourism to Black sites.	• Center for the City/DAAP Preservation Program	one year	
	P6.2 Promote Cincinnati through heritage tourism networks, magazines, organizations, etc.	• CPA	one year	
P7: Incremental changes to historic buildings often erode the historic character – especially window replacements.	P7.1 Provide education about the environmental value of historic windows by conducting a series of workshops and lectures to be recorded and made available on the internet.	• CPA + OTR Foundation	one year	
	P7.2 Provide a free monthly design clinic to help owners of historic homes make appropriate design and conservation decisions. See also: A3	• Andrew Campbell	one year	
P8: Because much of Cincinnati's preservation community is focused on reactive rather than proactive work, there isn't time to develop "shovel-ready" projects to take advantage of funding opportunities as they arise.	P8.1 see long term action step			

SHORT & MID-TERM ACTION STEPS: PRACTICE

ISSUE	ACTION STEP	CHAMPION	TIMELINE	COMPLETED
<p>P9: Landmark's violations often go unreported because reporting relies on complaints public and most people don't know what to do if they see a landmark violation.</p>	<p>P9.1 see long term action step</p>			
<p>P10: Sometimes it is difficult to determine whether a new violation has occurred due to lack of documentation of current conditions.</p>	<p>P10.1 Take a complete set of baseline reference photos of every building in every historic district in Cincinnati.</p>	<ul style="list-style-type: none"> Urban Conservator 	<p>one year</p>	
<p>P11: Non-contributing buildings lists include historic buildings and encourage developers to tear those buildings down. Also some of these might not have been 50 years old (thus qualifying as contributing) when districts were originally designated, but are now.</p>	<p>P11.1 Systematically survey and update all non-contributing buildings lists.</p>	<ul style="list-style-type: none"> Urban Conservator with UC Intern 	<p>one year</p>	

SHORT & MID-TERM ACTION STEPS: PRACTICE

ISSUE	ACTION STEP	CHAMPION	TIMELINE	COMPLETED
<p>P12: Sidewalks, curbs, alleys, & public stairways are not consistently regulated as contributing aspects of historic districts as in several other cities including Covington and New York.</p>	<p>P12.1 Propose legislative changes to assure the inclusion protection to these urban features in landmark regulation.</p>	<ul style="list-style-type: none"> • Spring in Our Steps + PLSG 	<p>one year</p>	

LONG TERM ACTION STEPS: PRACTICE

ISSUE	ACTION STEP	CHAMPION	TIMELINE	COMPLETED
P1: Low-income residents lack money to adequately preserve and upkeep their properties	P1.1 Work to create a program of preservation façade grants for low-income residents within designated historic districts. See also: Eq2	• Center for the City	five years	
	P1.4 Host community restoration work days in low-income neighborhoods.	• Invest In Neighborhoods	two years	
	P1.5 Expand and promote restoration tax abatements to make restoration as attractive to developers as new construction.	• Urban Conservator + Department of Community and Economic Development (requested)	two years	
P2: There are not enough trained preservation craftspeople to do all the preservation work needed in the Cincinnati-area despite the relatively high wages of these skilled jobs.	P2.2 Create a preservation training program to train additional preservation craftspeople. Include apprenticeship. See also: Eq2	• Dean Blase, Director of School Leadership, CPS	four years	
P3: Many Cincinnati-area cemeteries are in significant disrepair with little funding available for improvement.	P3.1 Create a local corps of trained cemetery volunteers who can help local cemeteries write grants, maintain grounds, and perform other necessary improvements.	• University of Cincinnati's Center for the City	two years	
	P3.2 Create a volunteer commission in Hamilton County empowered to hold cemeteries accountable for maintenance.	• Hamilton County Commission (requested)	three years	
P5: There is a lack of imagination about the possibilities of adaptive reuse which leads to the demolition of reusable buildings.	P5.2 Celebrate adaptive reuse successes by highlighting them in a PR campaign and a short film aimed at developers and builders.	• Urbanist Media	two years	

LONG TERM ACTION STEPS: PRACTICE

ISSUE	ACTION STEP	CHAMPION	TIMELINE	COMPLETED
<p>P8: Because much of Cincinnati's preservation community is taken up with reactive rather than proactive work, there isn't time to develop "shovel-ready" projects to take advantage of funding opportunities as they arise.</p>	<p>P8.1 Nurture creativity in historic preservation by hosting frequent networking, education, and advocacy events.</p>	<p>CPA</p>	<p>two years</p>	
<p>P9: Landmark's violations often go unreported because reporting relies on complaints from the public and most people don't know what to do if they see a landmark violation.</p>	<p>P9.1 Require permits to be posted on buildings that include a number to call. See also: A11.</p>	<p>• PLSG</p>	<p>two years</p>	

THE TOOLKIT

A GUIDE TO HISTORIC PRESERVATION IN YOUR CITY

THE PARAMOUNT BUILDING

THE TOOLKIT

HISTORIC PRESERVATION IN YOUR CITY

WHY YOUR CITY NEEDS THIS

American historic preservation practice is at a crossroads. We find ourselves operating within structures and systems created over fifty years ago. While our understanding of our nation's architectural heritage has evolved, these systems have not kept pace. We know reform is needed for the field to remain relevant and to celebrate and protect the diverse heritage of our nation, yet we face much resistance to this systemic change. This Toolkit offers a blueprint for conducting deep community engagement to inform a city's values and preservation goals while simultaneously obtaining community support to champion these goals and see them through to completion.

The Cincinnati Preservation Action Plan offers a viable model for this process.



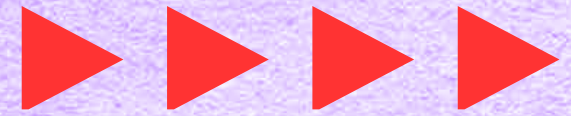
1. IDENTIFY KEY PARTNERS

Essential to the success of your process is the creation of a broad coalition of neighborhood residents, civic organizations, preservation groups, subject matter experts, practitioners, developers, city historic preservation and zoning staff, political decision makers, and artists. Members of this coalition might serve on your project's steering committee or advise the process in a less formal way.

From the broader group, it will be useful to build a committed steering

committee to direct and oversee project execution. Including a broad coalition on your steering committee will ensure buy-in from the established preservation groups in your city, allow you to benefit from their expertise, and allow them to expand their influence.

Throughout planning and implementation, the steering committee should meet and communicate regularly. This project will produce a report and fresh preservation goals, but it will also incubate new relationships between residents, subject matter experts, and doers.



A Note on Arts Partners

Partnering with artists in all of our work is central to Action Tank's mission, and we highly recommend that you include artists in your project, too.

Some examples of how to partner with artists for this project:

- Hire artists to design marketing material!
- Use local photographers or videographers to capture compelling images of your city's underappreciated historic assets and use the materials to entice residents to your

listening sessions.

- Use artist-designed community feedback exercises for your listening sessions.
- Pay a local chef to cater one of your listening sessions. Bonus if the food is inspired by your city's history.
- Hire a visual meeting facilitator like Drawnversation.
- Work with a local graphic designer to design your project's website, final report, and logo.

2. SECURE FUNDING

The Cincinnati Historic Preservation Action Plan was primarily supported by grants, with additional funding provided by generous in-kind donations from venues. We looked for funding from foundations that prioritize projects involving history, historic preservation, arts and culture, and community development. Our partner organization the Cincinnati Preservation Association also provided us with a generous grant.

3. HOST LISTENING SESSIONS

Host a series of facilitated listening sessions to solicit community feedback on historic preservation goals and challenges in your city.

See page 47 for important listening session considerations to help guide your planning.

4. ANALYSIS

Following the listening sessions, a paid preservation consultant should aggregate participants' answers to the big questions into a master list of issues and solutions paying careful attention to inclusion of all perspectives and voices.

5. STAKE HOLDER COMMENT PERIOD

Circulate the list of issues and solutions to a coalition of public and private groups and individuals, including listening session participants, your steering committee group, and others as appropriate. This could include community councils, city officials, developers, development corporations, preservationists, and architectural nonprofits, political decision-makers, and housing advocates. Ask for feedback and suggested edits to the report.

If you suspect that you'll get better results, consider hosting a potluck or other fun social event where you walk folks through your findings and solicit verbal feedback.

6. CHAMPIONS!

This is the most important part! Ask your steering committee and participants to commit to champion specific initiatives under a unified timetable. This commitment includes raising the necessary funds, providing required staffing, promotional or lobbying activities and any other actions necessary for the success of the initiative.

Have one organization or person agree to coordinate champion initiatives by convening regular check-in meetings and providing technical support to each champion as appropriate.

TIPS:

- Champions' abilities, networks, and knowledge should be appropriate for the goal they champion. For example, if a goal requires raising money for a preservation project, the champion should have finance or fundraising experience. If the goal involves creating a website of preservation information and resources, the champion should know how to create and maintaining a website.
- If you have specific champions in mind for specific goals, ask them directly (privately if that's more comfortable) to champion the goal. They will most likely be flattered that you asked!
- Make champion check-in sessions fun and engaging. You can host quarterly parties celebrating wins, or happy hours to touch base in a pleasant environment. You're creating a new and more inclusive preservation community, so make it a community people want to join.
- Create a champions newsletter or other vehicle to communicate and celebrate project successes within the group.



LISTENING SESSION CONSIDERATIONS

► FACILITATORS

Use at least two facilitators who complement each other, present a diverse set of perspectives, and care about historic preservation, who are engaging and down to earth, and (this is important) who have credibility and relationships with the communities you are seeking to include.

► SUPPLIES

- Name tags
- Pens and markers
- AV Equipment: screen, projector, laptop computer, speakers, microphone(s)
- Poster-sized post-its
- Regular post-its - 3 colors (green, yellow, and red work nicely)
- Dot stickers - 2 colors
- Any art supplies your arts partners require

► VENUES

Depending on the size of your city, look for 3-7 (or more) venues in different geographic areas for listening sessions. Ideal venues will be:

- Historic
- Accessible
- Centrally located
- Close to public transportation
- Close to ample parking
- Technology-enabled
- Able to seat 20-50 people comfortably
- Welcoming and inclusive
- Able to accommodate refreshments
- Willing to barter space in exchange for promotion and partnering opportunities

► TIMING

- Meet on evenings and/or weekends when most people are available
- Hold sessions at different times of day to give people options

► RECORDING

- Plan to capture participant feedback in several ways so you're less likely to miss something.
- Some ideas for recording your session:
 - Bring video recorder and tripod
 - Written notes (projected onto a screen in real-time during the meeting for transparency)
 - Using an arts-engaged method (we used a visual meeting facilitator)

► OTHER CONSIDERATIONS

- Offer childcare if feasible.
- Offer translation or sign language if feasible (ask folks who pre-register if they have any translation needs)
- Offer a virtual or hybrid session for immunocompromised folks or those who are traveling or have caretaking responsibilities.
- Provide time for networking and snacking at the beginning of the sessions to build connection between participants.
- Remember snacks provided need to take into potential food allergies and sensitivities into account.

▶ SAMPLE LISTENING SESSION RUN-OF-SHOW

This is a sample run-of-show from Cincinnati's listening sessions. Use this as a model starting point or create your own!

1:00 - 1:15PM | Welcome: Mingling, refreshments, initial activity

Notes: Have a check-in table and sign-in sheet. Hand out welcome packs. Have poster-sized post-its hanging in different areas of the room with geographic labels and provide instructions for ice breaker activity.

Instructions:

You have three post-it notes. Please write the name of a Cincinnati-area building or site on each one.

1. Green = A building you love
 2. Yellow = A building that is underappreciated
 3. Red = A building that has been lost
- Post your notes on the appropriate sheets on the post-its corresponding to the region where they are (North, South, Central, East, West)

1:15 - 1:30PM | Introductions

Notes: Facilitator and host introductions. Thank partners, funders, and venue, and overview project.

1:30 - 1:40PM | Get Up and Moving!

Instructions:

1. Use your colored dots to amplify other people's post-it notes.
Blue = I agree
Yellow = I want to know more
2. Ask questions and discuss.
3. Facilitate a few stories to the group.

1:40 - 1:55PM | Discuss.

Notes: Facilitators solicit feedback and discussion on three to five buildings or spaces identified in the post-it and dot exercise.

Questions to ask: What buildings did you identify? Why? What resonates with you about this building? Has it been preserved? Should it? Why or why not?

1:55 - 2:45PM

Listening to Community (This is the core of the work)

Notes: Facilitators lead this community listening session on three big questions. Set timer for 15 minutes for each question (though you can move forward if conversation slows before the time expires). Take typed real-time notes projected onto a screen for all participants to see. The notes help people follow the conversation, reassure participants that their feedback is being captured, and are a helpful reference when aggregating feedback for the final analysis and report.

3 Big Questions:

1. What are successes in historic preservation in <your city>?
2. What are issues in historic preservation in <your city>?
3. What solutions would you propose to these issues?

2:45 - 3:00: Cushion Time / Wrap Up

▶ PROMOTIONS

The steering committee might advertise the projects and listening sessions. Cast as wide a net as you can to promote and include different types of outreach to access residents: social media, email lists, flyers, churches, community and civic groups,

press releases, and announcements at stakeholder meetings.

Prioritize underrepresented communities. Typically, lower-income people and minority communities are not included in conversations on historic preservation, and consequently, preservation efforts

do not reflect the history of those communities. This process is an much needed opportunity to center marginalized voices and chart a path for preservation that honors and lifts up marginalized community priorities.

7. REPORT RELEASE

This should be a big deal! Announce the final report and all of its champions with fanfare. Have a press conference or a party to celebrate planned well in advance and widely promoted to include all stakeholders and listening session attendees. Share hard copies and have digital copies available for free download.

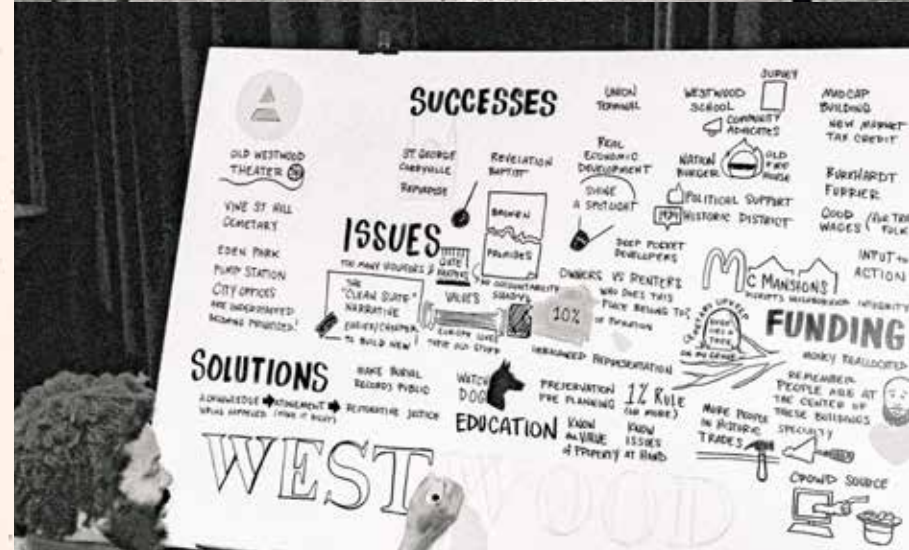
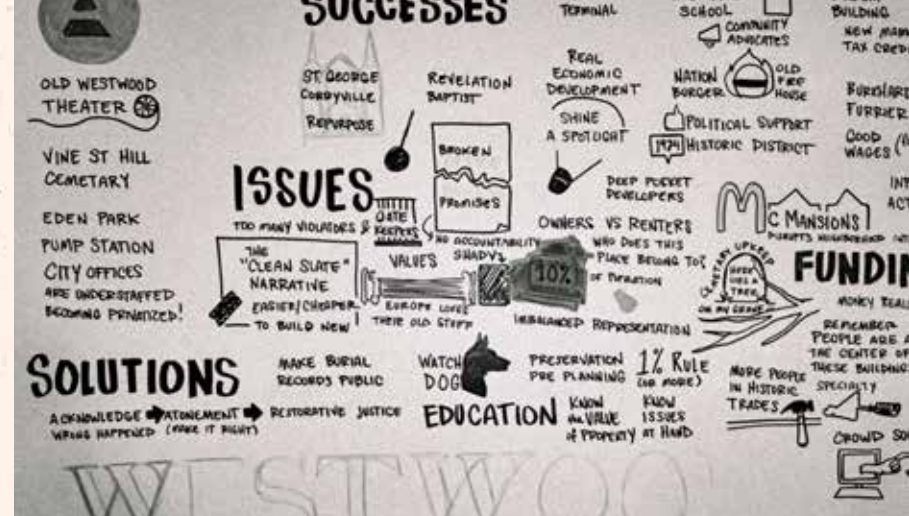
Ask to present to relevant groups to get the word out.
Some suggestions:

- City Council or committees
- Historic Conservation Boards + Planning Commissions
- Civic and neighborhood organizations
- Preservation associations
- University preservation, architecture, or history classes
- Community development corporations, urban land groups, or other nonprofits

Request to brief key stakeholders:

- Local elected officials
- City officials and members of appointed boards
- Potential funders and financiers
- Media
- Boards and directors of preservation organizations

Don't forget to announce major updates and wins to the public and to key stakeholders to keep the momentum going, and update the plan as needed with new engagement sessions and new goals.



APPENDIX A

CINCINNATI HISTORIC PRESERVATION ACTION PLAN VIDEO TRANSCRIPT

Cincinnati is blessed with rich history. Our buildings, streetscapes, and neighborhoods tell the stories of the people who have come before us to make this city great. Historic preservation provides tools to preserve these buildings and tell their stories.

Historic Preservation connects us to our past, and maintains our built history into the future.

Preservation helps us place ourselves in time and links us to those who have come before us and who will come after us.

Preservation is the way Americans identify and protect valuable historic buildings and landscapes.

It uses buildings and sites to celebrate and educate.

Preservation calls attention to places significant in local or national history and culture.

And it provides guidance for the maintenance and retention of historic buildings.

Preservation at its best is a tool that benefits all Americans regardless of race or class. It is a way to announce that this place and the people who came before us are valuable.

Using national, state, and local tools,

preservation helps us find our common roots and creates a built environment that centers us in a constantly evolving world. Though the National Register of Historic Places lists significant historic resources, it is local preservation law that actually provides the most protection for designated landmarks by regulating change appropriate to a building's history and context.

These tools should also help us protect diverse heritage. Our nationality, socio-economic status, race, sex, gender, and religion are foundational to the complex society we each experience. When the places that connect us to our identities are removed from our lives, the memories that help make us who we are can vanish with them.

The destruction of historic properties can also lead to diminished opportunities for start-up businesses in need of small, affordable spaces. New development often comes with higher rent and overhead. Older buildings allow people looking to start their dream business to focus on products and services rather than on high overhead. Investing in preservation is directly linked to investing in people and neighborhoods.

Historic preservation creates jobs - even more jobs than new construction. The detail required to maintain historic structures creates opportunities for skilled

laborers to contribute to local communities. Historic preservation is an industry resistant to changing economic times. New development often requires major investment not always feasible during hard times, while the relatively modest financial requirements of preservation allow property owners and investors to continue developing even during economic downturns, strengthening neighborhoods just when they need it most.

Historic neighborhoods were designed with pedestrians in mind, facilitating the creation of communities that are dense, walkable, and close to transit hubs, recreational facilities and other amenities. These neighborhoods can house large diverse populations and meaningful webs of community connection and support. Preservation should make people proud of the places they live as they acknowledge and celebrate those who have come before them to build their neighborhoods and they see their own role in the neighborhood's growth.

By maintaining sites that tie us to something larger than ourselves, we can unearth our shared foundation and recognize preservation's power to connect us all. Historic preservation has nurtured spectacular growth in many Cincinnati neighborhoods. It has also caused new problems.

What are the places you value? Why do they matter to you? How would your life change if those places were to disappear? Is Cincinnati doing enough to preserve and celebrate your heritage? How can historic preservation help you, and how can you strengthen the ways we use and understand historic preservation here in Cincinnati?

And it provides guidance for the maintenance and retention of historic buildings.

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CINCINNATI
HISTORIC
PRESERVATION

ACTION PLAN

ACTION TASK