

**Honorable City Planning Commission
Cincinnati, Ohio**

SUBJECT: A report and recommendation on the proposed *Kennedy Heights Neighborhood Plan* as the neighborhood's guiding comprehensive plan document.

BACKGROUND:

The Kennedy Heights Community Council requested a neighborhood plan during the Community Budget Request process as a mechanism to engage residents and community leaders in identifying goals for the future of the neighborhood, as well as solutions to existing challenges. The Department of City Planning and Engagement worked with the Kennedy Heights Community Council and community at-large, starting in September 2020, to create the *Kennedy Heights Neighborhood Plan*.

The *Kennedy Heights Neighborhood Plan* showcases the neighborhood's vision and goals for the next ten years. Located approximately eight miles from downtown in the northeast corner of Cincinnati, Kennedy Heights is a primarily residential neighborhood with a small business district and numerous treasured parks and recreation spaces. Kennedy Heights has a rich history of community activism and planning, illustrated by the founding of the Kennedy Heights Community Council in the early 1960s, which aimed to challenge segregated housing patterns and build a community that recognized and celebrated diversity in the early 1960s.

To this day, Kennedy Heights prides itself on being an intentionally inclusive community. The *Kennedy Heights Neighborhood Plan* documents the neighborhood's vision for the future through specific goals and strategies, while acknowledging its past and present. This plan, created through a community-led process over the course of 17 months, will help Kennedy Heights guide future policy, development, investment, and programming decisions in the neighborhood that promotes intentional inclusivity.

PROCESS & COMMUNITY ENGAGEMENT:

The planning process began in September 2020 and consisted of four main steps: Brainstorm (September 2020 – March 2021), Draft (April 2021 – August 2021), Refine (September 2021 – December 2021), and Approve (February 2022 – May 2022). The planning process was championed by the Steering Committee, a group of eight neighborhood residents, who met monthly with the Department of City Planning and Engagement to guide the planning structure and process. The Steering Committee was instrumental in preparing for plan events, such as the feedback sessions, conducting outreach, and facilitating the Working Groups. There was a total of nine Working Groups with approximately 5 to 10 people in each group. Four of the Working Groups focused on the geographic quadrants of the neighborhood and the other five Working Groups focused on the five themes of the plan. These Working Groups met throughout the Brainstorm, Draft, and Refine steps in the planning process to process initial community feedback and write and refine the goals, strategies, and action steps.

The entirety of the planning process took place throughout the COVID-19 pandemic which presented a unique set of challenges to a process that relies heavily on community engagement. The *Kennedy Heights Neighborhood Plan* Steering Committee was able to adapt and find creative ways to engage their community while keeping people safe and health and following public health protocol. These creative approaches included making use of virtual tools, such as virtual meetings, and online mapping, surveys, and editable documents, as well as outdoor events, such a drive-thru days of action, and masked in-door meetings towards the end of 2021 and beginning of 2022 (p. 16-20).

Additionally, throughout the planning process, the Steering Committee worked hard to communicate plan-

related information and events in different ways to reach their neighbors. These communication methods included plan updates in the neighborhood newsletter, on social media, via door-to-door flier distribution, on mailed postcards, and in mass email communication. The Department of City Planning and Engagement also maintained an up-to-date website with plan materials, event information, and updates.

Brainstorm (September 2020 – March 2021)

To kick-off the planning process, there were activities that asked community members to share their ideas for the future of Kennedy Heights, as well as what they currently love and what challenges exist. The two primary activities were the survey and community map. Community members could respond to the survey and participate in the community map in-person at The Caring Place (an organization in Kennedy Heights), during two community “Drive-Thru Days of Action” events (one in September 2020 and one in March 2021), and during door-to-door canvassing, as well as online. These opportunities were advertised in the newsletter. 168 unique responses were received from throughout the neighborhood.

Draft (April 2021 – August 2021)

During Summer 2021 (May – August), the Steering Committee and Working Groups sought feedback from the community on the draft goals they wrote. The draft goals were based on the initial set of feedback and ideas submitted throughout the Brainstorm stage. There were multiple ways to provide feedback including an online survey and an editable feedback document, hard copy surveys, and in-person engagement events. There were in-person engagement opportunities at the following community events: the Bridge Celebration (May 15, 2021) and Play in the Park (July 14, July 21, July 28, and August 4, 2021). Approximately 140 community members were engaged during this stage.

Refine (September 2021 – December 2021)

Working Groups spent the Fall of 2021 incorporating feedback from community members into a set of final goals, strategies, and action steps. They also shared their work with City departments to get additional feedback. During this step in the process, the Steering Committee and Working Groups also created the Future Land Use Map based on community feedback.

Approve (February 2022 – May 2022)

The Approve stage of the planning process began with an administrative review of the plan by City of Cincinnati departments, offices, and agencies. An interdepartmental meeting was held on February 22, 2022, during which City Planning and Engagement staff, along with the *Kennedy Heights Neighborhood Plan* Steering Committee presented the plan and solicited additional feedback. Many of the departments were also involved throughout the planning process while Working Groups were drafting and refining the goals, strategies, and action steps. Departments provided feedback on feasibility as well as structuring the goals, strategies, and action steps in a way that would be helpful during the plan implementation. No departments had concerns with any of the goals, strategies, and actions steps.

The Kennedy Heights Community Council voted to approve the plan during their meeting on March 15, 2022. Following City Planning Commission’s recommendation, the *Kennedy Heights Neighborhood Plan* will be considered by a Committee of Council and finally by the full City Council.

PLAN OVERVIEW:

History and Past Plans

The history section of the plan provides an overview of the history of the area that is known today as Kennedy Heights, which is the native homeland of the Osage, Shawnee, Myaamia, Kaskaskia, Hopewell,

and Adena peoples. The timeline traces major events throughout the history that shaped the neighborhood. In the late 1800s, the area transitioned from an agricultural to residential area with the introduction of the Cincinnati, Lebanon, & Northern Railroad and subsequent residential subdivisions. The area was annexed by the City of Cincinnati in 1914 and continued to experience residential growth throughout the first half of the 20th century.

In the early 1960s, a growing Black middle-class looking to purchase single-family homes moved into the neighborhood which caused blockbusting, an unethical real estate practice that convinced white residents in a neighborhood to sell their homes at below-market prices. Concerned residents formed the Kennedy Heights Community Council to help fight this panic selling and worked to maintain a stable, integrated neighborhood organized “around the concept of community building through interracial cooperation” and aimed to “create a new kind of community which celebrated diversity” (page 23). The Kennedy Heights Community Council to this day remains committed to providing community events that bring people together.

In the early 2000s, there was a focus around the Montgomery Road corridor area when the Kennedy Heights Arts Center and Kennedy Heights Development Corporation was founded. This was also an active time for planning efforts in the neighborhood. Kennedy Heights has three past plans, one comprehensive neighborhood plan (2003) and two urban design plans for the Montgomery Road Neighborhood Business District (2004 and 2007). These plans were considered in the creation of this plan. The *Kennedy Heights Neighborhood Plan* will ultimately supersede the 2003 plan; however, the urban design plans should continue to be consulted for the Neighborhood Business District and Urban Design Overlay District. The proposed *Kennedy Heights Neighborhood Plan* is consistent with the urban design plans.

Existing Conditions

The Existing Conditions section of the plan is meant to provide a snapshot of Kennedy Heights’ demographic characteristics, zoning, transportation corridors, assets, and more. Kennedy Heights is a primarily residential neighborhood of 5,166 people. Approximately 58% of the neighborhood is Black, 31% is white, and 11% mixed race, Asian/Pacific Island, or another race. The population of Kennedy Heights is older than the general population of Cincinnati with a median age of 41.7 years compared to a median age of 32.2 years citywide. Over 70% of the neighborhood is zoned Single-Family Residential. There are 2,716 housing units in the neighborhood; about half of those units are renter occupied and half are owner occupied. 10% of the neighborhood is zoned for Parks and Recreation. Kennedy Heights is home to over six parks and recreation areas and boasts a tree canopy coverage of 45% which is higher than the city average of 40%. This section also includes information on the assets identified by community members during the initial survey.

Vision

The vision statement describes the inspiration long-term desired change resulting from the plan:

“Kennedy Heights is an intentionally inclusive, multi-generational, and stable residential neighborhood. The neighborhood is complemented by well-maintained parks, green spaces, and a mature tree canopy that promote a peaceful and walkable environment. The neighborhood and its historic commitment to intentional integration is preserved for current and future generations by neighbors who work collaboratively with each other and stakeholders to build community and creatively resolve challenges. The Neighborhood Business District has a unique sense of place centered around the community’s connection to the arts. New development is respectful of the

surrounding architectural and environmental character, density, and provides diverse housing options and community-serving spaces in the Neighborhood Business District” (page 38).

Goals, Strategies, & Action Steps

There are five theme areas with a total of 17 goals, 45 strategies, and 170 action steps in the *Kennedy Heights Neighborhood Plan*. The strategies are prioritized in the Implementation Charts based on community feedback. In addition to goals, strategies, and action steps, each theme area includes a vision statement.

Safety & Infrastructure

Vision Statement: “The main streets of Kennedy Heights are safe and welcoming to residents and visitors, in cars, on bikes, and on foot. Lighting, combined with a robust tree canopy, creates a warm and gracious environment along streets and sidewalks which become lively public spaces that connect neighbors to businesses and each other. A sense of place is reinforced by neighborhood branded street furniture, such as bus stops, benches, and trash cans. Residents take pride in their neighborhood and invest in each other and their surroundings, collaborating with community partners to ensure the safety and wellbeing of the community” (page 39).

The Safety & Infrastructure section focuses on making strategic improvements to neighborhood infrastructure; increasing pedestrian, bicycle, and bus rider safety; addressing blight and litter to improve the perception of safety; and reducing instances of crime in the neighborhood.

Parks, Green Space, & Environment

Vision Statement: “Kennedy Heights has more green space and tree canopy than most Cincinnati neighborhoods. This community asset is a key value for longtime residents and makes Kennedy Heights a destination for home buyers and renters wanting a quiet, peaceful neighborhood close to the city center and easily accessible to all parts of the city. Preserving, promoting, and enhancing the neighborhood parks and green spaces contributes to the wellness of residents and the attractiveness of the community. Additionally, residents of Kennedy Heights respect our environment and natural resources. We support the *Green Cincinnati Plan* (2018) and the effort to create a more sustainable, resilient, and equitable community. We believe that the ecological, recreational, and physical beauty of Kennedy Heights makes it one of Cincinnati’s most desirable environments for residential and leisure activities” (page 48).

The Parks, Green Space, & Environment section focuses on preserving, expanding, and enhancing parks, recreation areas, and green spaces; promoting wellness through increased use of parks and green space; creating a clean, healthy environment; and supporting sustainable, environmentally friendly behaviors.

Community Development

Vision Statement: “The Kennedy Heights Business District, known as the “Arts and Culture District,” along Montgomery Road has a distinct sense of place inspired by the community’s investment in and connection to the arts. Meanwhile, a second business district/node is emerging at the corner of Woodford Road and Kennedy Avenue and encourages community members to spend more time in the area following their visit to the recreation and park areas. The business community works in partnership with the community to maintain and enhance the neighborhood. Kennedy Heights’ businesses have a distinct character from nearby Business Districts. They provide unique opportunities for gathering and creative experiences. Community members can shop locally and find affordable household goods for basic daily needs” (page 56).

The Community Development section focuses on enhancing and investing in the Neighborhood Business District; promoting stable, successful storefront businesses to anchor the streetscape; and investing in other neighborhood business focus areas.

Housing

Vision Statement: “Everyone in Kennedy Heights has safe, quality, and affordable housing. The neighborhood’s intentional diversity is maintained by providing a mix of housing options for households of varying economic backgrounds. Families who have been in the neighborhood for multiple generations are protected and supported while they welcome new families to the neighborhood and build community. The diverse housing options available ensure that children who grow up in Kennedy Heights can raise their families here in the future” (page 59).

The Housing section focuses on encouraging the maintenance and development of a diverse array of housing options that uphold the historic, intergenerational, intentionally diverse character of the neighborhood; improving residential property management; ensuring that residents can “Age in Community;” and redeveloping the old Shroder School property using a hybrid approach that meshes new housing with an extended park and greenspace network.

Communications, Events, & Engagement

Vision Statement: “Kennedy Heights has communication methods that meet the needs of residents, ensuring that everyone can access information, participate fully in neighborhood events and meetings, and form meaningful connections with each other. Community events and public spaces provide opportunities to gather and are bolstered by supportive partnerships with local businesses and organizations. The neighborhood’s communication strategy, in conjunction with the community events, strengthen and invest in Kennedy Heights’ shared identity as a just, diverse, green, and arts-centric community” (page 66).

The Communications, Events, & Engagement section focuses on creating an engaged community where residents are informed, connected with each other, and involved in the community; and creating a robust communication strategy that accommodates a diverse population and their needs.

Future Land Use Map

Kennedy Heights is a primarily residential neighborhood with parks, recreation areas, and green spaces, and a Neighborhood Business District centered around an arts-focused neighborhood institution, the Kennedy Heights Arts Center. The Future Land Use Map (page 72) shows the general location of desired future land use in the neighborhood and should be used when making investment and zoning decisions. It should be noted that this conceptual map is not a zoning map and does not assign any legally binding land uses to areas or restrict existing uses that may not be consistent with the desired land use.

Kennedy Heights wishes to preserve residential uses and greenspaces while enhancing mixed use opportunities in the Neighborhood Business District. The map consists of eight categories, including single- and two-family residential; mix of single-, two-, and low-density multi-family residential; medium density multi-family residential; mixed use; retail-recreation; parks and recreation; institutional-recreation; and institutional. The also identifies future focus areas where economic development investment should be concentrated based on the visions for the focus areas.

Implementation Charts and Additional Appendices

Appendix A includes implementation charts for each of the theme areas. The charts provide the following information on each action step within the plan's strategies and goals:

- Priority: The priority level was determined based on feedback received at a community event in March 2022 and via an online survey.
- Time Frame: Short-, medium-, or long-term
- Level of Effort: High or low
- Level of Impact: High or low
- Type of Project (based on level of effort and impact): Major projects (high effort/high impact); low hanging fruit (low effort/low impact); quick wins (low effort, high impact); bonus project, or project that may not be worth prioritizing (high effort, low impact)
- Potential obstacles to accomplishing the action step
- Primary implementer, secondary implementer, partners, and person/entity responsible for maintaining
- Potential funding sources and cost of implementing

The full survey response summary for the survey that was conducted between September 2020 and March 2021 is included as Appendix B. The feedback received throughout the summer of 2021 on the draft goals is included as Appendix C.

CONSISTENCY WITH PLAN CINCINNATI:

The *Kennedy Heights Neighborhood Plan* is consistent with all five Initiative Areas of *Plan Cincinnati* (2012), specifically in the following areas:

Compete Initiative Area: Goal to “Cultivate our position as the most vibrant and economically healthiest part of our region” (page 103) and the Strategy to “Target investment to geographic areas where there is already economic activity” (page 115). Kennedy Heights wants to focus any additional economic activity along the existing neighborhood center of activity.

Connect Initiative Area: Goal to “Develop an efficient multi-modal transportation system that supports neighborhood livability” (page 129) and the Strategy to “Expand options for non-automotive travel” (page 130). The *KH Neighborhood Plan*'s Safety & Infrastructure section has a goal that focuses on supporting multi-modal transportation.

Live Initiative Area: Goals to “Build a robust public life” (page 149), “Create a more livable community” (page 156), and “Provide a full spectrum of housing options, and improve housing quality and affordability” (Page. 164) and the Strategies to “Develop and maintain inviting and engaging public spaces to encourage social interaction between different types of people” (page 150), “Become more walkable” (page 157), and to “Offer housing options of varied sizes and types for residents at all stages of life” (page 160). The Community Development, Safety & Infrastructure, and Parks, Green Space, & Environment sections specifically address the desire to invest in gathering spaces for residents, as well as creating a more walkable neighborhood. The Housing section has specific strategies to address housing preservation and the availability of a variety of housing options.

Sustain Initiative Area: Goals to “Become a healthier Cincinnati” (page 181), specifically the Strategy to “Create a healthy environment and reduce energy consumption” (page 182), and the Goal to “Preserve our natural and built environment” (page 193). The *KH Neighborhood Plan* outlines a variety of goals,

strategies, and action steps focused on preserving and enhancing the natural environment, as well as creating a healthy, sustainable environment. Additionally, the Housing section has a goal to preserve existing residential buildings.

Collaborate Initiative Area: Goal to “Work in synergy with the Cincinnati community” (page 209) and the Strategy to “Unite our communities” (page 210). The *KH Neighborhood Plan* was the result of a collaborative effort between the City of Cincinnati and the neighborhood. Additionally, the Plan has strategies that aim to build the community council and community development corporation’s capacities.

CONCLUSIONS:

The *Kennedy Heights Neighborhood Plan* is a result of a 17-month-long process that involved over 170 residents and stakeholders. The document includes a comprehensive set of goals, strategies, and action steps, in addition to a future land use map, that can be used to guide future development and initiatives in the neighborhood. Furthermore, it has been reviewed by City departments with no concerns identified and was approved by the Kennedy Heights Community Council.

RECOMMENDATION:

The staff of the Department of City Planning and Engagement recommends that the City Planning Commission take the following action:

APPROVE the *Kennedy Heights Neighborhood Plan* as the neighborhood’s guiding comprehensive plan document.

Respectfully submitted:



Samantha McLean, AICP, Senior City Planner
Department of City Planning and Engagement

Approved:



Katherine Keough-Jurs, FAICP, Director
Department of City Planning and Engagement

Kennedy Heights Neighborhood Plan - Map of Kennedy Heights



EXHIBIT A

Approved by Kennedy Heights Community Council 3/15/22

Approved by City Planning Commission 00/00/00 | Approved by City Council 00/00/00

Kennedy Heights Neighborhood Plan



This plan's cover page and layout is inspired by the Kennedy Heights neighborhood flag. The flag shows an iteration of the yin-yang symbol used by the community to convey racial harmony. The shades of blue and green represent the harmony and unity of the neighborhood's residents and the shades of orange represent passion and commitment Source: Cincy Flags

Acknowledgments

Thank you to everyone who contributed to this plan by sharing your stories, ideas, expertise, and time.

City of Cincinnati Mayor

Aftab Pureval

City Council

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Victoria Parks, President Pro Tem
Jeff Cramerding, Councilmember
Reggie Harris, Councilmember
Mark Jeffreys, Councilmember
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Steering Committee

Jean Bange
Kate Elliott
Steve Grieser
Kate Kern
Ellen Muse Lindeman
Mary Ray
Caitlin Siegel Hartzler
Sharifah Tafari

Working Group Participants

Over 40 community members who participated in working groups throughout the planning process.

**The City of Cincinnati
Department of City Planning & Engagement
prepared this plan document.
The planning process
was led by the Kennedy Heights Steering Committee
comprised of Kennedy Heights residents.**

Dedication

Ernie Barbeau has a long history of leadership in Kennedy Heights governance and public life. When leadership was needed, he answered the call.

Ernie's contributions to the community are too numerous to be listed in full, but include Community Council President and Kennedy Heights Development Corporation (KHDC) Board Chair. When it was time to lead the process that has resulted in the creation of our beloved Cultural Campus and its various partners, Ernie said yes. His quiet and engaging presence was integral to leading and shaping The Aging In Place Initiative. His collaborative leadership enabled the Episcopal Retirement Services (ERS) Dementia Inclusive Cincinnati program to select Kennedy Heights as their pilot neighborhood. Each time he has been called upon to serve, Ernie has been ready, willing and able!

Yet the longest continual area of service has been in championing the work of comprehensive community planning. Ernie was very interested in the creation of the first Kennedy Heights Comprehensive Community Plan as it was formed in 1980 - 81. After researching it, in 2000-01 Ernie became chair of the committee which produced the 2003 Kennedy Heights Comprehensive Community plan.

The development of the Cultural Campus in 2012-13 inspired KHDC and KHCC to do another comprehensive assessment of our businesses. This work proved very helpful as KHDC joined with ERS and Model Group to develop the Affordable Senior Housing Project in the Montgomery Road business district.



For all these reasons and countless more, the 2022 Kennedy Heights Neighborhood Plan Steering Committee is filled with gratitude and has chosen to dedicate this work in recognition and celebration of the legacy of Ernie Barbau's stellar leadership.



Letter from Community Council

Dear Beloved Community,

“Intentionally Integrated.” These words are often used when describing the history of Kennedy Heights. But what do they mean?

Quite literally, they refer to the moment in 1965 that led to the founding of the Community Council. The historically white neighborhood was seeing an influx of Black families, and white flight began to increase exponentially. Both black and white real estate agents participated in “blockbusting,” in which white homeowners were incited to panic about their decreasing home value and sell before incurring more losses. This perpetuated and even risked amplifying Cincinnati’s segregated neighborhoods.

And yet, in Kennedy Heights, a common ground was found. Black residents finally experiencing the upward mobility they had previously been denied, united with white residents who were aware of this important moment in history and the value of integration. What started as informal meetings of concerned neighbors grew into a formal Community Council committed to preserving Kennedy Heights as a solidly middle-class neighborhood accessible to all, no matter their color.

Here we are, more than 50 years later, facing another dramatic shift. Housing prices have skyrocketed, Cincinnati faces an affordable housing crisis, and while many are reluctant to use the term “gentrification,” there is no denying that the demographic of Kennedy Heights is quickly changing.

Here, on the following pages, you will find our renewed commitment to those words: Intentional Integration. Not just in race, but in age, ability, gender, income level, and education level. We seek to maintain that which makes Kennedy Heights special: its gentle quietude, unassuming accessibility, verdant parks, vibrant artistry, and universal acceptance.

This process was not easy. The first Steering Committee meeting was held in early March of 2020. Progress paused with the rest of the world as a pandemic took over our world. Months later, our work continued, not at all how we envisioned but more determined, more resilient, and more creative. We are deeply appreciative of every person who took the time to work with us during this process. Energy has been precious during these trying times, and we value every drop you invested in Kennedy Heights.

No plan is perfect. Think of this Community Plan as a map with landmarks and topography. Our specific route has not been decided—that will require your guidance. We need you to read this map and make sure it takes us to the destination you desire. We will get there together, intentionally integrated, as we have been for more than 50 years.

We love you for you. We are glad you're our neighbors.

Sincerely,

The Kennedy Heights Community Council

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Executive Summary

The *Kennedy Heights Neighborhood Plan* is the result of:

a
17
-month-long
process

9
Working
Groups

engaging
170+
community
members

The plan documents the neighborhood's vision for the future which focuses on **reaffirming its historic commitment to intentional integration** and **preserving an inclusive, stable, and multi-generational residential neighborhood** with **well-maintained parks and tree canopy** for current and future generations.

The plan includes goals, strategies, and action steps in five theme areas:

Focus areas include making strategic improvements to neighborhood infrastructure; increasing pedestrian, bicycle, and bus rider safety; addressing blight and litter to improve the perception of safety; and reducing instances of crime in the neighborhood.

The top priorities in this section are related to preventing littering and dumping and creating a drug-free neighborhood.

**Safety &
Infrastructure**

Parks, Green Space, & Environment

Areas of focus include preserving, expanding, and enhancing parks, recreation areas, and green spaces; promoting wellness through increased use of parks and green space; creating a clean, healthy environment; and supporting sustainable, environmentally-friendly behaviors.

Maintaining and enhancing parks, recreation areas, and green spaces, as well as the tree canopy are top priorities in this area.

Areas of focus include enhancing and investing in the Neighborhood Business District; promoting stable, successful storefront businesses to anchor the streetscape; and investing in other neighborhood business focus areas.

Creating a sense of place and investing in vacant properties in the Neighborhood Business District are priorities in this section.

Community Development

Housing

Areas of focus include encouraging the maintenance and development of a diverse array of housing options that uphold the historic, intergenerational, intentionally diverse character of the neighborhood; improving residential property management; ensuring that residents can “Age in Community;” and redeveloping the old Shroder School property using a hybrid approach that meshes new housing with an extended park and greenspace network.

The redevelopment of the old Shroder School property is the top priority in this section.

Areas of focus include creating an engaged community where residents are informed, connected with each other, and involved in the community; and creating a robust communication strategy that accommodates a diverse population and their needs.

Engaging residents through community events and tangible communications methods are top priorities in this area.

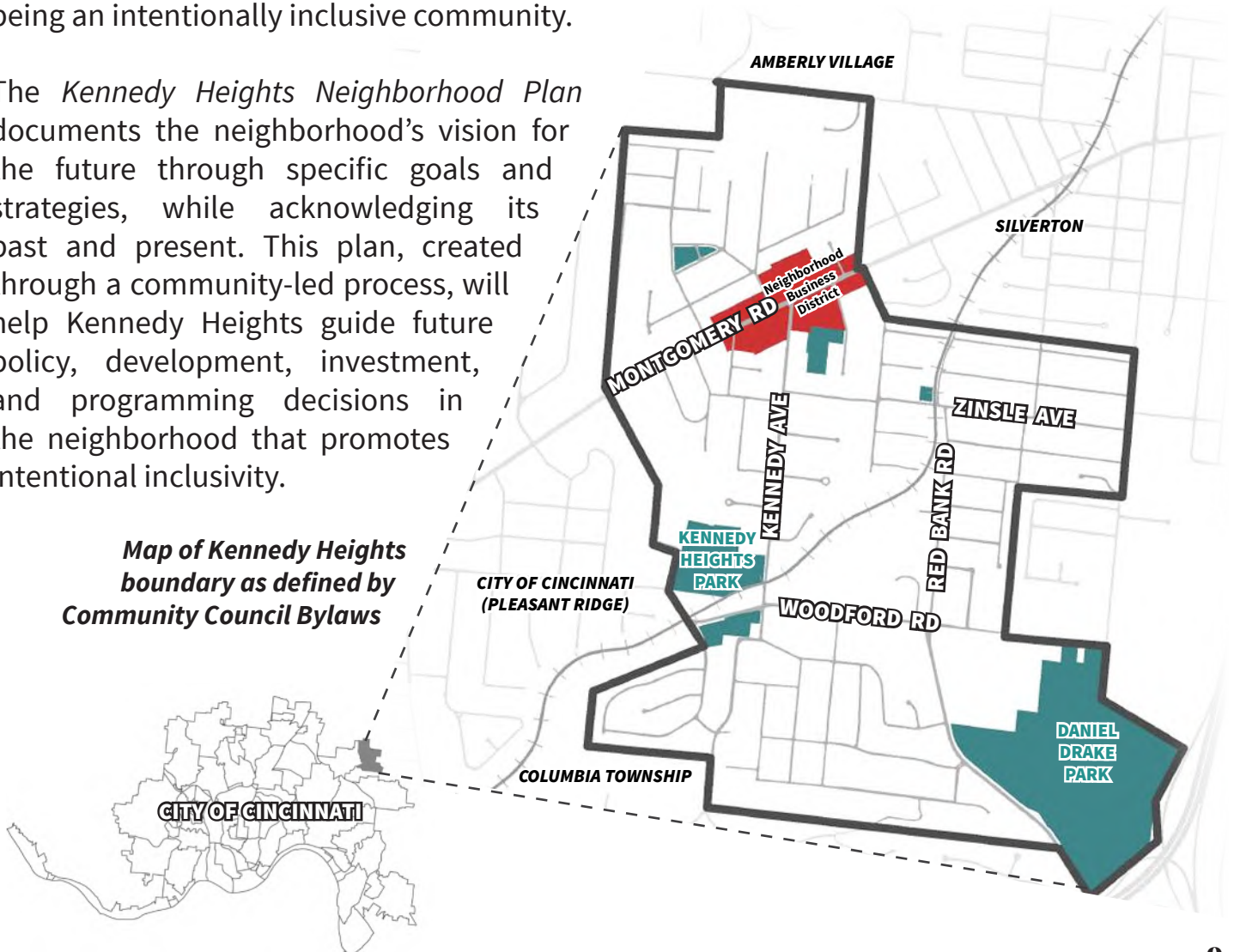
Communications, Events, & Engagement

Introduction

The *Kennedy Heights Neighborhood Plan (2022)* showcases the neighborhood’s vision and goals for the next ten years. Located approximately eight miles from downtown in the northeast corner of Cincinnati, Kennedy Heights is a primarily residential neighborhood with a small business district and numerous treasured parks and recreation spaces. Kennedy Heights has a rich history of community activism and planning, illustrated by the founding of the Kennedy Heights Community Council in the early 1960s, which aimed to challenge segregated housing patterns and build a community that recognized and celebrated diversity in the early 1960s. To this day, Kennedy Heights prides itself on being an intentionally inclusive community.

The *Kennedy Heights Neighborhood Plan* documents the neighborhood’s vision for the future through specific goals and strategies, while acknowledging its past and present. This plan, created through a community-led process, will help Kennedy Heights guide future policy, development, investment, and programming decisions in the neighborhood that promotes intentional inclusivity.

Map of Kennedy Heights boundary as defined by Community Council Bylaws





Seasons changing in Kennedy Heights Park Source: Carren Herring

The plan is organized into three main sections:

1. The Process

An overview of the planning process, including participants, structure of working groups, and community engagement.

2. The Past & Present

History of Kennedy Heights

A brief history of Kennedy Heights, including pivotal moments in its development, as well as resources for further reading.

Past Planning Efforts

A summary of the three past plans for the neighborhood.

Existing Conditions

Existing conditions in the neighborhood including demographic and housing trends, geographic location, assets, challenges, and more.

3. The Future

Vision

The vision statement for Kennedy Heights sets the tone for the future-looking goals and strategies by providing an inspirational and long-term picture of the neighborhood ten years into the future.

Goals, Strategies, and Action Steps

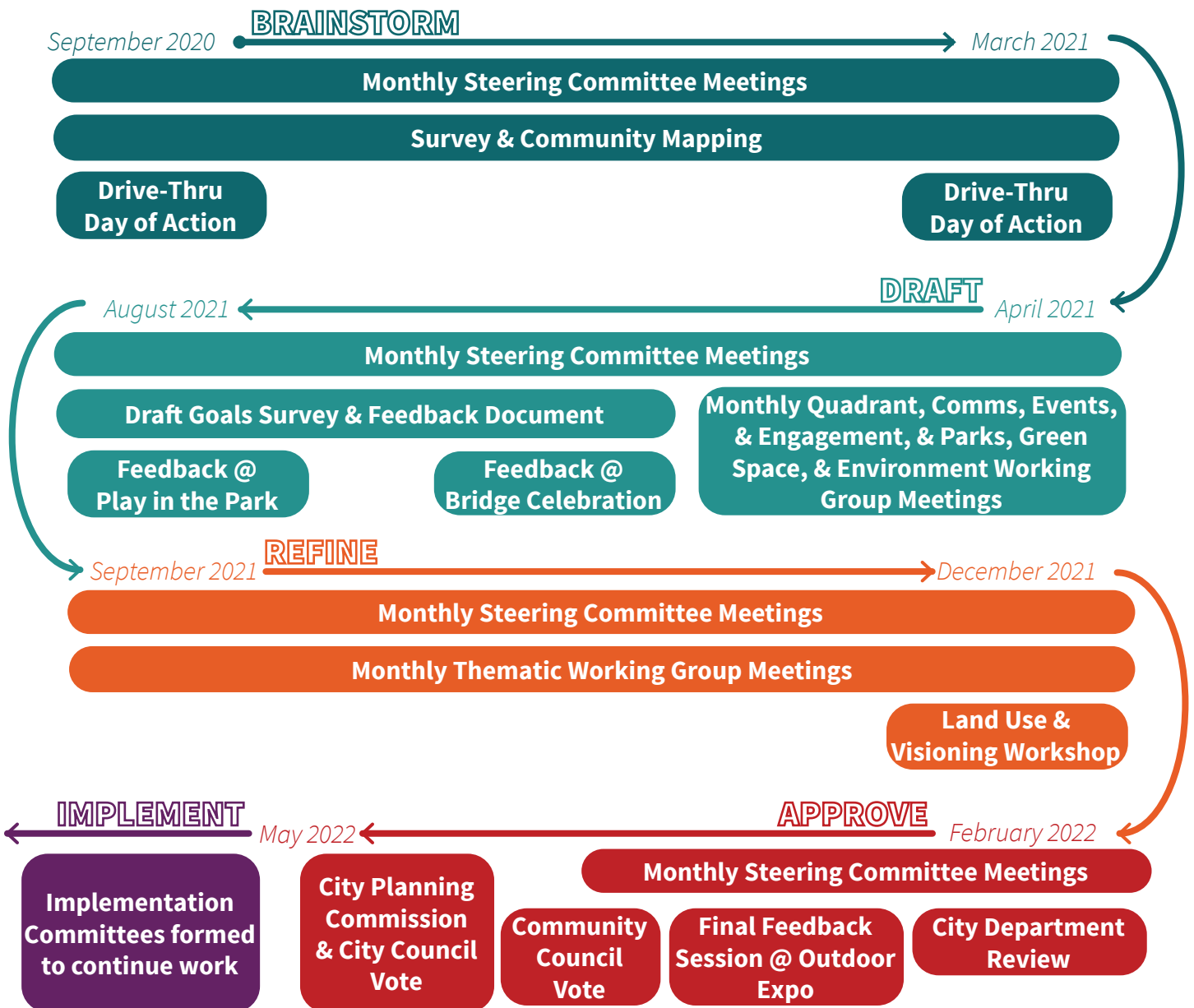
The *Kennedy Heights Neighborhood Plan* has five focus areas: Safety & Infrastructure; Parks, Green Space, & Environment; Community Development; Housing; and Communications, Events, & Engagement. Each focus area has a set of goals, strategies for those goals, and action steps to accomplish the strategies. An implementation plan for each of the action steps within the focus areas can be found in Appendix A. These goals, strategies, and action steps are consistent with the five Initiative Areas of *Plan Cincinnati* (2012), Cincinnati's comprehensive plan.

Future Land Use Map

This map reflects the goals of the focus areas and indicates desired future patterns of land use in the neighborhood.

Process

This section outlines the planning process that began in September 2020 and concluded in March 2022.



Planning Process Overview

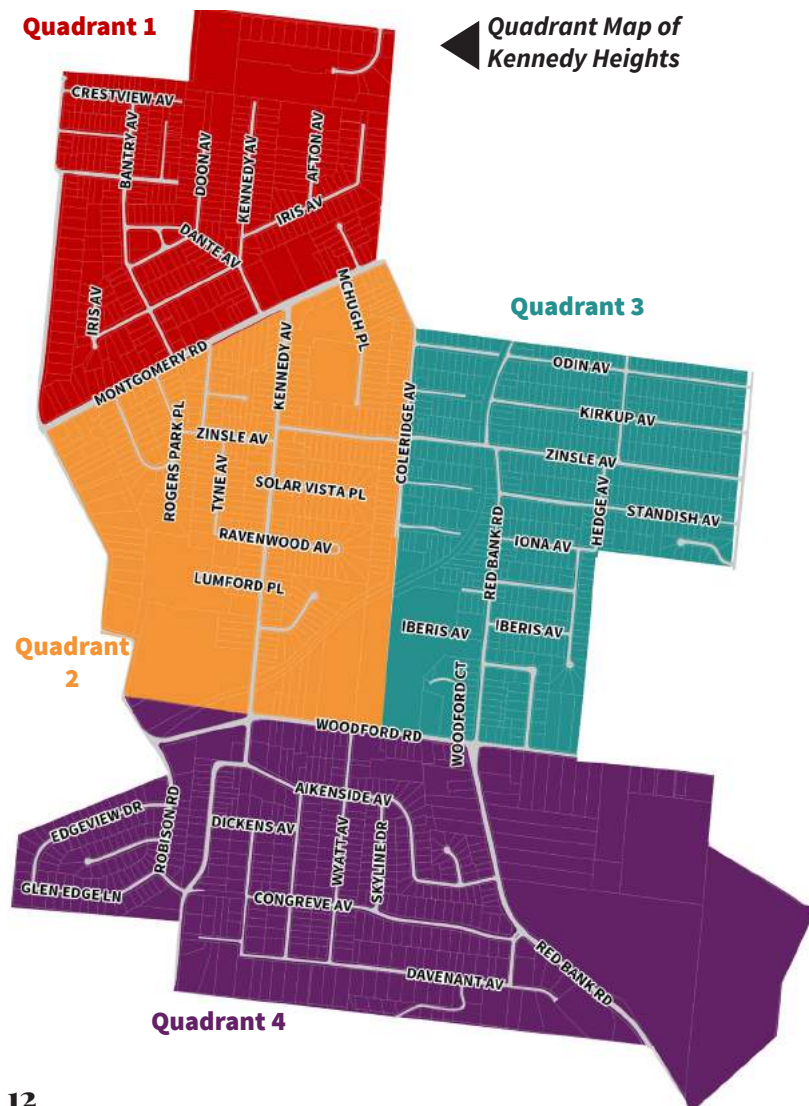
Steering Committee

The planning process was championed by the Steering Committee, a group of eight neighborhood residents, who met monthly with the Department of City Planning & Engagement to guide the planning structure and process. The Steering Committee was instrumental in preparing for plan events, such as the summer feedback sessions, conducting outreach, and facilitating the Working Groups.

Working Groups

The Working Groups were led by members of the Steering Committee and approximately 40 residents and stakeholders participated in the Working Groups throughout the process. Working Group meetings were held virtually during the spring of 2021. During Fall 2021, some working groups continued to meet virtually; however other working groups held both virtual and in-person options.

Typically working groups form around the focus areas of a plan; however, building upon how the neighborhood organizes itself, there were both geography-based working groups and thematic working groups:



Quadrant Working Groups

Four geography-based working groups met from January to April 2021 to review the initial community survey feedback and craft recommendations for their specific quadrant. Since residents are intimately familiar with their specific quadrants, the purpose of the quadrant working groups was to solicit area-focused recommendations and build connections for future implementation in each quadrant. The quadrant working groups submitted their recommendations and draft goal ideas to the Steering Committee in April 2021. These recommendations were compiled into a comprehensive draft goal document and shared with the community during the summer of 2021 (May to August). From September to December, representatives from each quadrant working group participated in the thematic working group meetings.

Thematic Working Groups

There were five thematic working groups, one for each of the focus areas of the plan.



The Parks, Green Space, & Environment Working Group and the Communications, Events, & Engagement Working Group met monthly from January to December 2021 with a hiatus in the summer of 2021 while collecting feedback from community members. Safety & Infrastructure, Housing, and Community Development Working Groups met monthly from September to December 2021. The initial set of goals, strategies, and action steps for those three sections emerged from the quadrant working groups. In the Fall of 2021, the Safety & Infrastructure, Housing, and Business District & Business Working Groups met to refine the initial set of goals, strategies, and action steps.

Community Engagement

Community engagement is an important aspect of the planning process. While the Steering Committee and working groups wrote the goals, strategies, and action steps, community members had opportunities to provide input throughout the planning process even if they did not participate in the Steering Committee or Working Groups. Community members had the opportunity to provide feedback in-person and virtually.

Preliminary Survey and Community Mapping (September 2020 – April 2021)

Overview of Feedback

To kick-off the planning process, there were activities that asked community members to share their ideas for the future of Kennedy Heights, as well as what they currently love and what challenges exist. The two primary activities were the survey and community map. Community members had over seven months to respond between September 2020 and April 2021. They could respond in-person at The Caring Place, at Days of Action events, and during door-to-door canvassing, as well as online. These opportunities were advertised in the newsletter. 168 unique responses were received from throughout the neighborhood. A summary of the responses is included as Appendix B. Working groups used these responses to guide the goals, strategies, and action steps they wrote.

Online Feedback Opportunities

There was an online survey and community map activity. The purpose of the survey was three-fold: Gather information on existing conditions in the neighborhood, solicit ideas for the future of the neighborhood, and collect information from interested community members

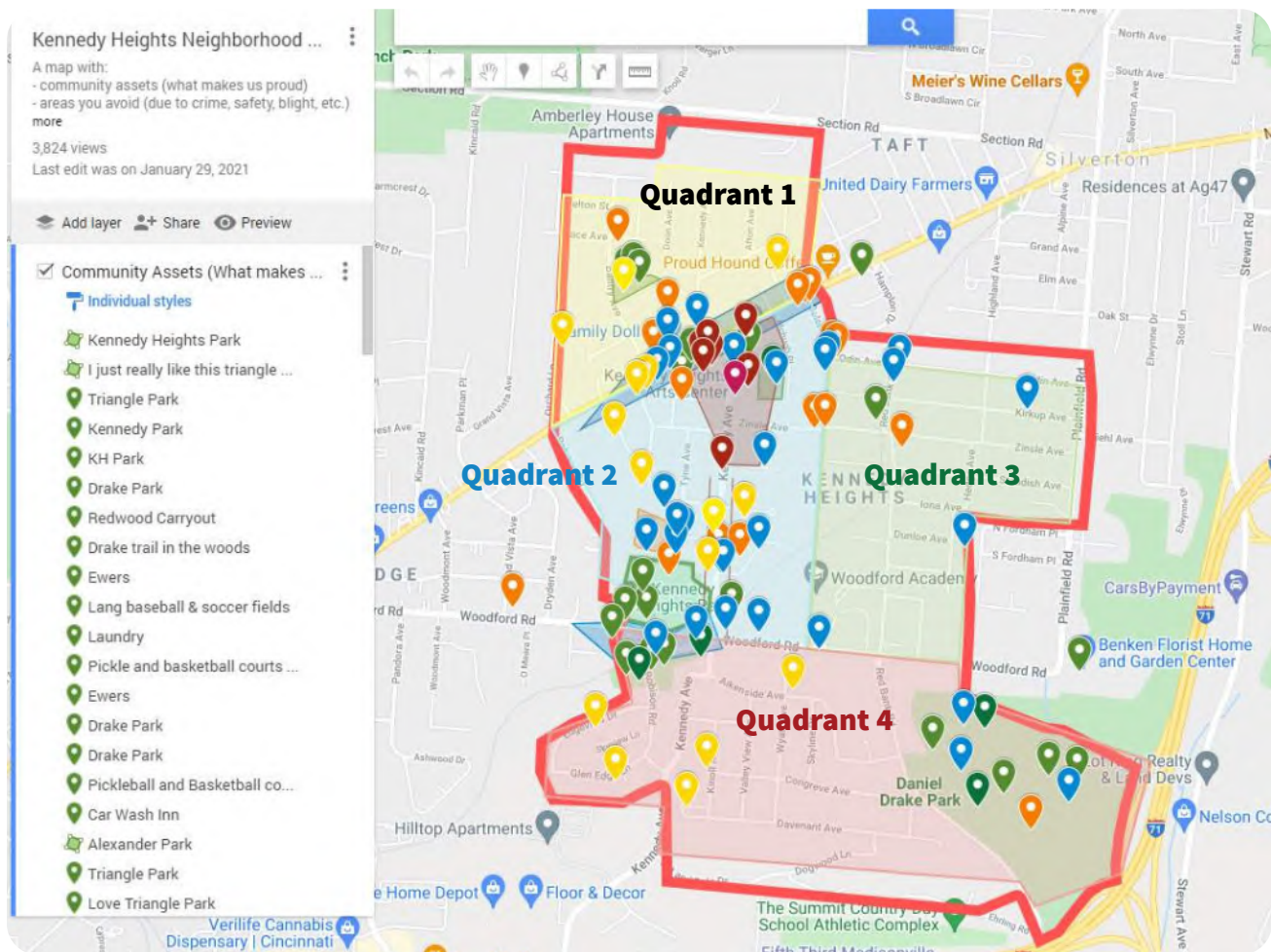
for further plan engagement. The community map activity allowed community members to identify geographic locations for the following in order to better understand existing conditions and future opportunities in the neighborhood:

- Community assets (what makes residents proud)
- Areas that are avoided (due to safety, crime, blight, deterioration)
- Areas that need some love (opportunities for development, redevelopment, renovation, or revitalization)
- Where respondents live, work, or own property
- The heart of the neighborhood

Additionally, community members were invited to participate in an activity that asked them to take photos of their neighborhood using different prompts, such as a photo that represents a value of the neighborhood, shows different types of housing in the neighborhood, demonstrates the neighborhood’s biodiversity, captures colors or character associated with the neighborhood, etc. Community members uploaded photos to an online form and many of the photos are included in this plan!

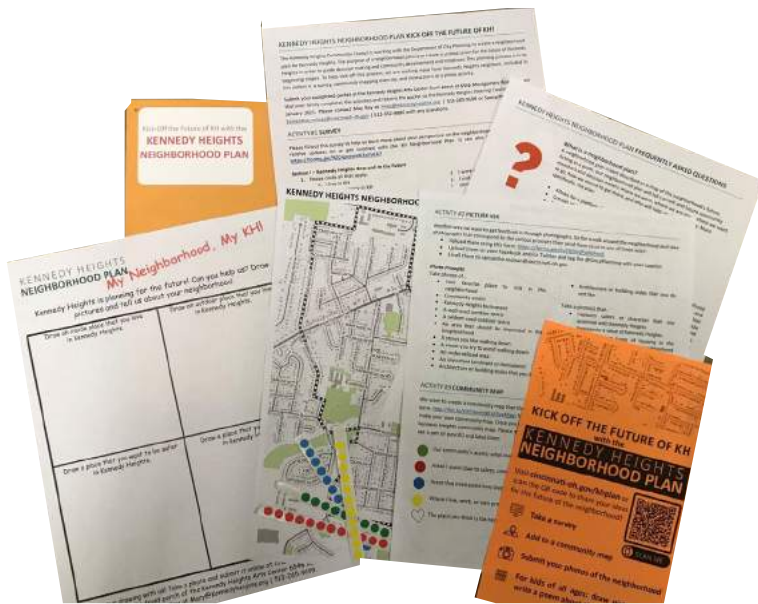
Legend

- Community Assets** **Areas to avoid** **Areas that need some love**
- Where respondents live, work, own property** **Heart of KH**



Hard Copy Feedback Opportunities

The Steering Committee distributed envelopes with hard copies of the feedback activities, including a community map activity, survey, and a drawing and poem activity for residents of all ages. Community members could drop off their completed envelope at the Kennedy Heights Arts Center or call a number to have a Steering Committee member pick it up. All hard copy community map responses were added to the online map.



Feedback Activity Packet

In-Person Feedback Opportunities at Drive-Thru Days of Action

City staff and Steering Committee members participated in two neighborhood drive-thru Days of Action, one in September 2020 which served as a kick-off to the planning process, and one in March 2021. Hard copies of the survey and community map were available to fill out, as well as a sign-up sheet to receive plan updates. Additionally, community members could take a packet home with materials to do the survey and community map with their families.



September 2020 Drive-Thru Day of Action
Source: Kennedy Heights Community Council



March 2021 Drive-Thru Day of Action
Source: Kennedy Heights Community Council

Draft Goal Feedback (May - August 2021)

Overview of Feedback

During Summer 2021 (May – August), the Steering Committee and working groups sought feedback from the community on the draft goals they wrote. There were multiple ways to provide feedback including an online survey and an editable feedback document, hard copy surveys, and in-person engagement events. There were in-person engagement opportunities at the following community events: the Bridge Celebration (May 15, 2021) and Play in the Park

(July 14, July 21, July 28, and August 4, 2021). The feedback was summarized in Appendix C, posted on the plan’s website, and shared with the working group leads to incorporate into the final set of goals, strategies, and action steps.

Online Feedback Opportunities

There were two online methods of providing feedback on the draft goals: a survey and an editable feedback document. The survey allowed community members to share if they agreed or disagreed with strategies and asked them to prioritize the goals within each of the thematic areas. The editable feedback document permitted community members to make comments and suggested edits directly on an online document. Approximately 60 community members filled out an online or hard-copy survey (see below) and/or the editable feedback document.

Hard Copy Feedback Opportunities

Hard copies of the survey were distributed and collected at the in-person events (see below). Additionally, The Caring Place, a neighborhood nonprofit social service organization, distributed and collected hard copies of the survey.

In-Person Feedback Opportunities

The Steering Committee had a *Kennedy Heights Neighborhood Plan* table at two community events: the Bridge Celebration in May 2021, which commemorated the “grand opening” of the new Kennedy Avenue bridge and Play in the Park in August 2021. Play in the Park brings neighbors of all ages to Kennedy Heights Park for four Wednesday evenings in August every year. Community members were asked to provide feedback on the draft goals, as well as provide additional input through interactive poster board displays. During the in-person events, approximately 140 community members were engaged.



Kennedy Heights Bridge Celebration Source: Jeff Weidner (left), Kennedy Heights Community Council (right)



Land Use and Visioning Workshop (December 2021)

In December 2021, the Steering Committee and working groups invited community members to a Land Use and Visioning Workshop. The workshop was split into two parts:

Future Land Use Map

During the land use map discussion, community members learned about the existing land use and zoning in Kennedy Heights. They then worked together to create a future land use map for Kennedy Heights (see Future Land Use Map section) to reflect their desired development patterns in the neighborhood.

Vision Statement

The second part of the workshop focused on brainstorming for the plan’s vision. Due to time constraints, community members reviewed the vision statements for each of the thematic areas and then asked City staff to craft a vision statement for the plan based on feedback throughout the planning process from community members. The vision statement was shared with the community during the January community council meeting for additional feedback (see Vision section).



Prioritization and Draft Plan Review

Online Prioritization and Draft Plan Review

During February and the first week of March 2022, the draft plan was posted on the plan website for review by the community. Additionally, there was an online survey that provided community members the opportunity to prioritize action steps within each of the thematic areas. 11 people responded to the online prioritization survey. The results of the prioritization are included in the implementation charts in Appendix A.

In-Person Prioritization and Draft Plan Review

On March 5, 2022, the Steering Committee and



Play in the Park Weeks 1 and 3 Source: Carren Herring (middle)

and working groups had tables at the Kennedy Heights March Into Spring event. During the event, the Steering Committee and working groups shared the draft plan, asked community members to prioritize the action steps within the thematic areas if they had not filled out the online survey, and solicited sign-ups for the implementation committees.

Approval

Departmental Review

City of Cincinnati departments, offices, and agencies reviewed this plan in February 2022. Many of the departments were involved throughout the planning process while working groups were drafting and refining the goals, strategies, and action steps. Departments provided feedback on feasibility as well as structuring the goals, strategies, and action steps in a way that would be helpful during the plan implementation. Comments from the Metropolitan Sewer District are included as Appendix D. No departments had concerns with any of the goals, strategies, and actions steps.

Community Council Approval

The Kennedy Heights Community Council voted to approve the *Kennedy Heights Neighborhood Plan* on March 15, 2022. 23 community members were in attendance and all 23 voted to approve the plan following a presentation by the Steering Committee and City staff.

City Planning Commission and City Council Review

The Steering Committee and members of the working groups presented this plan, along with City Planning & Engagement staff, to City Planning Commission in [insert date] 2022 and to City Council in [insert month] 2022. The City Planning Commission recommended [insert action] and the City Council [insert action] the plan in Resolution No. [insert number].

A Note on Communications

Throughout the planning process, the Kennedy Heights Steering Committee worked hard to communicate plan-related information and events in different ways to reach their neighbors. These communication methods included:

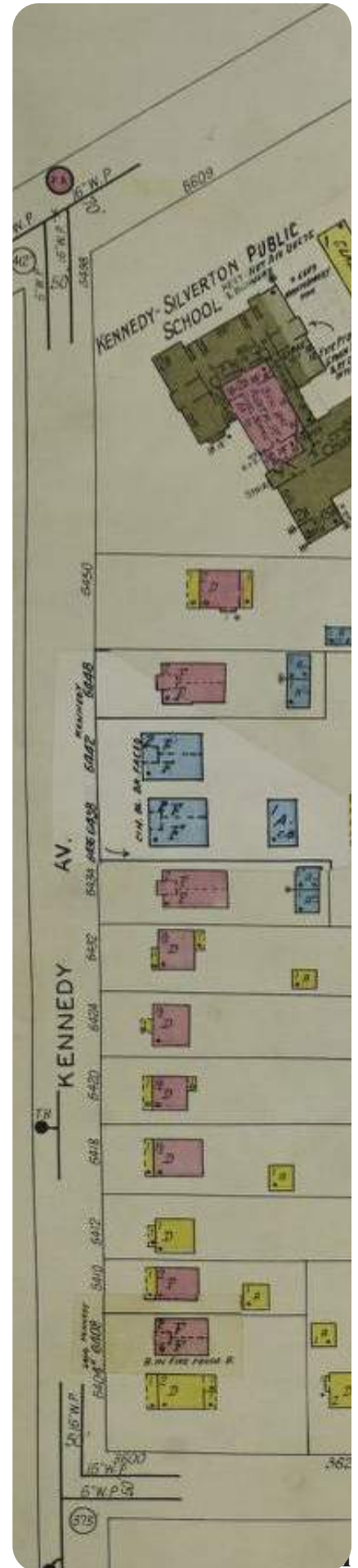
- **Newsletter:** Plan update articles in the bi-monthly newsletter that is posted on the community council website and mailed to residents
- **Social Media:** Posts on Kennedy Heights Community Council and Department of City Planning & Engagement's social media channels, including Facebook and Twitter
- **Flier Distribution:** Door-to-door distribution of fliers and posting fliers at neighborhood businesses and organizations to advertise upcoming events
- **Postcards:** Mailed postcards to residents advertising working group meetings
- **Email:** Emails to Kennedy Heights Community Council email list and contacts collected throughout the planning process
- **Website:** The Department of City Planning & Engagement maintained an up-to-date website with plan materials, event information, and updates. The Kennedy Heights Community Council's website linked to the plan website.

The Past & Present History

This plan acknowledges that the Kennedy Heights neighborhood sits in the native homeland of the Osage, Shawnee, Myaamia, Kaskaskia, Hopewell, and Adena peoples. Following the Battles of Wabash and Fallen Timbers in the late 1700s and decades of violent land disputes, these tribes signed the Treaty of Greenville and were forced to relinquish their land. We take no pride in the painful reality that our treasured neighborhood is only possible due to great loss on the part of these native tribes. We hope that our dedication to preserving the natural wonder of the area honors their memory

This overview of the history of Kennedy Heights begins shortly after the Treaty of Greenville following the purchase of land by John Cleves Symmes who purchased one million acres of property in southwest Ohio from the Confederation Congress. The area was primarily used as rural farmland in the late 18th and early 19th centuries, evolving into a commuter suburb later in the 19th century and early in 20th century. The area became a neighborhood within the city of Cincinnati in the late 20th century.

Sanborn Fire Insurance Map from 1937-1950 Source: U.S. Library of Congress



1790s

John McFarland and Joseph Ferris purchase land from John Cleves Symmes and sell plots to farmers. Area is connected to downtown Cincinnati by a horse-drawn omnibus.

1870-80s

Cincinnati, Lebanon & Northern (CL&N) Railroad improves rail line allowing people to commute to downtown Cincinnati in 30-40 minutes and spurring development along the railroad

1880s

Lewis Kennedy plots the Kennedy Heights Subdivision marking a change in primary land use in the area from agriculture to residential

Yononte Inn Source: James Cebula



1880-1900s

The Yononte Inn is built and becomes a popular summer resort attracting interest in the community not only as a summer getaway locale, but also a year-round commuter suburb.

1890s

More residential subdivisions are created. Some subdivisions, located further from the railroad station or on lower lying ground does not sell immediately. The property is ultimately sold to Black home buyers which establishes a Black working class community.

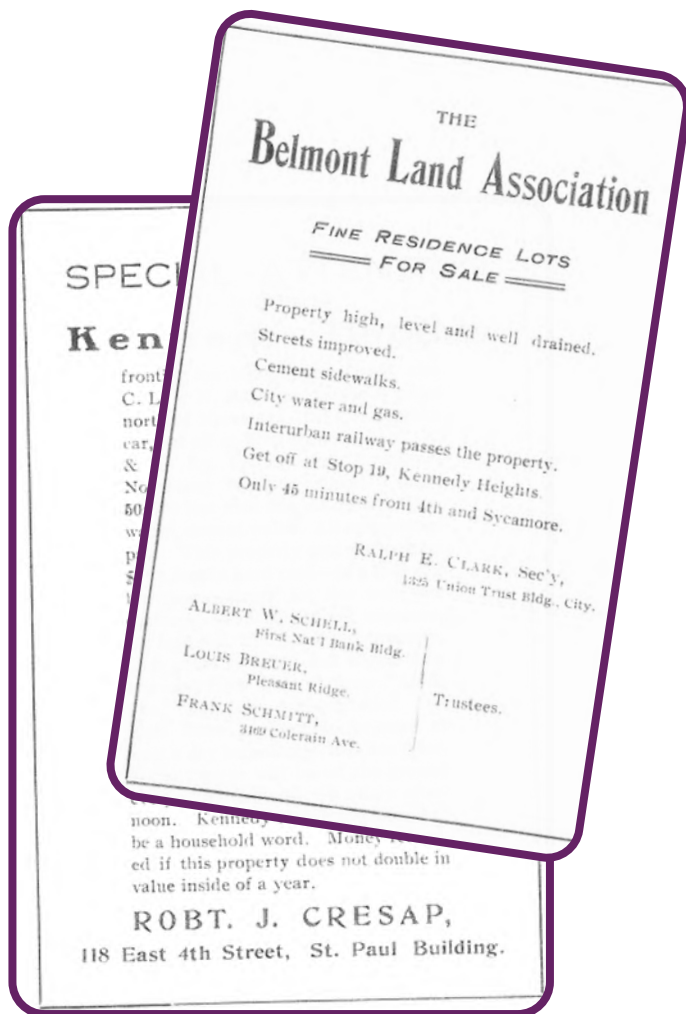
During the same decade, the Interurban Rapid Transit street car line starts running along Montgomery Road, shifting focus to that corridor and aiding the small business district.

1896

Kennedy Heights is incorporated as a village.

1900-1915

Rapid population growth (from 200 to 600 residents). Village officials discourage industrial growth in neighborhood, maintaining a residential neighborhood. Due to the rapid growth, the village government is not able to provide services for residents. The City of Cincinnati annexes Kennedy Heights in 1914 and the Kennedy Heights First Baptist Church is established by eight African American families.



Subdivision Advertisements Source: The Kennedy Heights Men's Business Club

1915-1940s

The neighborhood continues to experience residential growth due to nearby industrial job opportunities in Norwood. Single-family homes are built and multi-family buildings are built along Montgomery Road.

Late 1940s

Residents form a coalition to stop General Motors from developing an industrial site in Kennedy Heights; the neighborhood remains primarily residential.

1950s

The neighborhood gains a reputation for being a stable, desirable community that is family-friendly. Residents who move to Kennedy Heights end up planting roots for years to come.

Early 1960s

A growing Black middle-class looking to purchase single-family homes move into the neighborhood which causes blockbusting, an unethical real estate practice that convinces white residents in a neighborhood to sell their homes at below-market prices.

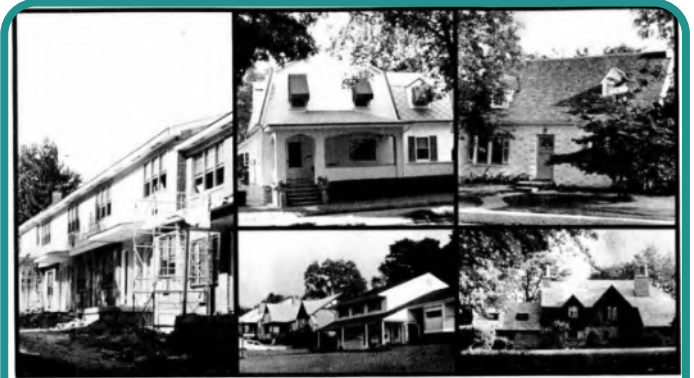
Concerned residents form the Kennedy Heights Community Council to help fight this panic selling and work to maintain a stable, integrated neighborhood. They organize “around the concept of community building through interracial cooperation” and aim to “create a new kind of community which celebrated diversity” (Cebula, 2007). They host events, living room meetings, trainings, and door-to-door conversations led by white and Black leaders to promote dialogue between neighbors. They also advertise in newspapers and on television to attract residents who are committed to integration.

Mid 1960s

After panic selling stops, the Community Council focuses their efforts on extracurricular educational activities and community events, such as a Teen Council, Parent Cooperative Nursery School, athletic association, annual community parade and picnics, and more.

1930

Cincinnati Parks Board purchases land to create Kennedy Heights Park and the Kennedy Heights Garden Club makes donations to fund planting and improvements.



The above homes are typical of the variety to be found in Kennedy Heights. Rentals range from \$80 to \$150 per month. We are a neighborhood of children, woody ravines, mature trees, and 75 varieties of birds for bird watchers.



In a ten block area we have two public parks and a playfield. Nature study, swimming and tennis lessons and other recreation programs are conducted by the city Recreation Department. A strong sense of neighborhood prevails.

Advertisements from the 60s Source: James Cebula

Top: “The above homes are typical of the variety to be found in Kennedy Heights. Rentals range from \$80 to \$150 per month. We are a neighborhood of children, woody ravines, mature trees, and 75 varieties of birds for bird watchers.”

Bottom: “In a ten block area we have two public parks and a playfield. Nature study, swimming and tennis lessons, and other recreation programs are conducted by the city Recreation Department. A strong sense of neighborhood prevails.”

1970s

There is an effort to revive the neighborhood business district which faced challenges due to competition with newly built shopping centers in proximity to the neighborhood.

1982

The Caring Place is established by a coalition of churches with the goal to provide community members in need with food, clothing, rent, support groups, and more. The Caring Place remains an important community institution today.



1994

The Sap Run, an annual 5k event with a pancake breakfast, begins.

2004

Kennedy Heights Arts Center is founded after the community comes together to save the historic mansion, originally built by Lewis Kennedy in the 1880s.



2007

Kennedy Heights Development Corporation is established to work on senior housing, business, and cultural campus initiatives.

2013

Play in the Park is created after a series of murders and violent attacks in the area to reclaim Kennedy Heights Park as a safe haven of community. The initiative receives a Seasongood Foundation Innovation Award in 2014.



2015

Kennedy Heights Development Corporation launches an Aging in Community Initiative.

2020

Kennedy Heights Community Council, in conjunction with the City of Cincinnati, kicks-off the Kennedy Heights Neighborhood Plan process.



For more information on the history of Kennedy Heights, please visit the Kennedy Heights Community Council website.

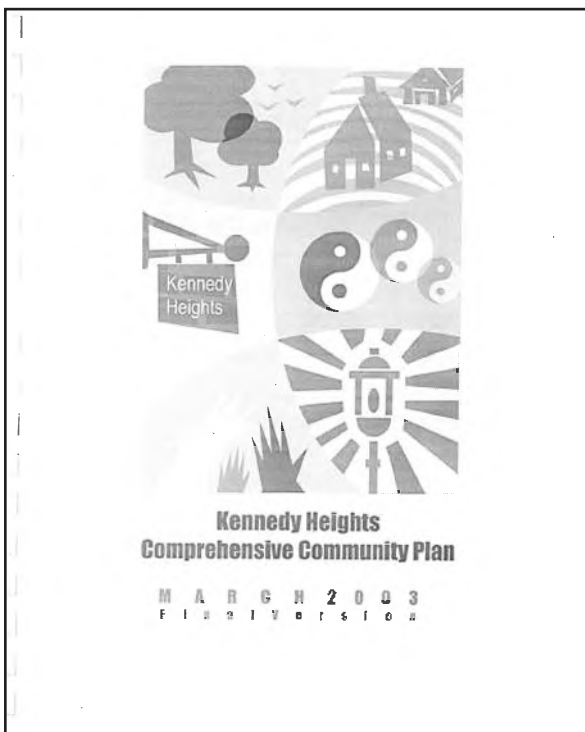
References

- Cebula, J. E. (2007). Creating a Multiracial Community in Post-World War II Cincinnati: The Kennedy Heights Experiment. *Ohio Valley History*, 7(3), 32-48.
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The Past & Present

Past Plans

Kennedy Heights has three past plans, one comprehensive neighborhood plan (2003) and two urban design plans for the Montgomery Road Neighborhood Business District (2004 and 2007). These plans were considered in the creation of this plan. This section provides an overview of the past plans for the neighborhood.



Kennedy Heights Comprehensive Community Plan (2003)

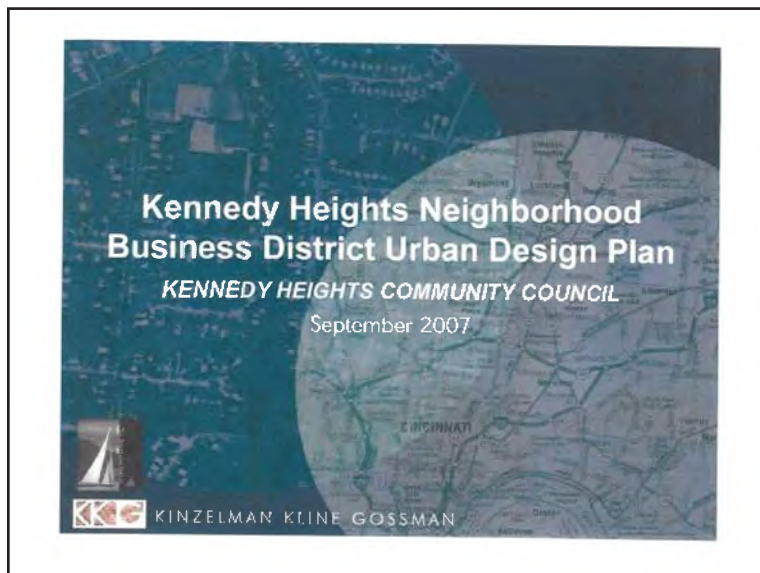
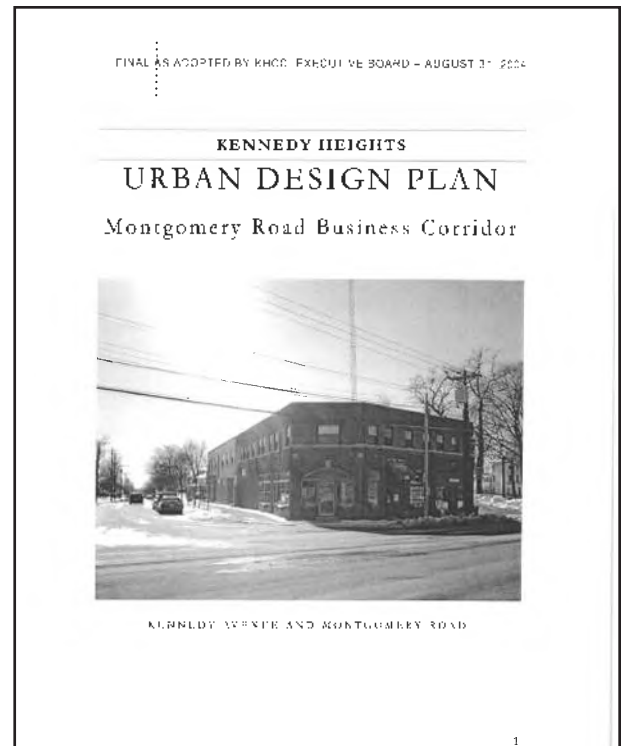
The first neighborhood plan for Kennedy Heights was initiated by the Community Council to address development issues and challenges and provide strategies to protect residential uses and foster economic development in the area. The plan includes 111 strategies within goals and subgoals in the following areas: residential areas, parks, open space, and recreation, design and infrastructure, commercial and office development, community services, and Kennedy Heights Community Council capacity and organization.

The overarching goals included encouraging economic growth, eliminating blight and blighting influences, reducing litter, increasing safety and security, improving traffic circulation, and integrating residential and business uses. The future land use vision called for maintaining existing residential units and constructing new infill single-family homes on 5,000 square foot minimum properties, enhancing parks and recreation areas, and reducing vacancies. The *Kennedy Heights Neighborhood Plan* (2022) takes these goals into consideration and will ultimately supersede this neighborhood-wide plan as the guiding plan for the area.

Kennedy Heights Urban Design Plan (2004)

This urban design plan followed the completion of the 2003 comprehensive plan for the neighborhood. It served as a development blueprint for revitalization of the Montgomery Road business corridor and intended to return Montgomery Road to its former place as the heart of the community and neighborhood center. The plan outlined a vision to: Improve identity of the business corridor to promote private investment and redevelopment activity, safeguard property values throughout the business corridor, improve aesthetics and promote sense of place, prevent deterioration and undesirable conditions, initiate partnerships with arts organizations to create public art within the

business corridor, and support and enhance existing businesses along the corridor. It also included specific guidelines for landscaping and buffer yards, lighting, public art, building facades, and signage. This plan is superseded by the 2007 urban design plan.

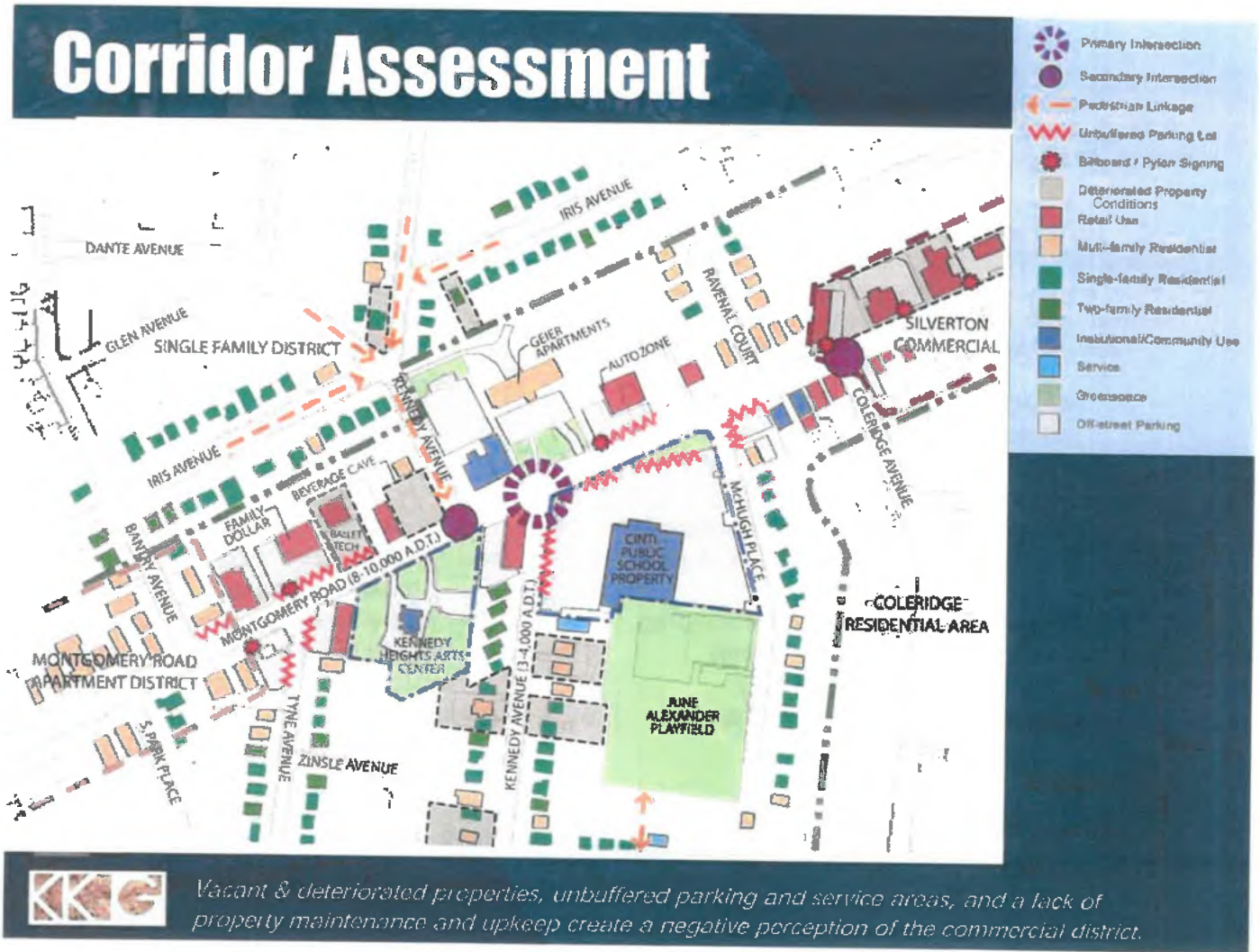


Kennedy Heights Neighborhood Business District Urban Design Plan (2007)

The *Kennedy Heights Neighborhood Business District Urban Design Plan* is the most recent urban design plan for the area. In 2004, the Commercial and Office Development Committee of the Kennedy Heights Community Council initiated a Market Study and Feasibility Plan, conducted by Kinzelman Kline Gossman. The study originally focused

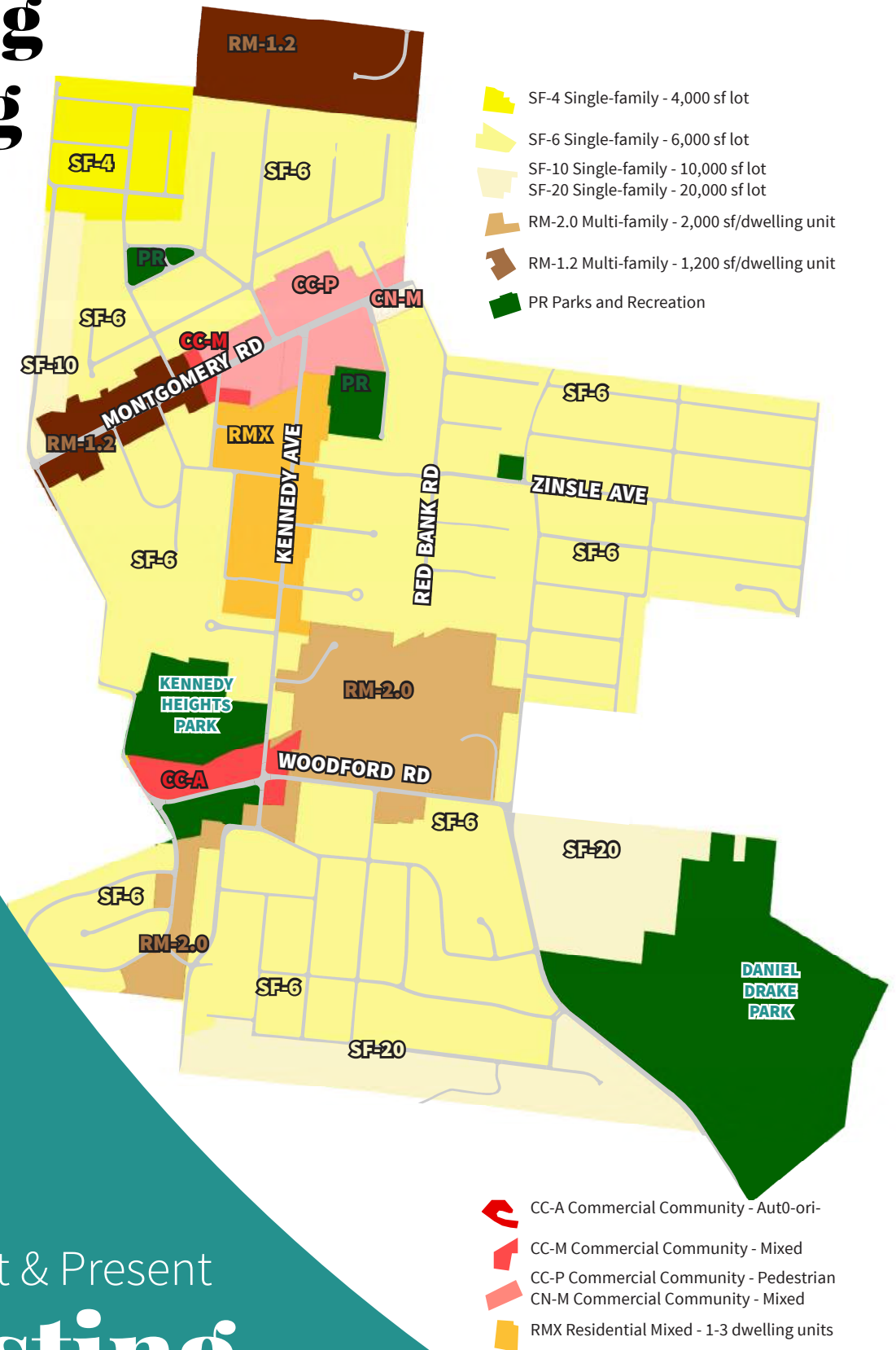
on the old Kroger site at Kennedy Avenue and Montgomery Road and nearby vacant properties with the purpose of creating a proposal for the redevelopment of the site. The Community Council realized that it was important to look beyond the narrow scope of the study and develop a unified redevelopment strategy for the Business District which spurred the creation of this plan. This plan had five specific goals: encourage restoration and renovation of existing owner-occupied units, increase homeownership and encourage development of new homes,

improve quality and environment of rental housing, explore creating housing facilities for seniors, and support renovation, restoration, and reuse of historical properties. It also provided potential redevelopment options for the old Kroger site, which is now the Kennedy Heights Arts Center Annex. This plan should continue to be referenced for any development within the Neighborhood Business District boundaries and Urban Design Overlay District.



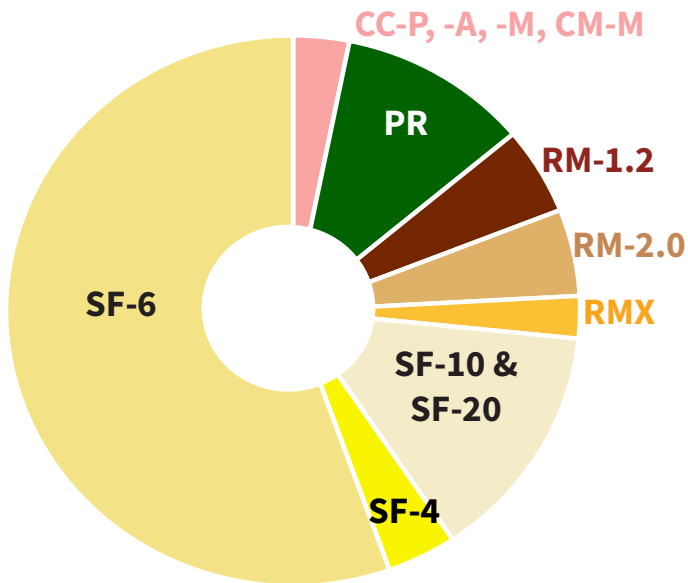
Existing Conditions of Montgomery Road corridor in 2007 urban design plan Source: Kennedy Heights Neighborhood Business District Urban Design Plan (2007)

Existing Zoning



The Past & Present

Existing Conditions



5866 Kennedy Ave.

56%
Single-Family
(6,000 sq ft)

Despite the majority of Kennedy Heights consisting of residential space, the area also has many assets that zoning helps encourage. Kennedy Heights boasts many greenspaces, including parks and recreation spaces such as Daniel Drake Park and Kennedy Heights Park. Additionally, a small commercial district, lining Montgomery Road, is zoned for commercial uses and has the potential to help enhance the neighborhood and allow for economic growth.



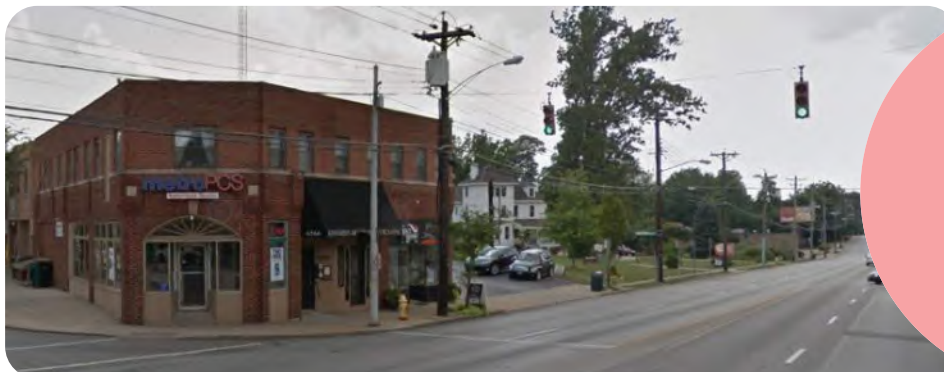
3619 Davenport Ave.

13%
Single-Family
(10,000 & 20,000 sq ft)



Kennedy Avenue Bridge & Kennedy Heights Park

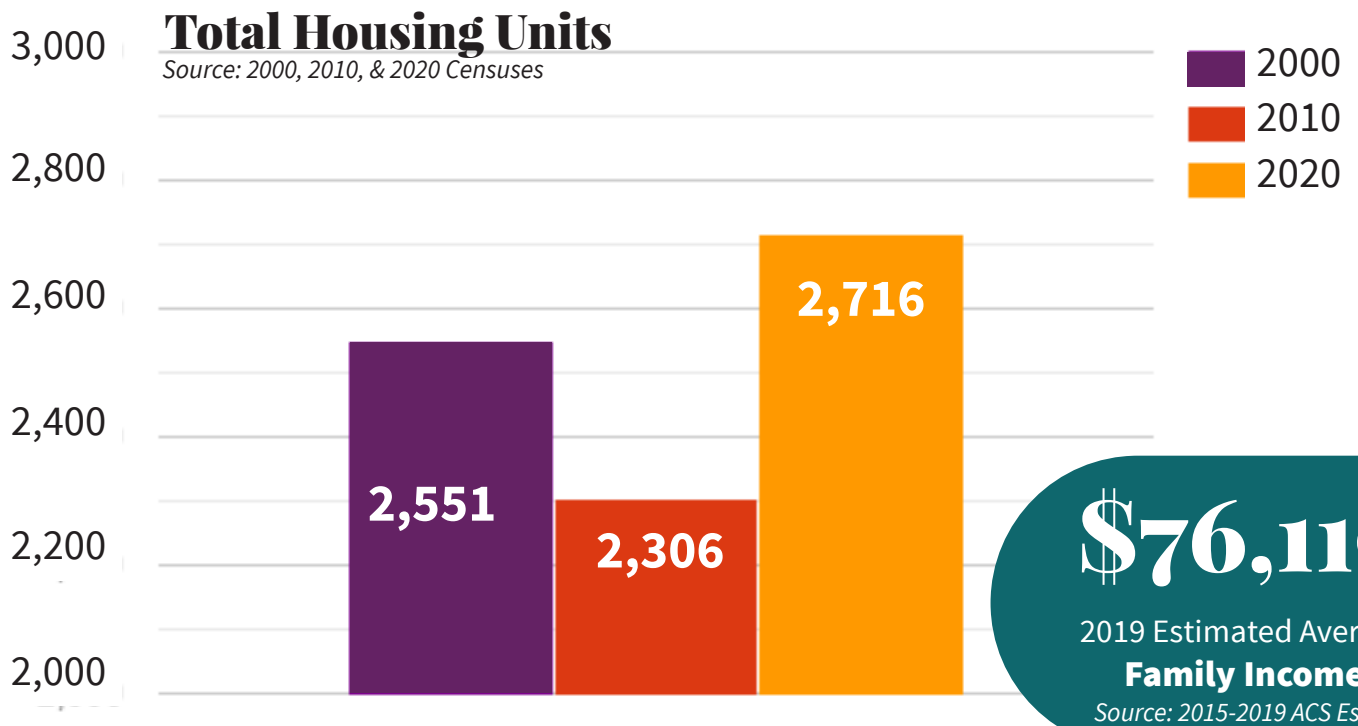
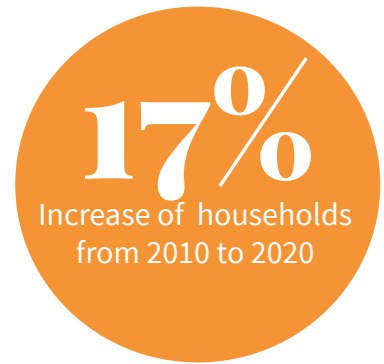
10%
Park & Recreation



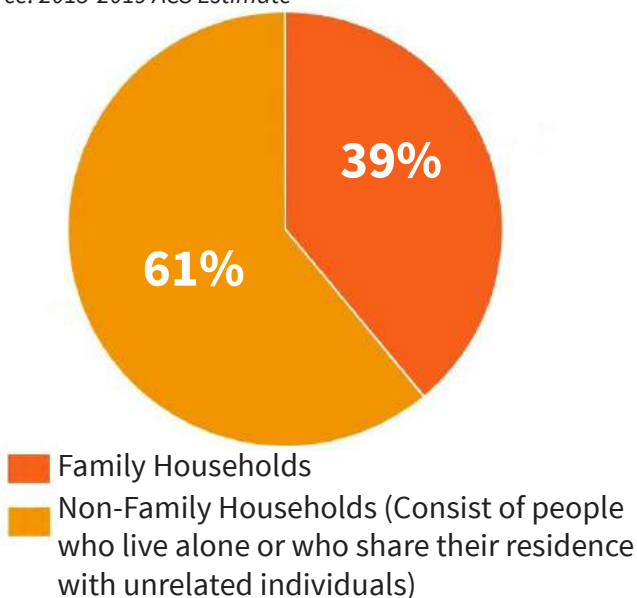
Montgomery Road

3%
Commercial
(CC-P, CN-M, CC-M, CC-A)

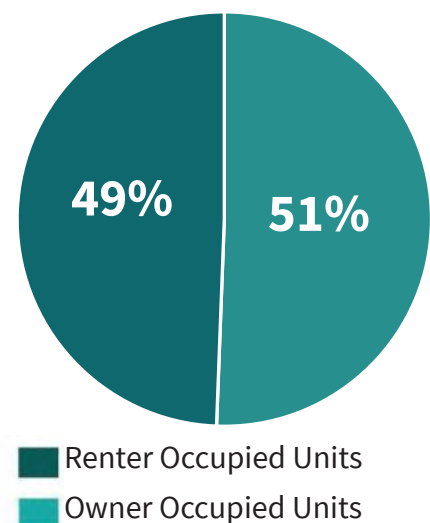
Housing



Family vs. Non-Family
Source: 2015-2019 ACS Estimate

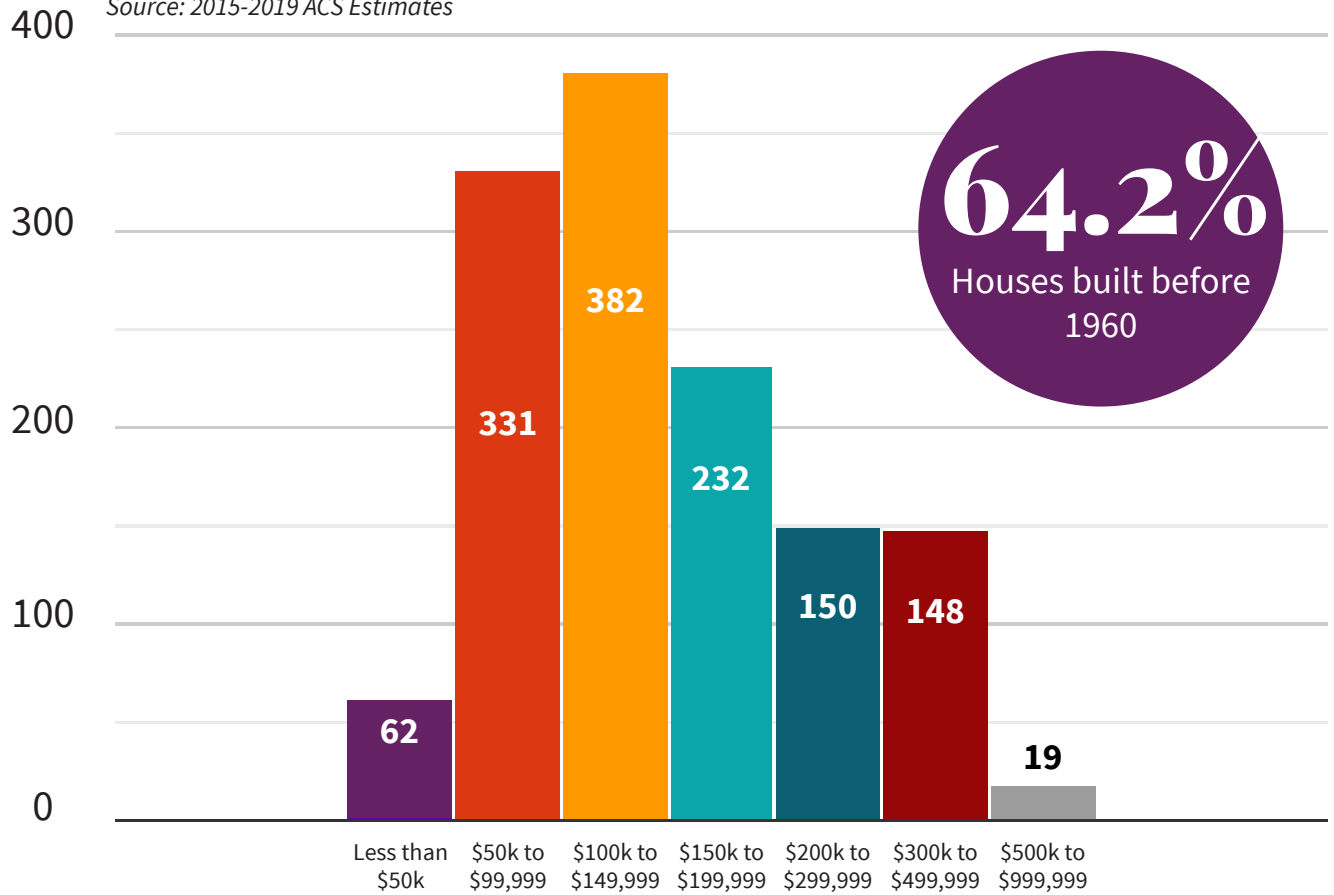


Household Tenure
Source: 2015-2019 ACS Estimate



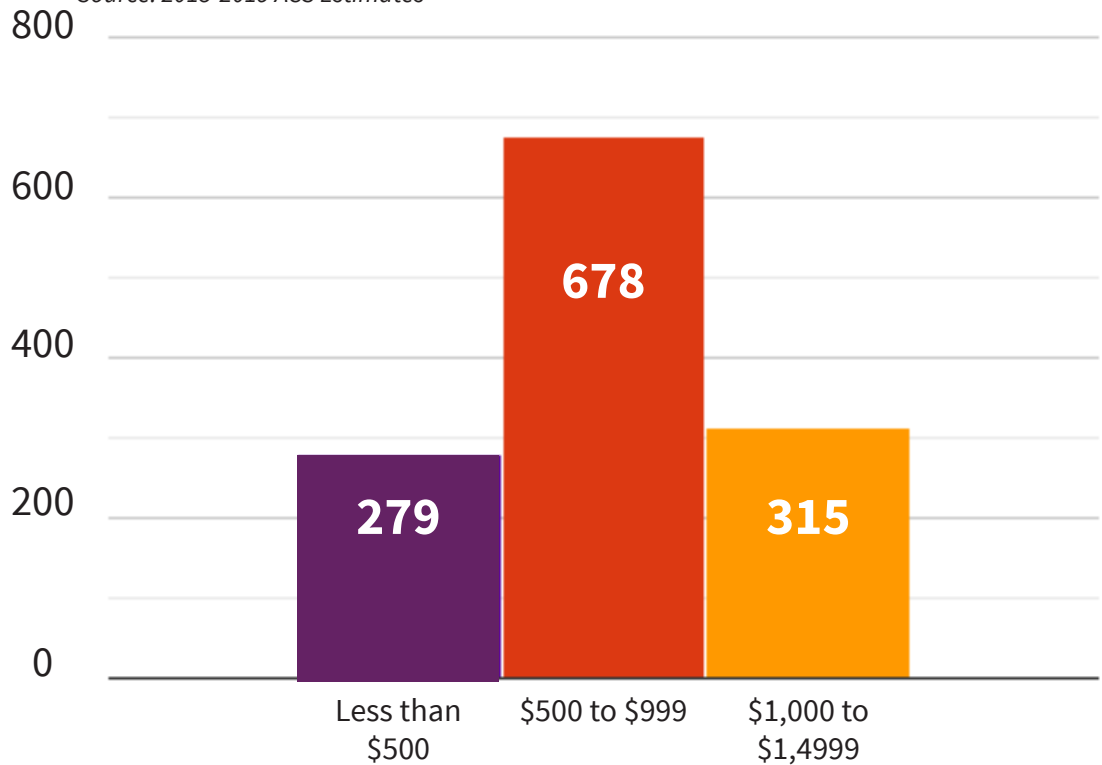
Owner-Occupied Housing Value

Source: 2015-2019 ACS Estimates



Gross Monthly Rent

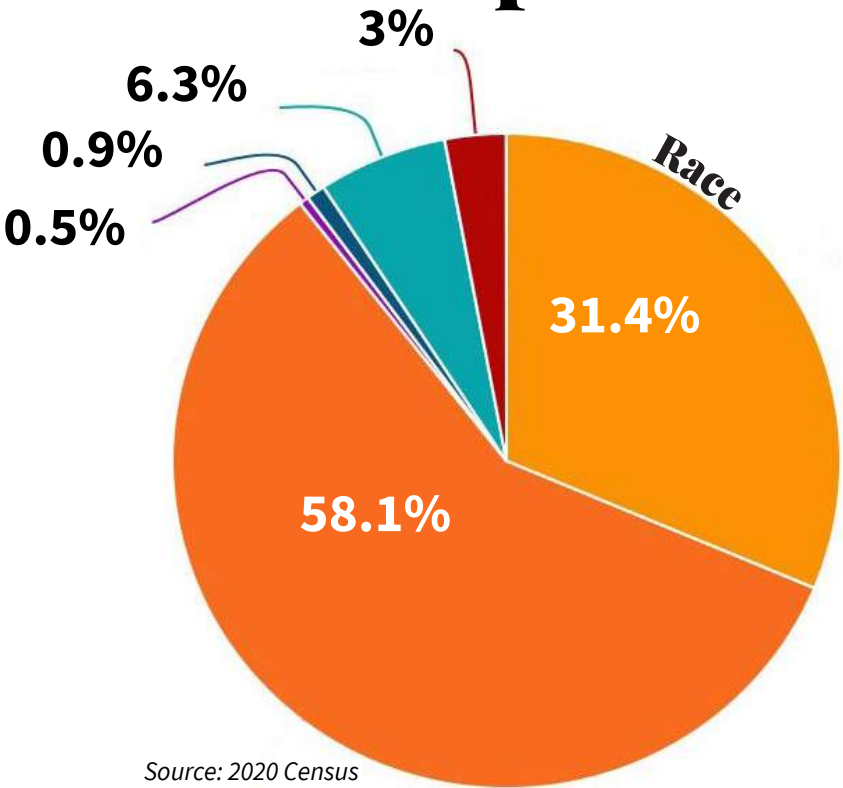
Source: 2015-2019 ACS Estimates



Population

5,166
Total Population
 Source: 2020 Census

10.1%
 of Total Population
 is **below Poverty Level**
 Source: 2015-2019 ACS Estimate

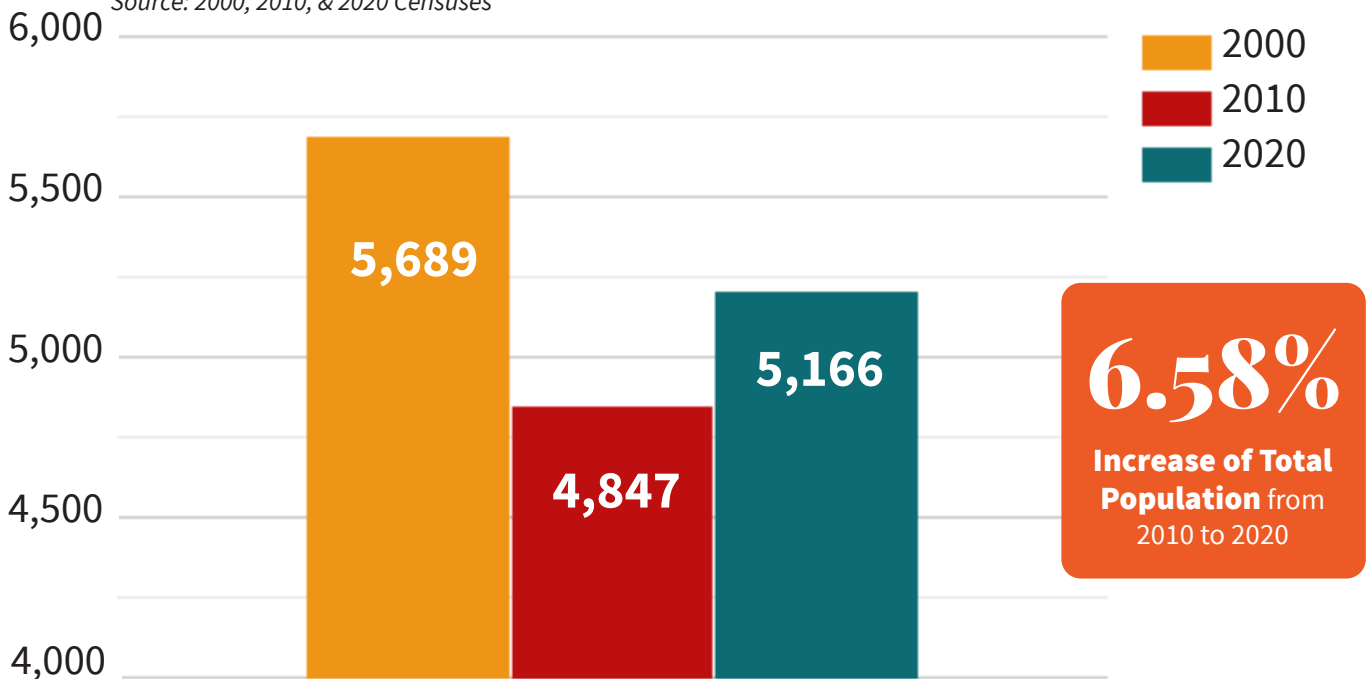


Source: 2020 Census

- White
- Mixed Race
- Other
- Black
- Asian/Pacific Islander
- American Indian/Alaska Native

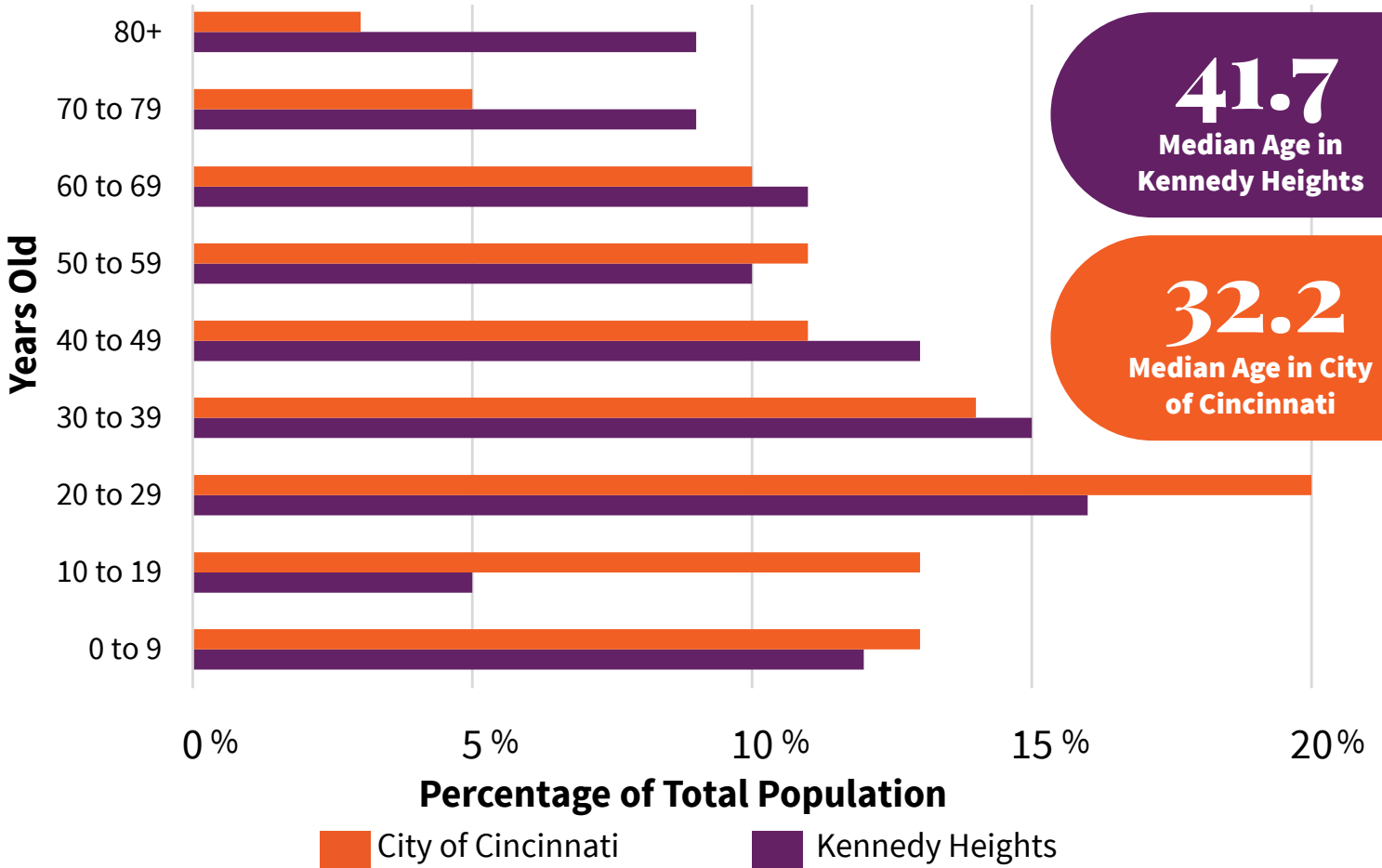
Population Over the Last 20 Years

Source: 2000, 2010, & 2020 Censuses



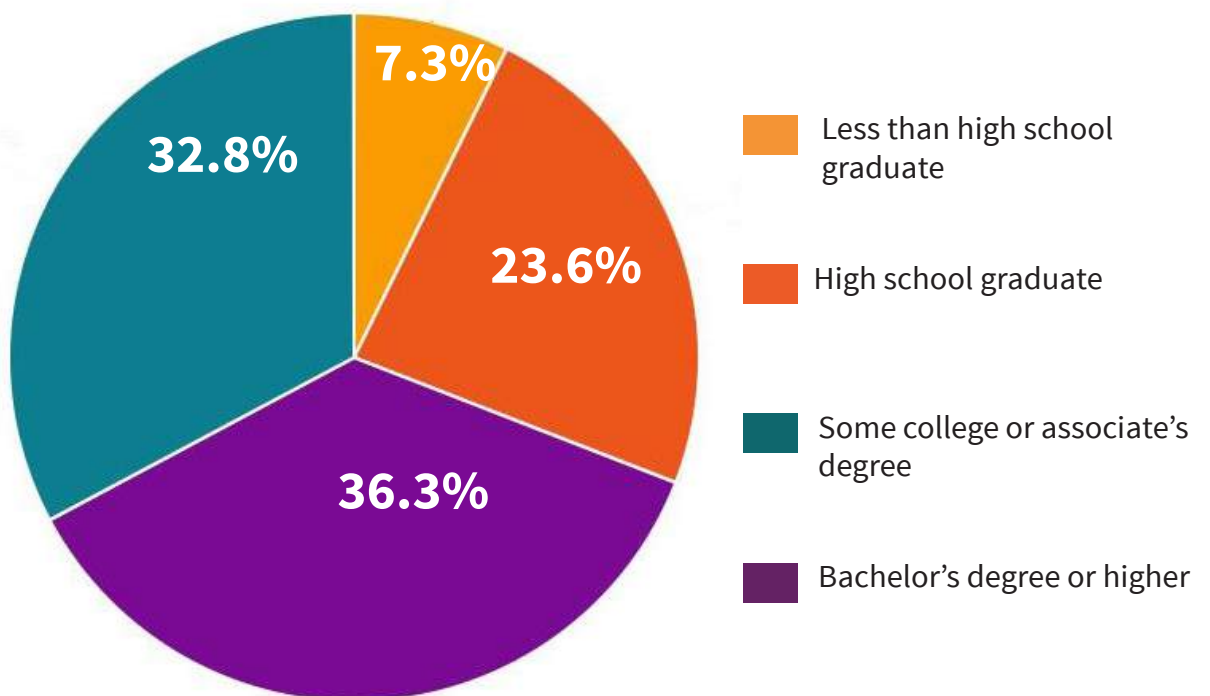
Age Comparison Between Kennedy Heights & City-wide

Source: 2015-2019 ACS Estimates



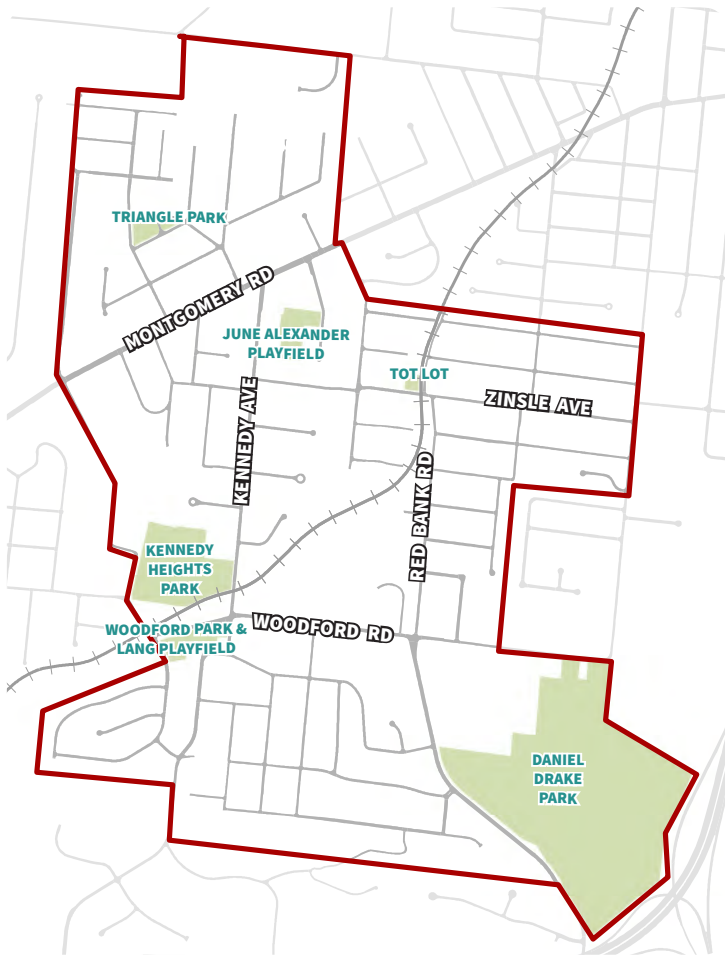
Educational Attainment

*Population 18 years and over
Source: 2015-2019 ACS Estimates

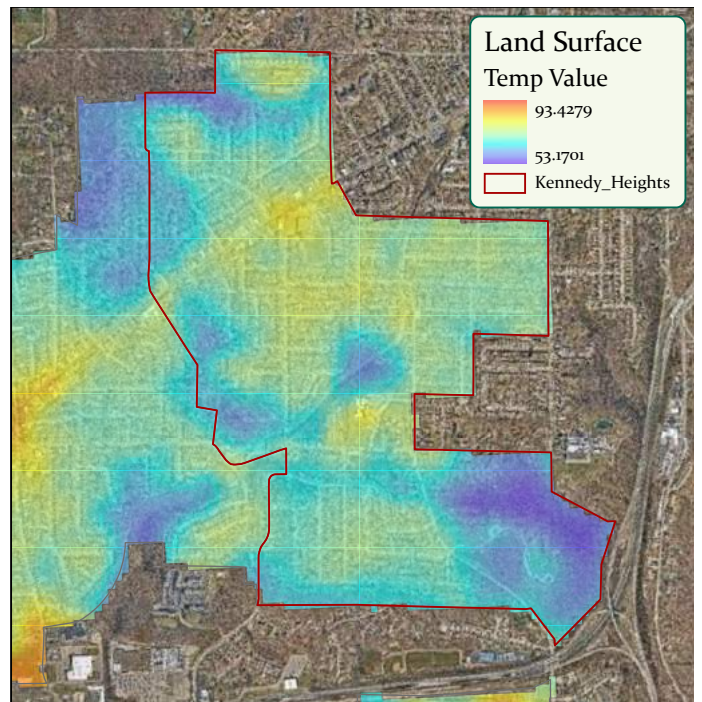
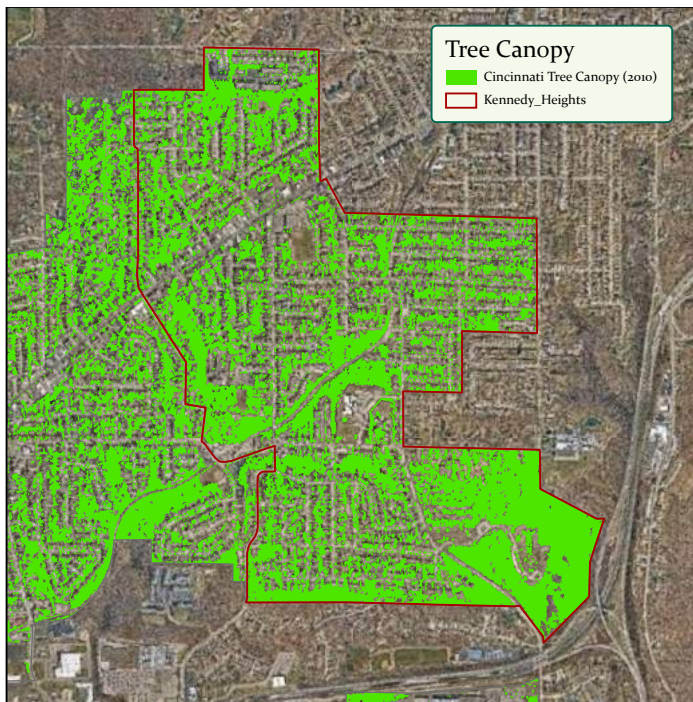


Assets & Amenities

Community parks and greenspaces enhance a neighborhood. For Kennedy Heights, its greenspaces provide the area with ecological, recreational, and physical beauty. The neighborhood's tree canopy coverage is 45% which is above the city average of 40%. The tree canopy, in conjunction with the greenspaces, aid in keeping land surface temperatures cool and minimizing heat islands. The neighborhood's parks are able to serve as one of the ways in which the area attracts population and provides places where residents can all come together and celebrate their neighborhood at community events such as "Play in the Park".



Parks and recreation areas in Kennedy Heights



Tree canopy and land surface temperature in Kennedy Heights. Note: Boundary shown is the Statistical Neighborhood Approximation Source: City of Cincinnati Urban Forestry

Community members shared in their responses to the community survey the aspects they like most about Kennedy Heights (see Appendix A for the Survey Summary). Here are some of the assets community members identified:



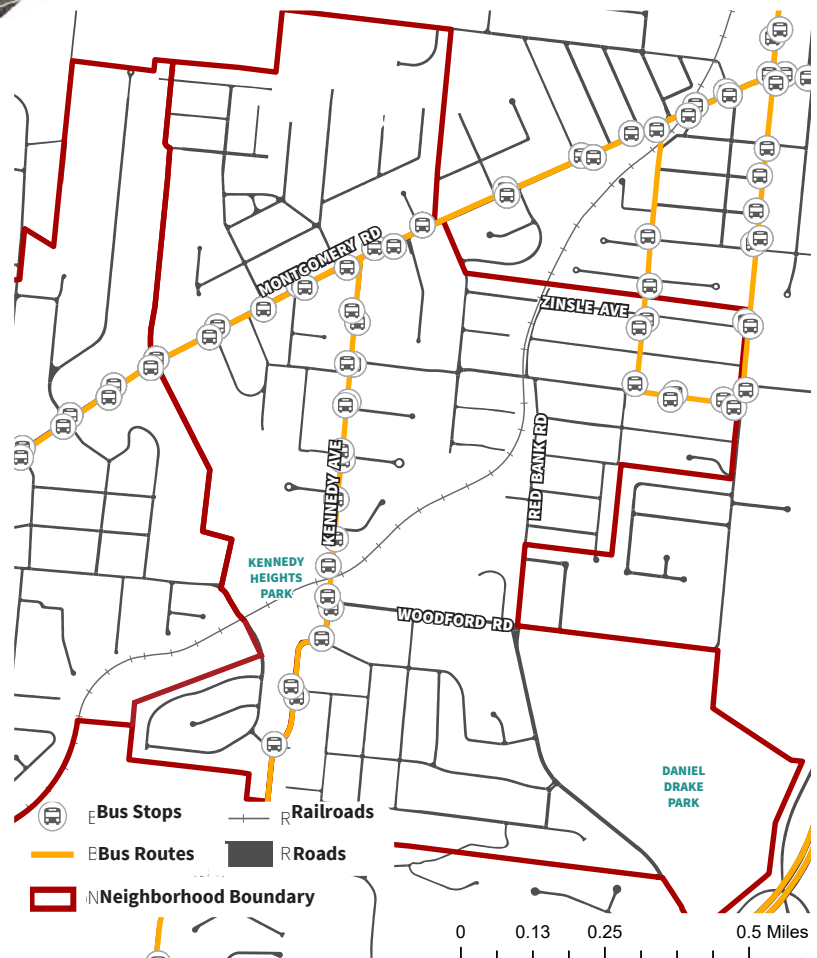
Community event at Kennedy Heights Arts Center Source: Photos courtesy of Will Jones Photo LLC. All images copyright 2022.

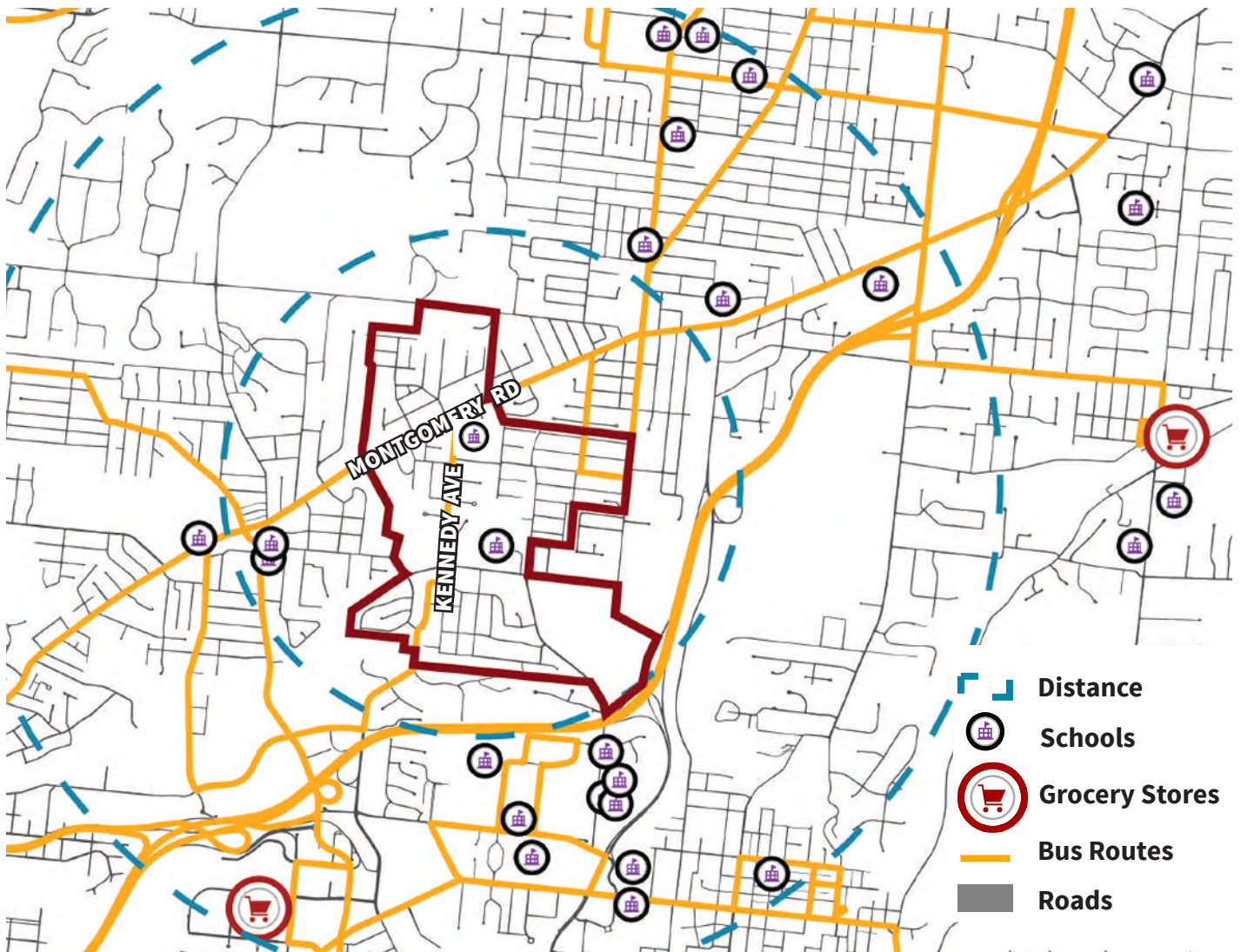
Access & Topography



With a fairly flat topography, Kennedy Heights' walkability levels are increased, allowing residents to enjoy more leisurely outdoor activities, such as running, biking, or walking one's dog. The area's walkshed also allows for residents who do not have a car to be able to access public transportation relatively easily.

Metro's bus route #4 is the primary route that serves the neighborhood of Kennedy Heights. By running along Montgomery Rd. and Kennedy Ave., the route is within a 15 minute walkshed from anywhere within Kennedy Heights. Additionally, the Route 3X, Express Route, runs along Montgomery Road.





Access to fresh food is found at grocery stores approximately two miles away and connected via bus routes.

Kennedy Heights is situated geographically accessible to many desirable schools, both secondary and elementary. Unfortunately, since 1994, the neighborhood has not had its own neighborhood public school. Instead, the neighborhood between the highly-regarded and somewhat racially balanced Pleasant Ridge Montessori district, and the less-renowned and predominantly minority-populated John P. Parker school. Both Woodford and Shroder, the two closest schools, are part of the magnet school system meaning that, in the words of Cecilia Holm in reaction to the change in 1994, “The presence of two attractive Alternative Schools in our community means nothing unless our children have access to them.”

We share this to acknowledge the challenges in our past, and the hope that someday a vibrant, high-performing, and racially balanced school may return within our boundaries. Until then, we support our neighborhood magnet schools and celebrate the success and satisfaction many residents have found in the private schools within and near our neighborhood.

The Future Vision

Kennedy Heights is an intentionally inclusive, multi-generational, and stable residential neighborhood. The neighborhood is complemented by well-maintained parks, green spaces, and a mature tree canopy that promote a peaceful and walkable environment. The neighborhood and its historic commitment to intentional integration is preserved for current and future generations by neighbors who work collaboratively with each other and stakeholders to build community and creatively resolve challenges. The neighborhood business district has a unique sense of place centered around the community's connection to the arts. New development is respectful of the surrounding architectural and environmental character, density, and provides diverse housing options and community-serving spaces in the Neighborhood Business District.

The Future: Goals, Strategies, Action Steps

Safety & Infrastructure

Vision

The main streets of Kennedy Heights are safe and welcoming to residents and visitors, in cars, on bikes, and on foot. Lighting, combined with a robust tree canopy, create a warm and gracious environment along streets and sidewalks which become lively public spaces that connect neighbors to businesses and each other. A sense of place is reinforced by neighborhood branded street furniture, such as bus stops, benches, and trash cans. Residents take pride in their neighborhood and invest in each other and their surroundings, collaborating with community partners to ensure the safety and wellbeing of the community.



Safety & Infrastructure Inventory

Please see the Safety & Infrastructure Inventory with target locations and proposed improvements at the end of this section.



Kennedy Avenue bridge between Woodford Road and Northdale Place opened in 2020 Source: City of Cincinnati DOTE

Goal 1: Improve neighborhood infrastructure

Strategy A: Conduct annual safety and infrastructure audits to identify problems and work with City departments to address issues

1. Recruit Quadrant Leaders who are Trustees at Large on the Community Council, as well as a Safety & Infrastructure Chair to the Community Council Board
2. Quadrant Leaders conduct annual audits of the business district and one quadrant per year and maintain an inventory of issues
3. Set priorities and target areas for improvements based on inventory and yearly audit
4. Quadrant Leaders monitor citizen complaints in CAGIS ezTrak, work with neighbors to inventory and address specific concerns, and act as liaisons to City departments as needed
5. Track and report progress quarterly to Community Council

Strategy B: Make strategic improvements in key areas identified in audits

1. Identify and prioritize target areas and add them to the Safety & Infrastructure Inventory
2. Request and install critical improvements for those areas
3. Ensure that improvements are cohesive and that road improvements are considerate of pedestrian, bike, bus, car, and emergency vehicle needs

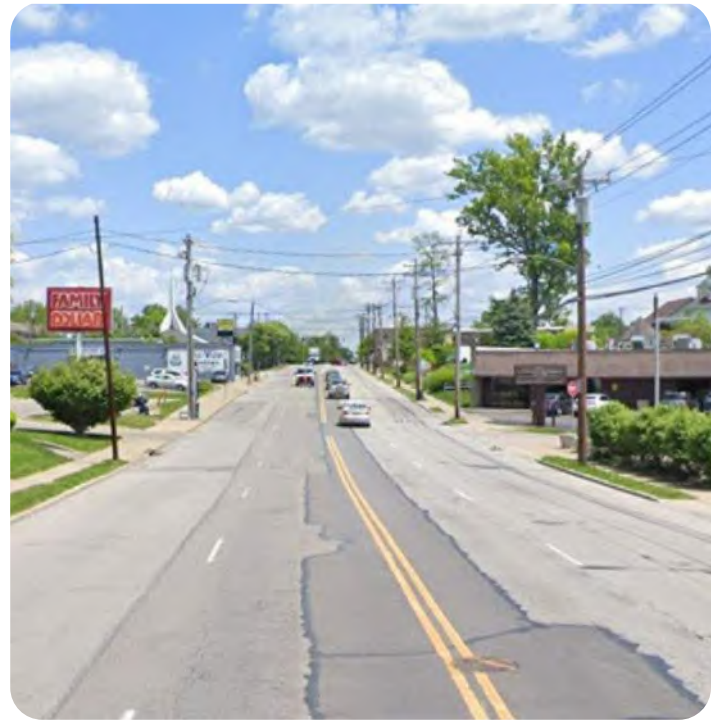
Goal 2: Increase pedestrian, bicycle, and bus rider safety

Strategy A: Use traffic calming tools, such as speed bumps, raised crosswalks, and other appropriate measures to increase safety

1. Focus traffic calming, specifically wider bump outs and green buffers, around key intersections as noted in the Safety & Infrastructure Inventory
2. Install speed bumps and cushions on roads that see frequent speeding as noted in the Safety & Infrastructure Inventory



Iris Avenue, an example of a well shaded, walkable street



Montgomery Road, an example of a street that could be more walkable and benefit from street calming measures

3. Invest in movable speed limit signs for residents to request

Strategy B: Improve sidewalk safety

1. Identify key locations for sidewalk upgrades, such as along Kennedy Avenue, and work with property owners to fund and make the repairs
2. Restore tree canopy for shade and comfort on Kennedy Avenue and pursue the use of buffers and bump outs at key intersections to install shade trees **[complements Parks, Green Space, and Environment]**
3. Identify trees for removal & work with owners to remove street trees that are dead or a safety hazard

Strategy C: Enhance safety and comfort measures at bus stops

1. Collaborate with Metro to install bus benches and/or shelters with windbreak, roof, and open sides at key bus stops
2. Ensure that there is adequate lighting at bus stops along main corridors and explore use of solar panels for lighting at bus stops

3. Develop a cohesive branding/design for bus stop amenities, e.g. signage, benches, etc. **[complements Community Development]**

Strategy D: Increase safe routes, options, and resources for bike riders

1. Provide bike riders and drivers education on bike laws and safety
2. Identify additional roads for bike lanes or off-street bike paths
3. Enhance the existing bike lane on Montgomery Road
4. Collaborate with Tri State Trails to strategically integrate Kennedy Heights into the wider bike network

Implementation Guidance from the Department of Transportation and Engineering

For strategies within Goal #1 and Goal #2, the following steps should be employed when working with City departments to implement infrastructure improvements:

1. Conduct an annual audit of a particular component of the roadway infrastructure.
2. Inventory, prioritize, and rank the locations contained in the audit list.
3. Share the prioritized list with the appropriate stakeholders, including City departments or public agencies, for its inclusion and/or consideration into future work.
4. Coordinate meetings with the appropriate stakeholders, including City departments or public agencies, to obtain feedback as to the feasibility/timing of a stakeholder's ability to complete any of the items contained on the prioritized list.



Great American Clean Up, a regular community event, in 2012 Source: Kennedy Heights Community Council

Goal 3: Address blight and litter to improve perception of safety and pride in the neighborhood

Strategy A: Prevent littering and dumping

1. Arrange for regularly scheduled large item pickup in areas with apartment buildings along Kennedy Avenue, Montgomery Road, and Northdale Place or open a recycling/large item drop-off center with weekend hours
2. Increase the number of garbage cans in litter problem areas

Strategy B: Address blight in strategic areas identified in audits

1. Identify and map vacant property in the neighborhood
2. Collect data and investigate root causes of blight in the neighborhood
3. Clean up/address blight on these lots through the Neighborhood Stabilization Program
4. Engage neighbors in regular quadrant clean ups to keep litter from escalating
[complements Parks, Green Space, and Environment]

Goal 4: Reduce instances of crime in the neighborhood

Strategy A: Adopt a collaborative, community-based approach to policing in target areas

1. Continue to strengthen police-community connections through regular communication and opportunities for engagement at community events
2. Build neighbor-to-neighbor connections
3. Activate a new Block Watch and/or Citizens on Patrol program

Strategy B: Work with residents, Cincinnati Police Department, and other partner organizations to become a drug free neighborhood

1. Apply outcomes of Strategy A in this work
2. Increase lighting in areas identified in safety audits
3. Explore the use of cameras in key locations and/or increased police presence in key locations
4. Maintain updated list of resources and organizations that can support individuals struggling with drug use as they seek rehabilitation and other supportive programs. Make that list accessible to the neighborhood.

Safety & Infrastructure Inventory

The Safety & Infrastructure Inventory included in this plan is a snapshot of the inventory at the end of 2021. The projects noted were collected from community members throughout the planning process. The Community Council has a working copy of the inventory that is intended to be updated on a yearly basis.

Safety & Infrastructure Inventory

What	Location	Quadrant	Year Added to Inventory
Crumbling sidewalks		1	2021
Improved signage for parking and no outlet streets		1	2021
Clean the gaslights		1	2021
Resurface	Kennedy Av	2	2021
3-way stop	Kennedy Av and Zinsle Av	2	2021
Raised crosswalks	Kennedy Av between Lumford PI and Northdale PI	2	2021
Speed bumps	Kennedy Av between Lumford PI and Northdale PI	2	2021
Raised crosswalks	Kennedy Av between Woodford Rd and Northdale PI	2	2021
Speed bumps	Kennedy Av between Woodford Rd and Northdale PI	2	2021
Speed bumps	Northdale PI	2	2021
Difficult to turn due to speeding on Kennedy Av	Northdale PI and Kennedy Av	2	2021
Better bus stops	Northdale PI and Kennedy Av	2	2021
Raised crosswalks	Northdale PI and Kennedy Av	2	2021
Traffic calming	Tyne Av between Kennedy Av & Zinsle Av	2	2021
Bump outs	Zinsle Av and Rogers Park PI	2	2021
Improved Park entrance	Zinsle Av between Kennedy Av and Coleridge Av	2	2021
Traffic calming	Zinsle Av between Kennedy Av and Tyne Av	2	2021
Stop sign	Hedge Av and Zinsle Av	3	2021
Traffic calming	Red Bank Rd between Zinsle Av and Woodford Rd	3	2021

Safety & Infrastructure Inventory Continued

Resurface	Odin Av dead end	3	2021
Speed bumps	Odin Av	3	2021
Add lighting	Odin Av dead end	3	2021
Address erosion between the railroad tracks and homes	Edgeview Dr	4	2021
Speed bumps	Robison Rd between Woodford Rd and Edgeview Rd (near pickleball courts)	4	2021
Traffic calming	Robison Rd between Woodford Rd and Kennedy Av	4	2021
Crosswalk	Robison Rd to Lang baseball field and pickleball courts	4	2021
Speed bumps	Valley View from Davenant Av to Aikenside Ave	4	2021
Extend sidewalk	Woodford Rd from Red Bank Rd to Plainfield Rd	4	2021
Place curbs on Wyatt; add possible speed bumps; fix road corner	Wyatt Av and Woodford Rd	4	2021
Increase frequency of pedestrian crossing light	Montgomery Av and Robison Rd	1 and 2	2021
More enforcement or camera because people do not stop at the red light	Montgomery Av and Robison Rd	1 and 2	2021
Sidewalk upgrade	Kennedy Av	1, 2, and 3	2021
Bump outs and other traffic calming	Robison Rd between Woodford Rd and Montgomery Rd	1, 2, and 4	2021
Improved intersection - traffic circle or light; stop sign	Coleridge Av and Zinsle Av	2 and 3	2021
Traffic calming	Coleridge Av between Montgomery Rd and Zinsle Av	2 and 3	2021
Bump outs	Kennedy Av and Zinsle Av	2 and 3	2021
Speed bumps or other traffic calming measures	Zinsle Av between Rogers Park Pl and Hedge Av	2 and 3	2021
Speed bumps to help with motorbikes	Coleridge	2 and 3	2021
Better bus stops	Woodford Rd and Kennedy Av	2 and 4	2021

Safety & Infrastructure Inventory Continued

Improved intersection - traffic circle or traffic island	Woodford Rd and Red Bank Rd	3 and 4	2021
Add curbs to control water runoff	Woodford Rd and Red Bank Rd	3 and 4	2021
4 way stop	Woodford Rd and Red Bank Rd	3 and 4	2021



View of Montgomery Road facing northeast Source: Photos courtesy of Will Jones Photo LLC. All images copyright 2022.

The Future: Goals, Strategies, Action Steps

Parks, Green Space, & Environment

Vision

Kennedy Heights has more green space and tree canopy than most Cincinnati neighborhoods. This community asset is a key value for longtime residents and makes Kennedy Heights a destination for home buyers and renters wanting a quiet, peaceful neighborhood close to the city center and easily accessible to all parts of the city. Preserving, promoting, and enhancing the neighborhood parks and green spaces contributes to the wellness of residents and the attractiveness of the community. Additionally, residents of Kennedy Heights respect our environment and natural resources. We support the Green Cincinnati Plan (2018) and the effort to create a more sustainable, resilient, and equitable community. We believe that the ecological, recreational, and physical beauty of Kennedy Heights makes it one of Cincinnati's most desirable environments for residential and leisure activities.



Parks, Green Space, & Environment Inventory

Please see the Parks, Green Space, & Environment Inventory with target locations and proposed improvements at the end of this section.

Goal 1: Preserve, expand, and enhance parks, recreation areas, and green spaces

Strategy A: Preserve and enhance existing publicly-owned parks, recreation areas, and green spaces

1. Increase accessibility of parks and recreation areas
 - Audit our parks and evaluate what features could be added to parks and green spaces to make them more accessible to individuals of all abilities

- Survey residents about accessible needs for seniors and people with disabilities
- Research other parks' accessible features

2. Improve the hardscape in parks and recreation areas
 - Update and add additional kid-friendly amenities which would encourage increased use of the spaces



Collaboration with partners like the Civic Garden Center's Giving Garden and Cincinnati Parks is a key part of the these goals Source: Carren Herring

3. Create safer and more prominent park and recreation area entrances
See PGE Improvements Inventory
 - Install raised crosswalks at entrances **[complements Safety & Infrastructure]**
 - Post directional signage at entrances
4. Restore/improve the walking trails in parks *See PGE Inventory*
5. Integrate an extended Kennedy Heights Park and greenspace network into the old Shroder School site **[complements Housing]**



Pickleball courts at Lang Playfield, an example of hardscape that is well used Source: Carren Herring

Strategy B: Increase green spaces so every resident has access within a quarter mile of their homes

1. Investigate the feasibility of additional community gardens
 - Potential locations: Geier Apartments, Woodford School (promoting increased use of existing garden)
 - Partner with the Giving Garden and promote their work
2. Seek out opportunities to add green space to existing developed land, such as parking lots, streetscapes (including publicly-owned right-of-way), transit corridors, and rooftops

3. Invest in underutilized open space to create additional green space
 - Potential locations: Create an educational pollinator garden/pocket-park type space on Kennedy Avenue/Robison Road, investigate the availability of the large greenspace behind Auto Zone for use as a garden or play space; Solar Vista, Ravenwood, etc.
4. Form relationships with property owners of key property, such as Cincinnati Public Schools, to secure property for green space if the property is sold

Strategy C: Increase dog-friendliness

1. Post signage with leash expectations in the parks and recreation areas that do not already have signage
2. Install people/dog drinking fountains
3. Have dog waste bags available near trash cans in the parks and recreation areas
4. Explore the feasibility of a dog park.
 - Investigate using the green space adjacent to the basketball courts at Lang Playfield or June Alexander Playfield



Scenes from Play in the Park hosted every summer in Kennedy Heights Park, a great example of an event that promotes use of the neighborhood's parks
Source: Play in the Park

Goal 2: Promote wellness through increased use of parks and green spaces

Strategy A: Increase community events and activities for seniors, teens, children, families that communicate the safety of our parks

1. Host events that celebrate time in nature and are inclusive and considerate of a variety cultural perspectives
2. Increase collaboration with community groups and businesses *Including but not limited to the Kennedy Heights Art Center, KH Montessori Preschool, Aikido, Cincinnati Parks and Cincinnati Recreation Commission, Madtree Brewing, Ewers, Cianciolo, Benkens, Groundtakers, Play in the Park, In GOD's Hands Christian Youth Center*

3. Secure sponsors of games and activities for residents of all ages and abilities

Strategy B: Connect green spaces to each other to encourage walkability

1. Identify walking and/or bike routes between green spaces, in conjunction with partners like Tri State Trails and GoVibrant
2. Create directional signage to help guide people between the green spaces
3. Incorporate educational elements into signage, such as a history of the tree canopy, including some of the oldest trees (signage), in Kennedy Heights, or other sites of note

Historic Walking Trail

Residents in Kennedy Heights, along with the Kennedy Heights Arts Center, are working on a Historic Walking Trail mobile application and signage. The Parks, Green Space, & Environment Committee will coordinate with the Historic Walking Trail project where there are opportunities to integrate Historic Walking Trail signage and signage needs identified in Goal 2, Strategy B.

Goal 3: Create a clean, healthy environment

Strategy A: Maintain existing and increase tree canopy

1. Promote strategic tree planting by targeting major streets, such as Kennedy Avenue, Woodford Road, and Montgomery Road, and areas of the neighborhood not currently well covered, and create specific goals for number of trees to be planted each year with the support of Kennedy Heights Community Council
2. Create an education campaign about the tree canopy, care, and selection and introduce a tree category to the Landscape Awards
3. Remove and replace fallen trees on private property by connecting residents with resources for removal or care and/or exploring the feasibility of a group contract for the removal of dead trees with a qualified tree service. These trees can be identified during the Safety & Infrastructure quadrant audits. **[complements Safety & Infrastructure]**
4. Remove invasive trees or plants, such as ivy and honeysuckle, and educate residents on the benefits of native plants/shrubs

Strategy B: Increase pollinator habitats

1. Collaborate with community partners on educational and installation initiatives
2. Promote and maintain Drake and Kennedy Heights Parks as oases for declining pollinator, bird, and other animal populations
 - Bird sanctuary
 - Orchard installation
 - Pursue official designation for pollinator habitats/bird sanctuaries
3. Encourage residents and/or community institutions/groups to have pollinator habitats on their properties
4. Host educational workshops to educate residents on the importance of making a bird-friendly environment (For example, how to feed birds in winter, support for migrating birds, etc.)

Strategy C: Engage residents in eliminating litter and investing in neighborhood beautification

1. Improve blighted areas and landscaping in the Business District and gateways
[complements Community Development]
2. Create an Adopt a Plot program, including a maintenance plan, for beautification in the right-of-way or on public property
3. Increase support of gardening culture
 - Promote the Landscape Awards among residents and businesses
 - Ensure that residents have the tools to beautify their own properties by creating a list of gardening resources and contacts, establishing a plant/bulb exchange, and seeking out programs that provide beautification tools
 - Start a Garden Club to foster interest in gardening, as well as a Facebook group
 - Sponsor a campaign for residents to plant daffodils on their property
 - Promote plant sharing between residents and businesses



*Neighbor beautifying their property
Source: Carren Herring*



*Ron and Ronda Avant, Landscape Award Winners in 2018
Source: Kennedy Heights Community Council*

4. Host an annual or monthly cleanup campaign [**complements Community Development & Safety & Infrastructure**]
5. Engage youth in a marketing competition about eliminating litter
6. Explore practical ways to recycle litter, such as collecting bottle caps to make benches/picnic tables for the parks and recreation areas

Goal 4: Support and exemplify sustainable, environmentally-friendly behaviors

Strategy A: Foster compassionate concern for nature and the environment through education

1. Encourage environmentally friendly actions, such as chemical-free/organic lawn care, stormwater management techniques (such as rain gardens, rain barrels, downspouts into yard, etc.), and composting, through education and funding
2. Host seminars at our parks or community gardens
3. Support and fund existing programming related to nature and the arts at Kennedy Heights Arts Center and advertise parks programs, Civic Garden Center classes, etc.
4. Provide educational programming and resources on climate change
5. Have regular updates and articles about environmental topics in the newsletter

Strategy B: Demonstrate that a healthy environment is a priority in Kennedy Heights by investing in and advocating for these goals, strategies, and action steps

1. Maintain a consistent funding source to implement these strategies by
 - Identify grants/other funding mechanisms
 - Create a line item on the Community Council budget
2. Invite qualified persons to lead the implementation of this plan section
3. Re-engage permanent committee of the Community Council to implement, monitor, and advance the plan for parks and green spaces, including maintaining the improvements inventory
4. Provide start-up funding to residents for projects that promote these goals, strategies, and action steps

Parks, Green Space, & Environment Inventory

The Parks, Green Space, & Environment Inventory included in this plan is a snapshot of the inventory at the end of 2021. The projects noted were collected from community members throughout the planning process. The Community Council has a working copy of the inventory that is intended to be updated on a yearly basis every Fall.

Location	Improvements
Kennedy Heights Park	<ul style="list-style-type: none"> • Upgrade restrooms • Need crosswalk at entrance across Kennedy • Need parking for soccer • Bridges across the stream need to be repaired • Upgrades/improvements to entrances and side access to make them welcoming and inviting • Create an improved park entrance on Lumford Pl. as part of revitalization of old Shoder School property • Walking trail improvements: From the play structure to the road to the shelter house and from the wetlands to the soccer field • Expand the wetland trail in the park as part of the old Shroder School site revitalization • Clean up the current wetland trail and repair the wooden bridges • Establish maintenance plan and timetable for KH Park that includes updates/renovations to all trails (paved and unpaved) and natural areas (including wetland, woodland and wildflower areas) • Replace park signage on Kennedy Ave side with sign that matches one already on Robison Road side
June Alexander Playfield	<ul style="list-style-type: none"> • Wayfinding signage and clear access. This rec area is not easy to find. Add wayfinding signage on Montgomery Rd at McHugh (this signage could also indicate Kennedy Heights Montessori Preschool), and at the 2 residential paths at Kennedy and Zinsle, adjacent to Water Works buildings and on their properties. • Update to the track - this is a very commonly used walking track that is regular asphalt. Walkers have requested that a softer surface track be considered if/when the track is re-paved. • This park has a small garden with a bench, a softball backstop with dugout benches, and a small playground. It has a seasonal port-a-potty on site. The facilities seem to be kept in good condition and are sufficient for people who use the park. • There is no parking at this park, and it is used for league play. Determine whether parking could be added along McHugh, or designated spots on Zinsle. Also consider purchasing a single-family home on Kennedy to create a main, Kennedy Avenue entrance to the park to make it easier to access and to create much needed parking.



Green space near railroad tracks Source: Carren Herring

Location	Improvements
Triangle Park	<ul style="list-style-type: none"> • Add Bantry Road entrance with signage and plantings • Add picnic tables and benches • Add flowering trees and a rain garden to stop flooding • Add crosswalks and street calming at NW corner • Potentially add small play equipment or maintain open green space • Discuss renaming this park • Improve signage at Triangle Park
Zinsle Playground (Tot Lot)	<ul style="list-style-type: none"> • Add a playground with musical instrument components, activities, equipment
Woodford Park and Lang Playfield	<ul style="list-style-type: none"> • Add a dog park • Create a running trail along perimeter • Lots of opportunity for underutilized space
Drake Park	<ul style="list-style-type: none"> • Upgrade restrooms • Make park safer by having better opening to this park • More trails (mark mileage) • Signage for trails • Programming (outdoor movies) • Running loop (minimum of 1 mile) • The overlook at the top of Drake Park once was a spectacle, but trees and shrubs now take over the view. Clear this up again so the next generation can enjoy such a beautiful gem. • Walking trail in Drake Park <ul style="list-style-type: none"> ○ From the Overlook down the hill to Red Bank at the I 71 overpass ○ From the asphalt nature trail toward Benken Green House ○ Incorporate unique and interactive signage to some of the trails where appropriate such as a storybook trail • Invest in refreshing interactive trail elements

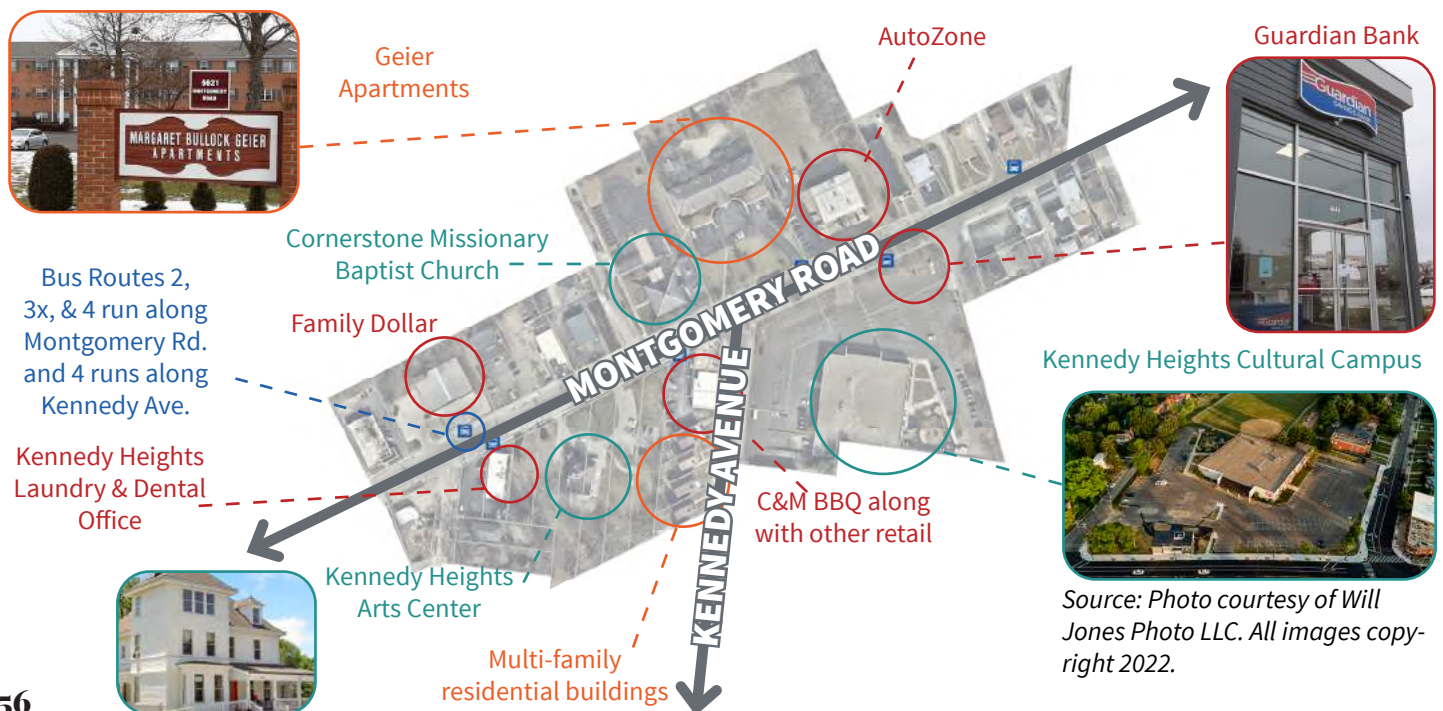
The Future: Goals, Strategies, Action Steps

Community Development

Vision

The Kennedy Heights Business District, known as the “Arts and Culture District,” along Montgomery Road has a distinct sense of place inspired by the community’s investment in and connection to the arts. Meanwhile, a second business district/node is emerging at the corner of Woodford Road and Kennedy Avenue and encourages community members to spend more time in the area following their visit to the recreation and park areas. The business community works in partnership with the community to maintain and enhance the neighborhood. Kennedy Heights’ businesses have a distinct character from nearby Business Districts. They provide unique opportunities for gathering and creative experiences. Community members can shop locally and find affordable household goods for basic daily needs.

Map of Existing Neighborhood Business District with sample of **commercial**, **institutional**, and **residential** uses highlighted





Example of potential gateway signage from Kennedy Heights logo package in 2008

Source: Kennedy Heights Community Council

Goal 1: Enhance and invest in the Neighborhood Business District

Strategy A: Deepen the sense of place in the Business District as an intentionally diverse, grassroots “Arts and Culture District”

1. Create a new brand identity (logo, type treatment, etc.) for the Kennedy Heights Business District centered on arts and culture
2. Develop a streetscape plan, including banners/ flags and street trees **[complements Parks, Green Space, & Environment]**
3. Produce and install new signage and place-making installations designed by local artists
4. Identify and document historic landmarks within the business district and collaborate with the Historic Walking Trail project
5. Upgrade infrastructure and amenities, including upgraded bus stops, benches, and trash cans **[complements Safety & Infrastructure]**
6. Create a gateway to the Arts and Culture District that establishes a sense of place at the corner of Kennedy Avenue and Montgomery Road

Strategy B: Redevelop strategic properties, especially underutilized and vacant buildings

1. Create a reference map of the Business District that identifies targets for redevelopment, such as highly visible blighted properties, and use it to guide future redevelopment
2. Develop a database of contacts for all properties in the Business District **[complements Communications, Events, & Engagement]**
3. Redevelop, improve or remove highly visible blighted properties
4. Promote storefront operations that provide places for neighbors to gather, participate in experiences together, and/or that fill an unmet need in the community (e.g. fresh produce or a general store with low-cost household products and food)

5. Promote the development of rentable studio spaces/co-working spaces for artists by providing incentives
6. Develop affordable senior housing with ground floor retail at the northwest corner of Kennedy Avenue and Montgomery Road **[complements Housing]**
7. Redevelop the corner of the Cultural Campus at Kennedy Avenue and Montgomery Road to create a multipurpose public gathering space for events and pop up micro enterprises. Install signage to anchor the new branding as outlined in Goal 1 **[complements Communications, Events, & Engagement]**

Strategy C: Improve property maintenance in the Business District to optimize the streetscape [complements Safety & Infrastructure]

1. Make contact and cultivate relationships with property owners and tenants
2. Report code violations and track progress with CAGIS ezTrak
3. Partner with business owners, provide mini-grants for storefront improvements, repairs for code compliance, and other design needs

Strategy D: Increase pride in the Business District by reducing litter and dumping [complements Safety & Infrastructure]

1. Organize clean-up days to keep the area free of trash
2. Host regular dumpster days for residents
3. Install additional trash cans at key points on major roads
4. Coordinate litter/dumping complaints with CAGIS ezTrack

Strategy E: Grow the capacity of the Kennedy Heights Development Corporation



Mural on Kennedy Heights Cultural Campus in the Neighborhood Business District Source: Carren Herring

1. Identify experience gaps in board membership and recruit additional board members

Goal 2: Promote stable, successful storefront businesses to anchor the streetscape

Strategy A: Promote small scale establishments that reflect the community's character and fill unmet needs [complements Communications, Events, & Engagement]

1. Partner with real estate agents to attract new businesses that will complement this vision
2. Attract pop up stores or food trucks to set up temporarily on vacant property
3. Offer incentives and resources to attract and retain businesses that anchor the streetscape

Strategy B: Help raise the profile of neighborhood businesses [complements Communications, Events, & Engagement]

1. Create a business directory, update it regularly, and make it readily available
2. Offer grants for storefront improvements
3. Feature articles/posts and free or low-cost ads in the Kennedy Heights newsletter and social media channels
4. Organize events that feature local businesses
5. Survey existing businesses to ensure that they have the resources they need to succeed in their existing location
6. Consider the creation of a business association
7. Support neighborhood businesses through the Homebase Shine registry

Goal 3: Invest in other neighborhood business focus areas

Strategy A: Develop a business focus area on Woodford Road between Robinson Road and Kennedy Avenue

1. Survey existing business and property owners and residents about the vision for the focus area
2. Conduct a market study to determine what could be developed in the area
3. Conduct a zoning study to determine if the current zoning is appropriate for the future vision of the area
4. In the future, if there is commercial growth in the focus area, explore the feasibility of creating a business node

Strategy B: Create a focus area at Zinsle Avenue and Red Bank Road

1. Survey existing business and property owners and residents about the vision for the focus area
2. Locate the office for the Neighborhood Stabilization Program in this area to attract other neighborhood-based services here

Strategy C: Promote the business focus areas

1. Host pop-up events to engage residents and tie the focus areas to the adjacent parks and recreation spaces
2. Produce marketing materials for the focus areas
3. Promote businesses in the focus areas



Potential focus area at Zinsle Ave. & Red Bank Rd.



Potential focus area along Woodford Rd

The Future: Goals, Strategies, Action Steps

Housing

Vision

Everyone in Kennedy Heights has safe, quality, and affordable housing. The neighborhood's intentional diversity is maintained by providing a mix of housing options for households of varying economic backgrounds. Families who have been in the neighborhood for multiple generations are protected and supported while they welcome new families to the neighborhood and build community. The diverse housing options available ensure that children who grow up in Kennedy Heights can raise their families here in the future.

Goal 1: Encourage the maintenance and development of a diverse array of housing options that uphold the historic, intergenerational, intentionally diverse character of the neighborhood

Strategy A: Conduct a housing needs assessment and inventory existing housing stock

1. Analyze housing trends, future needs, and potential threats to neighborhood character
2. Identify opportunities for public/private collaboration on residential redevelopment projects
3. Use results from housing needs assessment to identify target projects for future development

Strategy B: Identify and promote innovative housing types that address unmet needs and uphold the neighborhood's historic character



Examples of existing residential land uses to preserve Top to bottom: Single-family home on Iris Ave. (Source: Kate Elliott), single-family home on Lumford Pl., multi-family home on Robison Rd., two-family home on Bantry Ave. (Source: Kate Elliott), single-family home on Orchard Ln. (All other sources: Google Street View)

1. Research alternative housing models such as co-ops, rent-to-own, home-matching, NORC's, cohousing communities, senior only apartments, elder cottages, accessory dwelling units, etc.
2. Identify areas where these innovative solutions meet the needs and character of the neighborhood
3. Initiate conversations with elected officials about the importance of these housing options
4. Advocate for zoning code changes that support these housing options

Strategy C: Make strategic investments and build partnerships to enhance the housing supply guided by the needs assessment

1. Preserve existing residential land uses
2. Invest in rehabilitating underutilized or vacant buildings and promote housing options that address unmet needs
3. Support new construction that is affordable to different AMI levels and complements the existing architectural and environmental character of the neighborhood

Goal 2: Improve residential property management

Strategy A: Conduct outreach and connect property owners with financial and technical assistance

1. identify and connect property owners with programs, such as the Homestead Exemption, that can assist them with rapidly increasing property taxes and other financial assistance programs, such as utility assistance

2. Explore low-interest loan programs for home repairs
3. Produce a “guidebook” to help homeowners and property owners connect to resources to help them make needed improvements and maintenance
[complements Communications, Events, & Engagement]
4. Form a network of neighbors who can help others with home repairs and highlight home repairs in the newsletter so neighbors can learn from each other
5. Create events and communications that have information about home repair, financial literacy, training and education for landlords and property managers, etc.
[complements Communications, Events, & Engagement]
6. Assist with transitions of ownership within generations of families by connecting families with legal resources and education, such as through the Legal Aid Society
7. Create a Housing Committee of the Kennedy Heights Community Council to support this work and conduct outreach
8. Partner with homeowners to address property maintenance concerns identified in housing and safety audits

Strategy B: Improve rental property management

1. Partner with landlords to address property maintenance concerns identified in housing and safety audits **[complements Safety & Infrastructure]**
2. Report code violations via a regular quadrant audit of properties **[complements Safety & Infrastructure]**
3. Conduct outreach with local renters to provide resources and education on tenant rights
4. Encourage and give preference to local (within the Kennedy Heights zip code) ownership and management

Strategy C: Invest in the Neighborhood Stabilization and Job Creation Program which will help support this goal and related strategies

1. Monitor and evaluate the pilot program year
2. Secure funding for future years



Affordable senior housing workshop in Kennedy Heights in 2018 Source: Kennedy Heights Development Corporation

Goal 3: Ensure that there are suitable housing options so residents can “Age in Community”

Strategy A: Continue to be advocates for and champions of neighborhood-scale aging in community initiatives

1. Partner with an organization, such as The Caring Place or a senior services organization, or nearby neighborhood to secure funding for a part-time Aging in Community coordinator

2. Support the work of the City of Cincinnati’s Age-Friendly Cincinnati initiative

Strategy B: Develop age-friendly and accessible housing options

1. Bring Affordable Senior Housing to the northwest corner of Montgomery and Kennedy with partners Model Group and Episcopal Retirement Services **[complements Community Development]**
2. Retrofit 8 to 10 houses for people living with disabilities/older adult accessibility as a demonstration project in partnership with People Working Cooperatively
3. Use results of Housing Needs Assessment to identify sites suitable for future redevelopment as senior housing, e.g. Northdale Place; old Shroder school site at Lumford Place and development of possible additional private property in the future

Aging in Community Initiative

In 2015, the Kennedy Heights Development Corporation launched an Aging in Community initiative as a neighborhood-based inter-organizational collaboration to address affordable senior housing needs and provide better access to community service resources. The group completed a survey of more than 400 households, funded a senior-service coordinator, and launched the Dementia Inclusive Kennedy Heights Initiative. They are working on bringing an affordable senior housing development, in partnership with Model Group and Episcopal Retirement Services to the neighborhood. For more information, visit kennedyheightsdc.org.

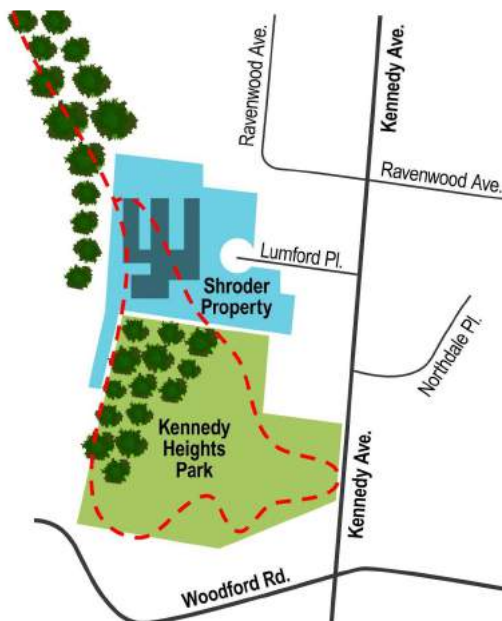
Goal 4: Redevelop the old Shroder School property using a hybrid approach that meshes new housing with an extended park and greenspace network

Strategy A: Create a conceptual Master Plan for the site which includes housing, community spaces, and existing park and green space [complements Parks, Green Space, & Environment]

1. Identify partners who can collaborate with the community on the creation of the Master Plan
2. Explore creating a conservation easement for the adjacent private property to expand the wildlife corridor and extend walking paths

Strategy B: Establish agreements and secure funding to support the Master Plan

1. Investigate opportunities for public funding
2. Determine potential private partners
3. Work with property owners to secure incentives necessary to complete the Master Plan
4. Create a funding strategy for the proposed sale and development of the property



Map of Shroder site location showing connection to park and wetland areas
Source: Shroder Working Group



Existing conditions at old Shroder School site Top Source: Shroder Working Group, Bottom Source: Mary Ray

The Future: Goals, Strategies, Action Steps

Communications, Events, & Engagement

Vision

Kennedy Heights has communication methods that meet the needs of residents, ensuring that everyone can access information, participate fully in neighborhood events and meetings, and form meaningful connections with each other. Community events and public spaces provide opportunities to gather and are bolstered by supportive partnerships with local businesses and organizations. The neighborhood's communication strategy, in conjunction with the community events, strengthen and invest in Kennedy Heights' shared identity as a just, diverse, green, and arts-centric community.

Goal 1: Create an engaged community where residents are informed, connected with each other, and involved in the community

Strategy A: Host more frequent community events to engage residents

1. Create a list of possible community events brainstormed by community members, use this list to create a calendar of events each year, and continue to update the list on a regular basis (see Community Event Brainstorm)
2. Utilize Quadrant Leaders and groups to lead quadrant-wide community events with the support of the Engagement Committee and Canvassing Task Force (see Goal #2)
3. Create an outreach strategy to engage community partners and businesses in community events, including a script for outreach, follow-up plan, etc.

Strategy B: Encourage the development of gathering spaces

1. Identify likely properties/spaces that could be developed as indoor or outdoor spaces to gather, including working with the Kennedy Heights Development Corporation as the business district develops **[complements Community Development]**
 - Continue to pursue opportunities for an indoor community center/recreation space
 - Advocate for neighborhood community center that can host programming for seniors and after school programs, along with a 50-100 person event spaces, outdoor area, and concession
 - In interim, connect residents with Pleasant Ridge Recreation Center
2. Host pop-up events at spaces that have the potential to be community spaces, such as the corner of Kennedy Avenue and Woodford Road at the Redwood Market and the parking lot near Kennedy Heights Park
3. Redevelop the corner of the Cultural Campus at Kennedy Avenue and Montgomery Road to create a multipurpose public gathering space for events and pop up micro enterprises **[complements Community Development]**



Community events around Kennedy Heights

Source: Kate Elliot (left), Kennedy Heights Community Council (top right - Sap Run and bottom right - Progressive Dinner)

Strategy C: Coordinate engagement and event efforts

1. Designate a Kennedy Heights Community Council Board Member to act as an Engagement Chair and define role of the chair and Engagement Committee
2. Coordinate neighborhood inventory, including “Intentionally Inclusive” merchandise, yard signs, etc., in partnership with the Kennedy Heights Arts Center
3. Partner with the Kennedy Heights Development Corporation to cultivate relationships with local businesses, organizations, and institutions, including Woodford Academy, and host events

Goal 2: Create a robust communication strategy that accommodates a diverse population and their needs

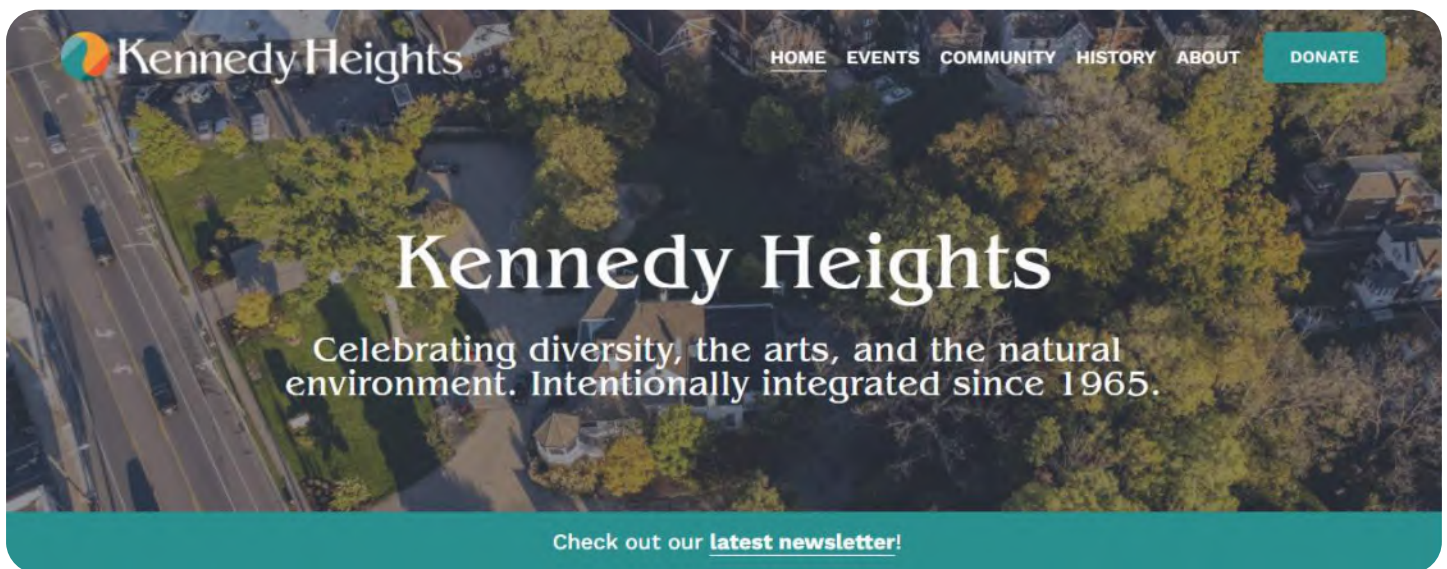
Strategy A: Invest in in-person, tangible communications strategies

1. Investigate the cost of bulletin boards (one per quadrant) and signs to facilitate non-digital information sharing, along with funding/grants for these bulletin boards and signs
2. Explore community desire for an electronic sign in the Business District
3. Investigate community interest and feasibility of phone trees and group text app
4. Create a Canvassing Task Force, or identify Street Leaders, that will “foot it” when news needs to get out. Update the list of volunteers periodically.
5. Conduct an audit of the newsletter mailing list to determine if addresses are missing and provide an option between paper and digital
6. Create a “Welcome to Kennedy Heights” guide for new residents with helpful resources and information [**complements Community Development and Housing**]

Strategy B: Update and enhance use of digital media to engage residents

1. Update website to improve accessibility and ease of navigation
2. Build a Website Working Group to make changes and maintain website

3. Enhance neighborhood's use of social media platforms
4. Pursue programs and/or grants that connect residents with internet by providing tablets and/or internet service



Landing page for new, user-friendly Kennedy Heights Community Council website which links residents with event information, resources, and more Source: kennedyheights.org

Strategy C: Employ a formal Communications Committee as part of the Kennedy Heights Community Council to implement and manage the communications strategy

1. Define the role of the committee and establish a Communications Chair on the Kennedy Heights Community Council Board
2. Work together to evaluate communications strategy on a biennial basis and make needed adjustments and improvements
3. Build subcommittees, such as Quadrant Leaders, Website Working Group, and Canvassing Task Force for distributing fliers, to support maintenance and operations of the strategies

Engagement Partners

This list serves as a starting point and can be expanded upon by Engagement and Communications Committees.

- Kennedy Heights Community Council and Development Corporation
- Kennedy Heights Arts Center
- Woodford Academy and other local area schools
- Local Area Churches
- Local Businesses
- Pleasant Ridge Rec Center and Library

Community Event Brainstorm

This list can be maintained by the Engagement Committee and updated on a regular basis. This list combined event ideas generated throughout the neighborhood planning process and encompasses events that complement strategies in the Communications, Events, & Engagement, Housing, Community Development, and Parks, Green Space, & Environment sections of the plan.

- Yoga in the parks
- Sports tournaments in the parks
- Bike parades
- Block parties in quadrants
- 5k Sap Run
- Neighborhood beer crawls
- Food truck festival
- Garden tour
- More concerts like Play in the Park
- Play in the Park is a great community initiative. Don't try to replicate it – let's add to it! Lots of resident engagement, but could continue to grow. The committee that plans PIP needs more input from diverse residents about what they would like to see/do.
 - Support Play in the Park program and expand it to other parks in the neighborhood
- Concerts with good food
- Progressive Dinner – can it be reimagined as something smaller?
 - Dessert and Conversation. Dessert and Coffee, etc. Still progressive, visiting other homes, but eat at home and “save room for dessert.” Less frightening to be asked to make dessert for people, might inspire more participation.
 - Or is it an all-in-one-place event, like a potluck dessert buffet with light music? And a “speed dating” style of table choreography, encouraging people to sit with new people and talk to new people. And a “speed dating” style of table choreography, encouraging people to sit with new people and talk to new people.
- “Taste of Kennedy Heights” but it's potluck?
- Scavenger Hunt that connects to the history of Kennedy Heights.
 - A kickoff celebration of the Walking App? With local businesses contributing to a “Prize Basket” for the team that wins?
- Small business festival, outside of Winterfest? Look to FALL Back at the Arts, see what vendors show up, what kind of turnout.
 - SPRING Forward with Small Businesses?
- Events in partnership with schools
- Hosting events at parks to remind families of the resource that is our Parks?
- Speaker series of interesting current and past residents (The Morgans, Verna Williams and David Singleton – UC Law School, Al G, Ellen)

Community Event Brainstorm Continued

- Sponsor a bike maintenance workshop and a parade of decorated bikes
- Orienteering Cincinnati event
- Concerts
- Host Nature Study Days in the summer
 - Bring collaborators such as the Aquarium, Hamilton County Parks, the Zoo to bring animals to our parks to educate and entertain children and families and show them actions they can take to care for creation.
 - Bring naturalists to our parks to teach children and adults how to identify trees by their leaves, stems and bark and how to grow and care for trees through games and treasure hunts



*Scenes from community events in 2020 including the Join for Justice Peaceful Protest and Play in the Street
Source: Jayne Dressing, Afrakan Artist Alliance featured in left and bottom right*

The Future Land Use Map

Kennedy Heights is a primarily residential neighborhood with parks, recreation areas, and green spaces, and a Neighborhood Business District centered around an arts-focused neighborhood institution, the Kennedy Heights Arts Center. Kennedy Heights wishes to preserve residential uses and greenspaces while enhancing mixed use opportunities in the Neighborhood Business District.

This future land use map is based on feedback that was collected throughout the planning process and incorporates goals, strategies, and action steps that identify a specific location in the neighborhood or use. This map shows the general location of desired future land use in the neighborhood and should be used when making investment and zoning decisions. It should be noted that this conceptual map is not a zoning map and does not assign any legally binding land uses to areas or restrict existing uses that may not be consistent with the desired land use.

The future land use map consists of eight categories. The future land use map also identifies future focus areas where economic development investment should be concentrated based on the visions for the focus areas (see **Community Development**).

Future Land Use Map Categories

Single- & Two-family Residential

Maintain existing residential character in these areas. Uses should be predominately single-family residential with some two-family dwellings that are similar in scale to surrounding residences.

Mix of Single-, Two-, and Low Density Multi-family Residential

Maintain existing mix of single-family, two-family, and some low-density multi-family (4 units or less, 2-3 stories in height). In case of future growth, low-density multi-family should be concentrated along Kennedy Avenue.

Medium Density Multi-family Residential

Medium-density multi-family residential that is pedestrian scale (3-4 stories maximum).

Mixed Use

Pedestrian-oriented mixed use, including ground floor retail spaces with upper floor medium-density multi-family residential (3-4 stories maximum).

Retail-Recreation

Pedestrian-oriented retail or recreational uses.

Parks & Recreation

Uses that preserve, protect, and enhance parks, recreational areas, and green space. Dashed green lines indicate opportunity to integrate Parks & Recreation uses and green space into area.

Institutional-Recreation

Outdoor or indoor recreational uses and/or institutional uses that serve the community's social, educational, and/or health needs.











Institutional

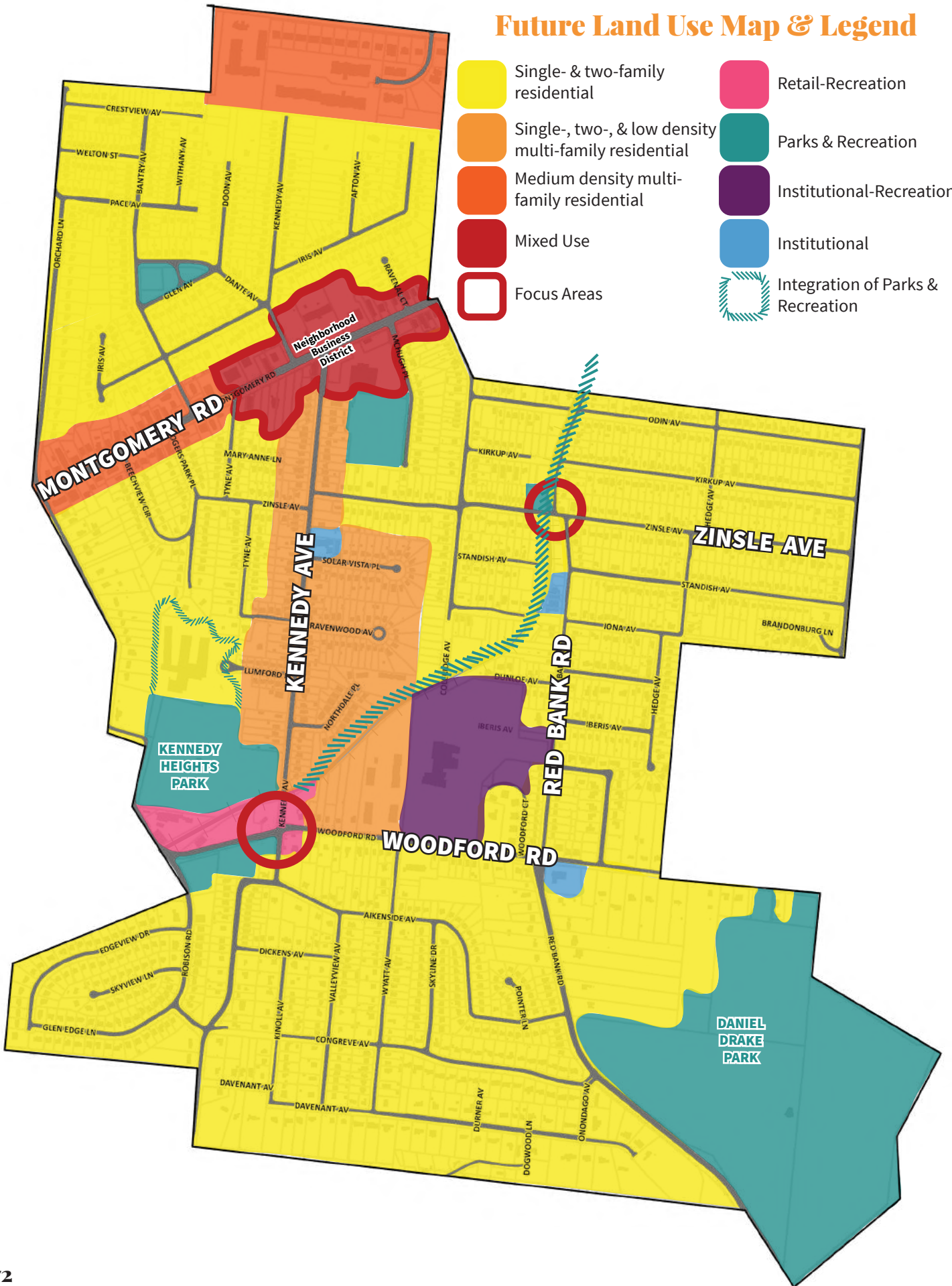
Uses that serve the community's social, educational, and/or health needs.

Focus Areas

Neighborhood Business District along Montgomery Road; recreational/business focus area at Woodford Road/Kennedy Avenue; neighborhood-service focus area at Zinsle Avenue/Red Bank Road.

Future Land Use Map & Legend

-  Single- & two-family residential
-  Retail-Recreation
-  Single-, two-, & low density multi-family residential
-  Parks & Recreation
-  Medium density multi-family residential
-  Institutional-Recreation
-  Mixed Use
-  Institutional
-  Focus Areas
-  Integration of Parks & Recreation



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Appendices

Appendix A

Implementation Charts

Implementation of the Kennedy Heights Neighborhood Plan will be monitored by the Kennedy Heights Community Council. The following Implementation Charts will serve as guides to implementation committees. The strategies were prioritized by taking feedback from an online prioritization survey which asked residents to rank the strategies as low, medium, or high priority and an in-person community event during which residents were asked to vote for their top eight strategy priorities. The survey results were quantified as follows: low priority rankings received 1 point each, medium priority rankings received 2 points each, and high priority rankings received 3 points each. The points from the survey prioritization along with the votes received at the in-person event were tallied and strategies were assigned a high, medium, or low priority assignment based on the final tally. The Implementation Charts also include:

- Time Frame: Short-, medium-, or long-term
- Level of Effort: High or low
- Level of Impact: High or low
- Type of Project (based on level of effort and impact): Major projects (high effort/high impact); low hanging fruit (low effort/low impact); quick wins (low effort, high impact); bonus project, or project that may not be worth prioritizing (high effort, low impact)
- Potential obstacles to accomplishing the action step
- Primary implementer, secondary implementer, partners, and person/entity responsible for maintaining
- Potential funding sources and cost of implementing

The Kennedy Heights Community Council has digital copies of the Implementation Charts that can be updated as implementation progresses.

Safety & Infrastructure Implementation Chart

SAFETY & INFRASTRUCTURE

ACTION STEP	PRIORITY	TIME FRAME	TYPE	LEVEL OF EFFORT	IMPACT POTENTIAL	POTENTIAL OBSTACLES	PARTNERS	PRIMARY IMPLEMENTER	SECONDARY IMPLEMENTER	MAINTENANCE / OWNERSHIP RESPONSIBILITY	FUNDING	ESTIMATED COSTS
Goal #1: Improve neighborhood infrastructure.												
Strategy 1.A: Conduct annual safety and infrastructure audits to identify problems and work with City departments to address issues												
Action Step 1.A.1: Recruit Quadrant Leaders who are Trustees at Large on the Community Council, as well as a Safety & Infrastructure Chair to the Community Council Board	Medium	Short-term	Major project	High effort	High impact	Volunteer workforce; structure/schedule around process	B&I, Public Services, DOTE, Police, Residents	KHCC	KHCC Safety & Infrastructure Committee	KHCC Safety & Infrastructure Committee	n/a	n/a
Action Step 1.A.2: Quadrant Leaders conduct annual audits of the business district and one quadrant per year and maintain an inventory of issues		Medium-term	Low hanging fruit	Low effort	Low impact	Volunteer workforce; structure/schedule around process	n/a	Quadrant Leaders	KHCC Safety & Infrastructure Committee	KHCC Safety & Infrastructure Committee	n/a	n/a
Action Step 1.A.3: Set priorities and target areas for improvements based on inventory and yearly audit		Medium-term	Quick win	Low effort	High impact	Volunteer workforce; structure/schedule around process	n/a	KHCC Safety & Infrastructure Committee	Quadrant Leaders	KHCC Safety & Infrastructure Committee	n/a	n/a
Action Step 1.A.4: Quadrant Leaders monitor citizen complaints in CAGIS eTrak, work with neighbors to inventory and address specific concerns, and act as liaisons to City departments as needed		Medium-term	Low hanging fruit	Low effort	Low impact	Volunteer workforce; structure/schedule around process	B&I, Public Services, DOTE, Police, residents	Quadrant Leaders	KHCC Safety & Infrastructure Committee	KHCC Safety & Infrastructure Committee	n/a	n/a
Action Step 1.A.5: Track and report progress quarterly to Community Council		Medium-term	Low hanging fruit	Low effort	Low impact	Volunteer workforce; structure/schedule around process	n/a	Quadrant Leaders	KHCC Safety & Infrastructure Committee	KHCC Safety & Infrastructure Committee	n/a	n/a
Strategy 1.B: Make strategic improvements in key areas identified in audits												
Action Step 1.B.1: Identify and prioritize target areas and add them to the Safety & Infrastructure Inventory	Medium	Medium-term	Quick win	Low effort	High impact	Schedule/structure of process	KHDC	KHCC Safety & Infrastructure Committee	KHCC	KHCC Safety & Infrastructure Committee	n/a	n/a
Action Step 1.B.2: Request and install critical improvements for those areas		Long-term	Major project	High effort	High impact	City budget constraints	KHCC Safety & Infrastructure Committee, KHDC	DOTe, Public Services, Metro, Parks (Urban Forestry)	KHCC	DOTe, Public Services, Metro, Parks (Urban Forestry)	Public	\$\$\$
Action Step 1.B.3: Ensure that improvements are cohesive and that road improvements are considerate of pedestrian, bike, bus, and emergency vehicle needs		Long-term	Major project	High effort	High impact	Follow-through and coordination	KHCC Safety & Infrastructure Committee, KHDC	DOTe, Public Services, Metro, Parks (Urban Forestry)	KHCC	DOTe, Public Services, Metro, Parks (Urban Forestry)	Public	\$\$\$
Goal #2: Increase pedestrian, bicycle, and bus rider safety.												

Safety & Infrastructure Implementation Chart

SAFETY & INFRASTRUCTURE

ACTION STEP	PRIORITY	TIME FRAME	TYPE	LEVEL OF EFFORT	IMPACT POTENTIAL	POTENTIAL OBSTACLES	PARTNERS	PRIMARY IMPLEMENTER	SECONDARY IMPLEMENTER	MAINTENANCE / OWNERSHIP RESPONSIBILITY	FUNDING	ESTIMATED COSTS	
Strategy 2.A: Use traffic calming tools, such as speed bumps, raised crosswalks, and other appropriate measures to increase safety													
Action Step 2.A.1: Focus traffic calming, specifically wider bump outs and green buffers, around key intersections as noted in the Safety & Infrastructure inventory	Medium	Medium-term	Major project	High effort	High impact	City budget constraints; feasibility; follow-through and coordination	KHCC Safety & Infrastructure Committee	DOTe (Pedestrian Safety Program)	n/a	DOTe (Pedestrian Safety Program)	Public	\$\$\$	
Action Step 2.A.2: Install speed bumps and cushions on roads that see frequent speeding as noted in the Safety & Infrastructure inventory		Medium-term	Major project	High effort	High impact	City budget constraints; feasibility; follow-through and coordination	KHCC Safety & Infrastructure Committee	DOTe (Pedestrian Safety Program)	n/a	DOTe (Pedestrian Safety Program)	Public	\$\$\$	
Action Step 2.A.3: Invest in moveable speed limit signs for residents to request		Short-term	Low hanging fruit	Low effort	Low impact	Feasibility	KHCC Safety & Infrastructure Committee	KHCC	DOTe	DOTe	KHCC	\$\$	
Strategy 2.B: Improve sidewalk safety													
Action Step 2.B.1: Identify key locations for sidewalk upgrades, such as along Kennedy Avenue, and work with property owners to fund and make the repairs	Medium	Medium-term	Major project	High effort	High impact	Funding, convincing owner to participate; Sidewalk Safety Program, Parks Department	KHCC	Property owners	DOTe	KHCC Safety & Infrastructure Committee	KHCC, Private	\$\$	
Action Step 2.B.2: Restore tree canopy for shade and comfort on Kennedy Avenue and pursue the use of buffers and bump outs at key intersections to install shade trees		Long-term	Major project	High effort	High impact	Funding, convincing owner to participate	KHCC Safety & Infrastructure Committee, ReLeaf, KHCC PGE Committee	Parks (Urban Forestry)	DOTe	DOTe	Parks (Urban Forestry); DOTe	Public	\$\$\$\$
Action Step 2.B.3: Identify trees for removal & work with owners to remove street trees that are dead or a safety hazard		Short-term	Major project	High effort	High impact	Funding, convincing owner to participate	Property owners; Urban Forestry	KHCC Safety & Infrastructure Committee	KHCC PGE Committee	KHCC PGE Committee	KHCC Safety & Infrastructure Committee	KHCC; grants	\$\$
Strategy 2.C: Enhance safety and comfort measures at bus stops													
Action Step 2.C.1: Collaborate with Metro to install bus benches and/or shelters with windbreak, roof, and open sides at key bus stops	Medium	Medium-term	Major project	High effort	High impact	Feasibility; Metro budget constraints	KHCC	Metro	n/a	Metro	Public	\$\$	
Action Step 2.C.2: Ensure that there is adequate lighting at bus stops along main corridors and explore use of solar panels for lighting at bus stops		Medium-term	Major project	High effort	High impact	Feasibility; Metro budget constraints	KHCC Safety & Infrastructure Committee	DOTe	Metro	Metro	DOTe/Metro	Public	\$\$\$
Action Step 2.C.3: Develop a cohesive branding/design for bus stop amenities, e.g. signage, benches, etc.		Long-term	Major project	High effort	High impact	Coordination with Metro	CNBDU, DCED, KHAC	KHDC	DOTe, Public Services, Metro	DOTe, Public Services, Metro	KHDC	Public; grants	\$\$

Safety & Infrastructure Implementation Chart

SAFETY & INFRASTRUCTURE

ACTION STEP	PRIORITY	TIME FRAME	TYPE	LEVEL OF EFFORT	IMPACT POTENTIAL	POTENTIAL OBSTACLES	PARTNERS	PRIMARY IMPLEMENTER	SECONDARY IMPLEMENTER	MAINTENANCE / OWNERSHIP RESPONSIBILITY	FUNDING	ESTIMATED COSTS	
Strategy 2.D: Increase safe routes, options, and resources for bike riders													
2.D.1: Provide bike riders and drivers education on bike laws and safety	Low	Short-term	Low hanging fruit	Low effort	Low impact	Finding a "champion" for this work	Tri-State Trails; DOTE	KHCC Safety & Infrastructure Committee	KHCC Comms Committee	KHCC Safety & Infrastructure Committee	KHCC	\$	
2.D.2: Identify additional roads for bike lanes or off-street bike paths		Medium-term	Major project	High effort	High impact	Feasibility; funding	Tri-State Trails	DOTE	KHCC Safety & Infrastructure Committee		Public	\$\$\$	
2.D.3: Enhance the existing bike lane on Montgomery Road		Medium-term	Major project	High effort	High impact	Feasibility; funding	Tri-State Trails	DOTE	n/a		Public	\$\$	
2.D.4: Collaborate with Tri State Trails to strategically integrate Kennedy Heights into the wider bike network		Long-term	Major project	High effort	High impact	Finding a "champion" for this work	KHCC PGE Committee	KHCC Safety & Infrastructure Committee		Tri-State Trails	KHCC Safety & Infrastructure Committee	Public; grants	\$\$\$
2.D.5: Partner with Pleasant Ridge on bringing Red Bike stations to the area		Short-term	Quick win	Low effort	Low impact	Finding a "champion" for this work	KHCC Safety & Infrastructure Committee		Red Bike	KHCC; PRCC	Red Bike	Red Bike	\$\$
Goal #3: Address blight and litter to improve perception of safety and pride in the neighborhood.													
Strategy 3.A: Prevent littering and dumping													
Action Step 3.A.1: Arrange for regularly scheduled large item pickup in areas with apartment buildings along Kennedy Ave, Montgomery Rd, and Northdale Pl or open a recycling/large item drop-off center with weekend hours	High	Short-term (for large item pick up)	Quick wins (for large item pick up)	Low effort (for large item pick up)	High impact	Coordination with the City on large pick-up	Public Services	KHCC Safety & Infrastructure Committee	Partner business	KHCC Safety & Infrastructure Committee	KHCC; grants; private	\$\$	
Action Step 3.A.2: Increase the number of garbage cans in litter problem areas		Medium-term	Major project	High effort	High impact	Coordination with the City increasing trash cans	KHCC Safety & Infrastructure Committee		Public Services	n/a	Public Services	Public	\$\$
Strategy 3.B: Address blight in strategic areas identified in audits													
Action Step 3.B.1: Identify and map vacant property in the neighborhood	Medium	Short-term	Quick win	Low effort	High impact	Scheduling the survey; volunteer power	KHDC; LISC; B&I; The Port	KHCC Safety & Infrastructure Committee	KHCC Housing Committee	KHCC Safety & Infrastructure Committee	Grant	\$	
Action Step 3.B.2: Collect data and investigate root causes of blight in the neighborhood		Medium-term	Major project	High effort	High impact	How to structure the collection/research; finding the time	B&I, CPD, Public Services	KHCC Safety & Infrastructure Committee		KHDC	KHCC Safety & Infrastructure Committee	n/a	n/a
Action Step 3.B.3: Clean up/address blight on these lots through the Neighborhood Stabilization Program		Short-term	Quick win	Low effort	High impact	Manpower (finding employees for the program)	KHCC Safety & Infrastructure Committee; B&I	Neighborhood Stabilization Program		KHDC	KHDC	Grant	\$\$
Action Step 3.B.4: Engage neighbors in regular quadrant clean ups to keep litter from escalating		Short-term	Low hanging fruit	Low effort	Low impact	Volunteer power; compliance	Keep Cincinnati Beautiful	KHCC Safety & Infrastructure Committee		KHCC PGE Committee	KHCC Safety & Infrastructure Committee	KHCC	\$

Safety & Infrastructure Implementation Chart

SAFETY & INFRASTRUCTURE

ACTION STEP	PRIORITY	TIME FRAME	TYPE	LEVEL OF EFFORT	IMPACT POTENTIAL	POTENTIAL OBSTACLES	PARTNERS	PRIMARY IMPLEMENTER	SECONDARY IMPLEMENTER	MAINTENANCE / OWNERSHIP RESPONSIBILITY	FUNDING	ESTIMATED COSTS
Goal #4: Reduce instances of crime in the neighborhood												
Strategy 4.A: Adopt a collaborative, community-based approach to policing in target areas												
Action Step 4.A.1: Continue to strengthen police-community connections through regular communication and opportunities for engagement at community events	Medium	Short-term	Low hanging fruit	Low effort	Low impact	Connecting with District 2	KHCC Safety & Infrastructure Committee	KHCC Comms Committee	CPD	KHCC Comms Committee	n/a	n/a
Action Step 4.A.2: Build neighbor to neighbor connections		Long-term	Major project	High effort	High impact	Neighbors' willingness to participate	Block Watch program	KHCC Comms Committee	KHCC	KHCC Comms Committee	n/a	n/a
Action Step 4.A.3: Activate a new Block Watch and/or Citizens on Patrol program		Short-term	Low hanging fruit	Low effort	High impact	Connecting with District 2	KHCC Safety & Infrastructure Committee	CPD	KHCC	CPD	n/a	n/a
Strategy 4.B: Work with residents, Cincinnati Police Department, and other partner organizations to become a drug free neighborhood												
Action Step 4.B.1: Apply outcomes of Strategy A in this work	High	Long-term	Major project	High effort	High impact	Magnitude of work in Strategy A	KHCC Safety & Infrastructure Committee	KHCC	CPD	KHCC	n/a	n/a
Action Step 4.B.2: Increase lighting in areas identified in safety audits		Short-term	Major project	High effort	High impact	Connecting with District 2	KHCC Safety & Infrastructure Committee	DOT	CPD	DOT	Public	\$\$\$
Action Step 4.B.3: Explore the use of cameras in key locations and/or increased police presence in key locations		Medium-term	Quick win	Low effort	High impact	Connecting with District 2; resistance to cameras	CPD	KHCC	KHCC Safety & Infrastructure Committee	KHCC Safety & Infrastructure Committee	KHCC, Grant, Public	\$\$
Action Step 4.B.4: Maintain updated list of resources and organizations that can support individuals struggling with drug use as they seek rehabilitation and other supportive programs. Make that list accessible to the neighborhood.		Short-term	Low hanging fruit	Low effort	Low impact	Resistance to being helped; volunteer power	District 2 (CPD)	KHCC Safety & Infrastructure Committee	n/a	KHCC Safety & Infrastructure Committee	n/a	n/a

Parks, Green Space, & Environment Implementation Chart

PARKS, GREEN SPACE, & ENVIRONMENT

ACTION STEP	PRIORITY	TIME FRAME	TYPE	LEVEL OF EFFORT	IMPACT POTENTIAL	POTENTIAL OBSTACLES	PARTNERS	PRIMARY IMPLEMENTER	SECONDARY IMPLEMENTER	MAINTENANCE/ OWNERSHIP RESPONSIBILITY	FUNDING	ESTIMATED COSTS
Goal #1: Preserve, expand, and enhance parks, recreation areas, and green spaces												
Strategy 1.A: Preserve and enhance existing publicly owned parks, recreation areas, and green spaces												
Action Step 1.A.1: Increase accessibility of parks and recreation areas	High	Medium-term	Major project	High effort	High impact	Available funding	Parks Advisory Councils	Parks, CRC	n/a	Parks, CRC	Public	\$\$\$
Action Step 1.A.2: Improve the hardscape in parks and recreation areas		Long-term	Major project	High effort	High impact	Available funding	Parks Advisory Councils	Parks, CRC	n/a	Parks, CRC	Public	\$\$\$
Action Step 1.A.3: Create safer and more prominent park and recreation area entrances		Medium-term	Major project	High effort	High impact	Available funding; feasibility	Parks Advisory Councils	Parks, CRC	DOTe	Parks, CRC, DOTe	Public	\$\$\$
Action Step 1.A.4: Restore/improve the walking trails in parks		Medium-term	Major project	High effort	High impact	Available funding	Parks Advisory Councils	Parks, CRC	n/a	Parks, CRC	Public	\$\$\$
Strategy 1.B: Increase green spaces so every resident has access within a quarter mile of their homes												
Action Step 1.B.1: Investigate the feasibility of additional community gardens	Low	Long-term	Major project	High effort	High impact	Appropriate locations, feasibility, funding, volunteer capacity, maintenance	OES; Civic Garden Center; Giving Garden	KHCC PGE Committee	Property owners	Property owners	OES Urban Ag. Mini-grant	\$\$
Action Step 1.B.2: Seek out opportunities to add green space to existing developed land, such as parking lots, streetscapes (including publicly owned right-of-way), transit corridors, and rooftops		Long-term	Major project	High effort	High impact	Appropriate locations, feasibility, funding, volunteer capacity, maintenance	Private property owners	DOTe (depends on location); Urban Forestry	KHCC PGE Committee	DOTe/Urban Forestry/ Property Owner	Public	\$\$
Action Step 1.B.3: Invest in underutilized open space to create additional green space		Long-term	Major project	High effort	High impact	Appropriate locations, feasibility, funding, volunteer capacity, maintenance	Private property owners	KHCC PGE Committee	Property owners	Property owners	Public; grants	\$\$\$
Action Step 1.B.4: Form relationships with property owners of key property, such as Cincinnati Public Schools, to secure property for green space if the property is sold		Long-term	Major project	High effort	High impact	Forming agreements with property owners, site control		KHDC	KHDC	KHCC PGE Committee	KHDC	KHDC
Strategy 1.C: Increase dog-friendliness												
Action Step 1.C.1: Post signage with leash expectations in the parks and recreation areas that do not already have signage	Low	Short-term	Low hanging fruit	Low effort	Low impact	Funding	KHCC PGE Committee	Parks, CRC	n/a	Parks, CRC	Public	\$
Action Step 1.C.2: Install people/dog drinking fountains		Medium-term	Bonus project	High effort	Low impact	Funding, feasibility	KHCC PGE Committee	Parks, CRC, or relevant property owner	GCWW	Parks, CRC, or relevant property owner	Public, private	\$\$\$
Action Step 1.C.3: Have dog waste bags available near trash cans in the parks and recreation areas		Short-term	Low hanging fruit	Low effort	Low impact	Funding, ongoing maintenance/supply	KHCC PGE Committee	Parks, CRC	n/a	n/a	Public, donation; KHCC	\$
Action Step 1.C.4: Explore the feasibility of a dog park		Long-term	Major project	High effort	High impact	Feasibility, funding, securing a site	KHCC PGE Committee	Parks, CRC	n/a	n/a	Parks, CRC	Public
Goal #2: Promote wellness through increased use of parks and green spaces												

Parks, Green Space, & Environment Implementation Chart

PARKS, GREEN SPACE, & ENVIRONMENT

ACTION STEP	PRIORITY	TIME FRAME	TYPE	LEVEL OF EFFORT	IMPACT POTENTIAL	POTENTIAL OBSTACLES	PARTNERS	PRIMARY IMPLEMENTER	SECONDARY IMPLEMENTER	MAINTENANCE / OWNERSHIP RESPONSIBILITY	FUNDING	ESTIMATED COSTS
Strategy 2.A: Increase community events and activities for seniors, teens, children, and families that communicate the safety of our parks												
Action Step 2.A.1: Host events that celebrate time in nature that are inclusive and considerate of a variety cultural perspectives	Medium	Short-term	Quick win	Low effort	High impact	Volunteer capacity; logistics; outreach	PGE Partners; Play in the Park; KH Arts Center	KHCC PGE Committee	KHCC Engagement Committee	KHCC PGE Committee	KHCC, donations, grants	\$\$
Action Step 2.A.2: Increase collaboration with community groups and businesses		Medium-term	Major project	High effort	High impact	Interest from community groups, businesses; volunteer capacity	PGE Partners	KHCC Engagement Committee	KHCC PGE Committee	KHCC Engagement Committee	n/a	n/a
Action Step 2.A.3: Secure sponsors of games and activities for residents of all ages and abilities		Medium-term	Major project	High effort	High impact	Interest from community groups, businesses; volunteer capacity; funding	PGE Partners	KHCC Engagement Committee	KHCC PGE Committee	KHCC Engagement Committee	Donations	\$\$
Strategy 2.B: Connect green spaces to each other to encourage walkability												
Action Step 2.B.1: Identify walking and/or bike routes between green spaces, in conjunction with partners like Tri State Trails and GoVibrant		Long-term	Major project	High effort	High impact	Feasibility, safety of walking/bike routes, funding	Tri State Trails, GoVibrant	DOTe	n/a	DOTe	Public	\$\$\$
Action Step 2.B.2: Create directional signage to help guide people between the green spaces	Medium	Medium-term	Bonus project	High effort	Low impact	Funding, feasibility of posting signage	GoVibrant	DOTe	KHCC PGE Committee	DOTe	Public	\$\$
Action Step 2.B.3: Incorporate educational elements into signage, such as a history of the tree canopy, including some of the oldest trees (signage), in Kennedy Heights, or other sites of note		Medium-term	Bonus project	High effort	Low impact	Funding, feasibility of posting signage	Arts Center, DOTe, Parks, CRC, Volunteers to design the signage	KHCC PGE Committee	Historic Walking Trail	DOTe	Public	\$
Goal #3: Create a clean, healthy environment												
Strategy 3.A: Maintain existing and increase tree canopy												
Action Step 3.A.1: Promote strategic tree planting by targeting major streets, such as Kennedy Avenue, Woodford Road, and Montgomery Road, and areas of the neighborhood not currently well covered, and create specific goals for number of trees to be planted each year with the support of Kennedy Heights Community Council		Medium-term	Major projects	High effort	High impact	Funding, maintenance	See PGE Partners, including Re-Leaf, Arbor Day	Urban Forestry	KHCC PGE Committee	Urban Forestry	Public	\$\$\$
Action Step 3.A.2: Create an education campaign about the tree canopy, care, and selection and introduce a tree category to the Landscape Awards	High	Short-term	Low hanging fruit	Low effort	Low impact	Volunteer capacity, outreach	See PGE Partners	KHCC PGE Committee	KHCC Comms Committee	KHCC PGE Committee		\$

Parks, Green Space, & Environment Implementation Chart

PARKS, GREEN SPACE, & ENVIRONMENT

ACTION STEP	PRIORITY	TIME FRAME	TYPE	LEVEL OF EFFORT	IMPACT POTENTIAL	POTENTIAL OBSTACLES	PARTNERS	PRIMARY IMPLEMENTER	SECONDARY IMPLEMENTER	MAINTENANCE / OWNERSHIP RESPONSIBILITY	FUNDING	ESTIMATED COSTS
Action Step 3.A.3: Remove and replace fallen trees on private property, by connecting residents with resources for removal or care and/or exploring the feasibility of a group contract for the removal of dead trees with a qualified tree service		Medium-term	Major projects	High effort	High impact	Funding, maintenance	See PGE Partners	KHCC PGE Committee	Partner business	KHCC PGE Committee	KHCC, grants	\$\$\$
Action Step 3.A.4: Remove invasive trees or plants, such as ivy and honeysuckle, and educate residents on the benefits of native plants/shrubs		Short-term	Low hanging fruit	Low effort	Low impact	Volunteer capacity, outreach	See PGE Partners	KHCC PGE Committee	n/a	KHCC PGE Committee	Donations, KHCC	\$
Strategy 3.B: Increase pollinator habitats												
Action Step 3.B.1: Collaborate with community partners on educational and installation initiatives		Short-term	Low hanging fruit	Low effort	Low impact	Involvement of community partners; volunteer capacity; funding	See PGE Partners, local businesses, schools, institutions	KHCC PGE Committee	n/a	KHCC PGE Committee	Grants, donations, KHCC	\$
Action Step 3.B.2: Promote and maintain Drake and Kennedy Heights Parks as oases for declining pollinator, bird, and other animal populations	Medium	Long-term	Major	High effort	High impact	Feasibility of projects; funding	See PGE Partners	KHCC PGE Committee	Parks	Parks	Public, grants, KHCC, donations	\$\$
Action Step 3.B.3: Encourage residents and/or community institutions/groups to have pollinator habitats on their properties		Medium term	Bonus	High effort	Low impact	Engaging community members/outreach	See PGE Partners, including the Giving Garden	KHCC PGE Committee	n/a	KHCC PGE Committee	Grants, donations, KHCC	\$
Action Step 3.B.4: Host educational workshops to educate residents on the importance of making a bird-friendly environment		Short-term	Low hanging fruit	Low effort	Low impact	Volunteer capacity; outreach	See PGE Partners	KHCC PGE Committee	KHCC Engagement Committee	KHCC PGE Committee	Grants, donations, KHCC	\$
Strategy 3.C: Engage residents in eliminating litter and investing in neighborhood beautification												
Action Step 3.C.1: Improve blighted areas and landscaping in the Business District and gateways		Short-term	Quick win	Low effort	High effort	Volunteer power; compliance	Keep Cincinnati Beautiful	KHCC Safety & Infrastructure Committee	KHCC PGE Committee	KHCC Safety & Infrastructure Committee	KHCC	\$
Action Step 3.C.2: Create an Adopt a Plot program, including a maintenance plan, for beautification in the right-of-way or on public property		Medium-term	Major projects	High effort	High impact	Volunteer interest; long-term maintenance; volunteer capacity to run program	n/a	KHCC PGE Committee	KHCC Safety & Infrastructure Committee	KHCC PGE Committee	n/a	n/a
Action Step 3.C.3: Increase support of gardening culture	High	Short-term	Low hanging fruit	Low effort	Low impact	Volunteer capacity; outreach	Local businesses, quadrant leaders, PGE partners	KHCC PGE Committee	Landscape Awards Chair	KHCC PGE Committee	n/a	n/a
Action Step 3.C.4: Host an annual or monthly cleanup campaign		Short-term	Low hanging fruit	Low effort	Low impact	Volunteer power; compliance	Keep Cincinnati Beautiful	KHCC Safety & Infrastructure Committee	KHCC PGE Committee	KHCC Safety & Infrastructure Committee	KHCC	\$

Parks, Green Space, & Environment Implementation Chart

PARKS, GREEN SPACE, & ENVIRONMENT

ACTION STEP	PRIORITY	TIME FRAME	TYPE	LEVEL OF EFFORT	IMPACT POTENTIAL	POTENTIAL OBSTACLES	PARTNERS	PRIMARY IMPLEMENTER	SECONDARY IMPLEMENTER	MAINTENANCE / OWNERSHIP RESPONSIBILITY	FUNDING	ESTIMATED COSTS
Action Step 3.C.5: Engage youth in a marketing contest/campaign competition about eliminating litter		Medium-term	Low hanging fruit	Low effort	Low impact	Youth participation; volunteer capacity	Schools; PGE partners; local businesses	KHCC PGE Committee	n/a	KHCC PGE Committee	KHCC; Hamilton County's Waste Reduction Innovation Grant	\$
Action Step 3.C.6: Explore practical ways to recycle litter, such as collecting bottle caps to make benches/picnic tables for the parks and recreation areas		Long-term	Bonus project	High effort	Low impact	Feasibility	PGE partners; local businesses	KHCC PGE Committee	n/a	KHCC PGE Committee	KHCC; private funding	\$\$
Goal #4: Support and exemplify sustainable environmentally friendly behaviors												
Strategy 4.A: Foster compassionate concern for nature and the environment through education												
Action Step 4.A.1: Encourage environmentally friendly actions, such as chemical-free/organic lawn care, stormwater management techniques (such as rain gardens, rain barrels, downspouts into yard, etc.), and composting, through education and funding		Medium-term	Quick win	Low effort	High impact	Communicating importance of efforts; behavior change; lack of funding	See PGE partners	KHCC Parks Committee	KHCC Engagement Committee	KHCC Parks Committee	KHCC; grants	\$\$
Action Step 4.A.2: Host seminars at our parks or community garden	Low	Medium-term	Quick win	Low effort	High impact	Communicating importance of efforts; behavior change	See PGE partners	KHCC Parks Committee	KHCC Engagement Committee	KHCC Parks Committee	KHCC; grants	\$\$
Action Step 4.A.3: Support and fund existing programming related to nature and the arts at KHAC and advertise parks programs, Civic Garden Center classes, etc.		Short-term	Quick win	Low effort	High impact	Lack of funding	KHCC Engagement Committee	KHCC Parks Committee	KHCC Comms Committee	KHCC Parks Committee	KHCC; grants	\$
Action Step 4.A.4: Provide educational programming and resources on climate change		Medium-term	Quick win	Low effort	High impact	Volunteer capacity	See PGE partners	KHCC Parks Committee	KHCC Engagement Committee	KHCC Parks Committee	KHCC; grants	\$\$
Action Step 4.A.5: Have regular updates and articles about environmental topics in the newsletter		Short-term	Low hanging fruit	Low effort	Low impact	Identifying volunteers to write articles	n/a	KHCC Parks Committee	KHCC (Newsletter Editor)	KHCC Parks Committee	n/a	n/a
Strategy 4.B: Demonstrate that a healthy environment is a priority in Kennedy Heights by investing in and advocating for these goals, strategies, and action steps												
Action Step 4.B.1: Maintain a consistent funding source to implement these strategies		Medium-term	Major project	High effort	High impact	Lack of funding; competing priorities	n/a	KHCC	KHCC PGE Committee	KHCC	Grants; KHCC	\$\$\$
Action Step 4.B.2: Invite qualified persons to lead the implementation of aspect of this section of the plan	Medium	Short-term	Quick win	Low effort	High impact	Lack of volunteers	n/a	KHCC PGE Committee	n/a	KHCC PGE Committee	n/a	n/a

Parks, Green Space, & Environment Implementa-

PARKS, GREEN SPACE, & ENVIRONMENT

ACTION STEP	PRIORITY	TIME FRAME	TYPE	LEVEL OF EFFORT	IMPACT POTENTIAL	POTENTIAL OBSTACLES	PARTNERS	PRIMARY IMPLEMENTER	SECONDARY IMPLEMENTER	MAINTENANCE / OWNERSHIP RESPONSIBILITY	FUNDING	ESTIMATED COSTS
Action Step 4.B.3: Re-engage a permanent committee of the Community Council to implement, monitor, and advance the plan for parks and green spaces, including maintaining the improvements inventory Action Step 4.B.4: Provide start-up funding to residents for sustainable projects		Short-term	Quick win	Low effort	High impact	Lack of volunteers	n/a	KHCC	n/a	KHCC	n/a	n/a
		Medium-term	Major project	High effort	High impact	Lack of funding source; volunteer capacity to manage program	n/a	KHCC PGE Committee	n/a	KHCC PGE Committee	Grants, KHCC	\$\$

Community Development Implementation Chart

COMMUNITY DEVELOPMENT

ACTION STEP	PRIORITY	TIME FRAME	TYPE	LEVEL OF EFFORT	IMPACT POTENTIAL	POTENTIAL OBSTACLES	PARTNERS	PRIMARY IMPLEMENTER	SECONDARY IMPLEMENTER	MAINTENANCE / OWNERSHIP RESPONSIBILITY	FUNDING	ESTIMATED COSTS	
Goal #1: Enhance and invest in the Neighborhood Business District													
Strategy 1.A: Deepen the sense of place in the Business District as an intentionally diverse, grassroots "Arts and Culture District"													
1.A.1: Create a new brand identity (logo, type treatment, etc.) for the Kennedy Heights Business District centered on arts and culture	High	Short-term	Quick Win	Low	High	Property owner engagement and in put	Business and property owners (churches, Arts Center, etc.), Eric Brown, designers	KHDC	KHCC Beautification Committee	KHDC	NBDIP, NBDSP, Realtor Party Placemaking Grant	\$	
1.A.2: Develop a streetscape plan, including banners/flags and street trees		Short-term	Quick Win	Low	High	Property owner engagement and in put; feasibility of installing banners/street trees	Urban Forestry, business and property owners and institutions within NDB; designers	KHDC	KHCC Beautification Committee, Urban Forestry	KHDC	NBDIP, NBDSP, Realtor Party Placemaking Grant	\$	
1.A.3: Produce and install new signage and place-making installations designed by local artists		Medium-term	Quick Win	Low	High	Property owner involvement and buy-in	KHAC, KHDC, ArtWorks, designers, artists	KHDC	KHAC	KHDC	NBDIP, grants, Realtor Party Placemaking Grant	\$\$	
1.A.4: Identify and document historic landmarks within the business district and collaborate with the Historic Walking Trail		Short-term	Hanging Fruit	Low	Low	Lack of community historian/committee	KHCC, KHAC, KHDC, DOTE, Library, historian, designers	KHCC Historic Walking Trail Committee	Arts Center	KHCC Historic Walking Trail Committee	Community Council, NBDIP	Community Council, NBDIP	\$
1.A.5: Upgrade infrastructure and amenities, including upgraded bus stops, benches, and trash cans		Medium-term	Major Project	High	High	Funding; feasibility of adding benches in ROW	DOTE, Public Services, Metro/SORTA	KHDC	KHCC Safety & Infrastructure Committee (using Safety & Infrastructure Inventory)	DOTe, Public Services, Metro/SORTA	DOTe, DPS, Metro/SORTA	DOTe, DPS, Metro/SORTA	\$\$\$
1.A.6: Create a gateway to the Arts and Culture District that establishes a sense of place at the corner of Kennedy Avenue and Montgomery Road		Medium-term	Major Project	High	High	Funding; feasibility	DOTE, designers, artists, Silverton	KHDC	DOTe	DOTe	DOTe, NBDIP	DOTe, NBDIP	\$\$
Strategy 1.B: Redevelop strategic properties, especially underutilized and vacant buildings													
1.B.1: Create a reference map of the Business District that identifies targets for redevelopment, such as highly visible blighted properties, and use it to guide future redevelopment	High	Short-term	Quick Win	Low	High	Time commitment	Property owners, B&I, DCPE	KHDC	Paid staff or consultant for KHDC	KHDC	Grants	\$	
1.B.2: Develop a database of contacts for all properties in the Business District		Short-term	Quick Win	Low	High	Time commitment	Property owners	KHDC	Paid staff or consultant for KHDC	KHDC	Grants	\$	
1.B.3: Redevelop, improve or remove highly visible blighted properties		Medium-term	Major Project	High	High	Lack of cooperation of property owners; funding	Property owners, B&I, The Port	KHDC	KHCC Safety & Infrastructure Committee	KHDC	Grants, public funding	\$\$\$\$	
1.B.4: Promote storefront operations that provide places for neighbors to gather, participate in experiences together, and/or that fill an unmet need in the community (e.g. fresh produce or a general store with low-cost household products and food)		Long-term	Major Project	High	High	Funding; business attraction; economic viability	DCED, realtors, KHAC	KHDC	n/a (maybe a Business Alliance in the future)	KHDC	Business attraction incentives	Business attraction incentives, Realtor Party Placemaking Grant	\$
1.B.5: Promote the development of rentable studio spaces/co-working spaces for artists by providing incentives		Long-term	Major Project	High	High	Funding; business attraction; economic viability	DCED, realtors, KHAC	KHDC	n/a (maybe a Business Alliance in the future)	KHDC	Business attraction incentives, Realtor Party Placemaking Grant	Business attraction incentives, Realtor Party Placemaking Grant	\$
1.B.6: Develop affordable senior housing with ground floor retail at the northwest corner of Kennedy Avenue and Montgomery Road		Medium-term	Major Project	High	High	LIHTC/funding; site acquisition	Guardian Bank, KHDC	Model Group	ERS	ERS	Private, public, LIHTC	Private, public, LIHTC	\$\$\$\$

Community Development Implementation Chart

COMMUNITY DEVELOPMENT

ACTION STEP	PRIORITY	TIME FRAME	TYPE	LEVEL OF EFFORT	IMPACT POTENTIAL	POTENTIAL OBSTACLES	PARTNERS	PRIMARY IMPLEMENTER	SECONDARY IMPLEMENTER	MAINTENANCE / OWNERSHIP RESPONSIBILITY	FUNDING	ESTIMATED COSTS
1.B.7: Redevelop the corner of the Cultural Campus at Kennedy Avenue and Montgomery Road to create a multipurpose public gathering space for events and pop up micro enterprises. Install signage to anchor the new branding as outlined in Goal 1.		Long-term	Major project	High effort	High impact	Feasibility; available funding; resident resistance	KHCC, KHAC, B&I, DCED	KHDC	KHAC	KHDC	Grant	\$\$
Strategy 1.C: Improve property maintenance in the Business District to optimize the streetscape												
1.C.1: Make contact and cultivate relationships with property owners and tenants	Medium	Short-term	Major Project	High	High	Lack of response and engagement from businesses; time intensive	Property owners and business owners in the NBD	KHDC (Paid staff/consultant)	KH Communications Committee	KHDC	Grants	\$
1.C.2: Report code violations and track progress with CAGIS ezTrak		Short-term	Quick Win	Low	High	Coordinating the report (lack of volunteers)	B&I	KHDC	KHCC Safety & Infrastructure Committee	KHDC	n/a	n/a
1.C.3: Partner with business owners, provide mini-grants for storefront improvements, repairs for code compliance, and other design needs		Medium-term	Major Project	High	High	Funding; interest from property owners	Property owners and business owners in the NBD	KHDC	n/a	KHDC	NBDIP, grants	\$\$\$
Strategy 1.D: Increase pride in the Business District by reducing litter and dumping												
1.D.1: Organize clean-up days to keep the area free of trash		Short-term	Quick Win	Low	High	Lack of volunteers	Property owners and business owners in the NBD, neighborhood churches and schools, KHAC	KHDC	KHCC Safety & Infrastructure Committee	KHCC Safety & Infrastructure Committee	KHCC	\$
1.D.2: Hold regular dumpster days for residents	Medium	Medium-term	Low Hanging Fruit	Low	Low	Funding; coordination with property owners	Private dumpster/waste company, property owners and business owners in the NBD	KHDC	KHCC Safety & Infrastructure Committee	KHCC Safety & Infrastructure Committee	KHCC, sponsorships	\$\$
1.D.3: Install additional trash cans at key points on major roads		Short-term	Major Project	High	High	Funding for trash cans; feasibility of locations; capacity of DPS	DPS	KHDC	KHCC Safety & Infrastructure Committee	KHCC Safety & Infrastructure Committee	Public, KHCC	\$\$
1.D.4: Coordinate litter/dumping complaints using CAGIS ezTrak		Short-term	Quick Win	Low	High	Lack of volunteers; coordination; community members not submitting complaints	Community members	KHCC Safety & Infrastructure Committee	KHDC	KHCC Safety & Infrastructure Committee	n/a	n/a
Strategy E: Grow the capacity of the Kennedy Heights Development Corporation												
1.E.1: Identify experience gaps in board membership and recruit additional board members	Low	Medium-term	Major Project	High	High	Recruiting additional board members; funding	KHCC	KHDC	n/a	KHDC	Grants	\$\$
Goal #2: Promote stable, successful storefront businesses to anchor the streetscape												
Strategy 2.A: Promote small scale establishments that reflect the community's character and fill unmet needs												
2.A.1: Partner with real estate agents to attract new businesses that will complement this vision	Medium	Long-term	Major project	High effort	High impact	Forming partnerships with real estate agents	n/a	KHDC	Realtors	KHDC	Public, private, grants	\$\$
2.A.2: Attract pop up stores or food trucks to set up temporarily on vacant property		Medium-term	Major project	High effort	High impact	Resistance of food trucks or other pop-up vendors due to # of people	Cincinnati Food Truck Association	KHDC	n/a	KHDC	Public, grants, Realtor Party Placemaking Grant	\$\$
2.A.3: Offer incentives and resources to attract and retain businesses that anchor the streetscape		Long-term	Quick win	Low effort	High impact	Lack of property control	DCED	KHDC	n/a	KHDC	Public, grants	\$\$\$
Strategy 2.B: Help raise the profile of neighborhood businesses												

Community Development Implementation Chart

COMMUNITY DEVELOPMENT

ACTION STEP	PRIORITY	TIME FRAME	TYPE	LEVEL OF EFFORT	IMPACT POTENTIAL	POTENTIAL OBSTACLES	PARTNERS	PRIMARY IMPLEMENTER	SECONDARY IMPLEMENTER	MAINTENANCE / OWNERSHIP RESPONSIBILITY	FUNDING	ESTIMATED COSTS
2.B.1: Create a business directory, update it regularly, and make it readily available		Short-term	Quick win	Low effort	High impact	Lack of business engagement; volunteer power	Local businesses	KHDC	KHCC Comms Committee	KHDC	KHDC/KHCC	\$
2.B.2: Offer grants for storefront improvements		Short-term	Low hanging fruit	Low effort	High impact	Funding availability	CNBDU, local businesses	KHDC	n/a	KHDC	NBDIP	\$\$
2.B.3: Feature articles/posts and free or low-cost ads in the Kennedy Heights newsletter and social media channels		Short-term	Low hanging fruit	Low effort	Low impact	Volunteer capacity	n/a	KHDC	KHCC Comms Committee	KHDC	n/a	n/a
2.B.4: Organize events that feature local businesses	Medium	Medium-term	Low hanging fruit	Low effort	Low impact	Resistance from businesses	Local businesses, KHAC	KHDC	KHCC Engagement Chair	KHDC	KHDC/KHCC	\$
2.B.5: Survey existing businesses to ensure that they have the resources they need to succeed in their existing location		Short-term	Low hanging fruit	Low effort	Low impact	Volunteer capacity; time commitment	Local businesses	KHDC	KHCC Comms Committee	KHDC	n/a	n/a
2.B.6: Consider the creation of a business association		Medium-term	Major project	High effort	High impact	Resistance from businesses; failed in the past	DCED	KHDC	Local businesses	KHDC	n/a	n/a
2.B.7: Support neighborhood businesses through the Homebase Shine registry		Short-term	Low hanging fruit	Low effort	Low impact	Resistance from businesses to use registry	Homebase	KHDC	KHCC Comms Committee	KHDC	n/a	n/a
Goal #3: Invest in other neighborhood business focus areas												
3.A: Develop a business focus area on Woodford Road between Robinson Road and Kennedy Avenue												
Action Step 3.A.1: Survey existing business and property owners and residents about the vision for the focus area		Short-term	Quick win	Low effort	High impact	Interest and cooperation of local businesses; volunteer capacity	Business owners in area	KHDC	KHCC	KHDC	n/a	n/a
Action Step 3.A.2: Conduct a market study to determine what could be developed in the area	Low	Medium-term	Quick win	Low effort	High impact	Funding and time availability	DCED, CNBDU, UC	KHDC	KHCC	KHDC	Public; grants	\$
Action Step 3.A.3: Conduct a zoning study to determine if the current zoning is appropriate for the future vision of the area		Medium-term	Major project	High effort	High impact	n/a	Local businesses, community members	City Planning & Engagement	KHDC	KHDC	n/a	n/a
Action Step 3.A.4: In the future, if there is growth in the focus area, explore the feasibility of creating a business node		Long-term	Major project	High effort	High impact	Volunteer capacity to compile application	DCED, CNBDU	KHDC	KHCC	KHDC	n/a	n/a
Strategy 3.B: Create a focus area at Zinsle Avenue and Red Bank Road												
Action Step 3.B.1: Survey existing business and property owners and residents about the vision for the focus area	Low	Short-term	Quick win	Low effort	High impact	Volunteer capacity	Business owners in area	KHDC	KHCC	KHDC	n/a	n/a
Action Step 3.B.2: Locate the office for the Neighborhood Stabilization Program in this area to attract other neighborhood-based services here		Medium-term	Major project	High effort	High impact	Site procurement	n/a	KHDC	n/a	KHDC	Grant; private	\$\$
Strategy 3.C: Promote the business focus areas												
Action Step 3.C.1: Host pop-up events to engage residents and tie the focus areas to the adjacent parks and recreation spaces	Low	Medium-term	Quick win	Low effort	High impact	Identifying and securing partners; funding	Local businesses and organizations	KHDC	KHCC Engagement Chair	KHDC	Public; grants	\$\$
Action Step 3.C.2: Produce marketing materials for the focus areas		Medium-term	Major project	High effort	High impact	Volunteer capacity; funding for printing	Local businesses, artists, graphic designers	KHDC	KHCC Comms Committee	KHDC	Public; grants	\$\$
Action Step 3.C.3: Promote businesses in the focus areas		Medium-term	Low hanging fruit	Low effort	Low impact	Resistance from businesses	n/a	KHDC	KHCC Engagement Chair	KHDC	KHDC/KHCC	\$

Housing Implementation Chart

HOUSING

ACTION STEP	PRIORITY	TIME FRAME	TYPE	LEVEL OF EFFORT	IMPACT POTENTIAL	POTENTIAL OBSTACLES	PARTNERS	PRIMARY IMPLEMENTER	SECONDARY IMPLEMENTER	MAINTENANCE / OWNERSHIP RESPONSIBILITY	FUNDING	ESTIMATED COSTS	
Goal #1: Encourage the maintenance and development of a diverse array of housing options that uphold the historic, intergenerational, intentionally diverse character of the neighborhood													
Strategy 1.A: Conduct a housing needs assessment and inventory existing housing stock													
Action Step 1.A.1: Analyze housing trends, future needs, and potential threats to neighborhood character	Low	Short-term	Quick win	Low effort	High impact	Volunteer power	UC, USC	KHCC Housing Committee	n/a	KHCC Housing Committee	KHCC	\$	
Action Step 1.A.2: Identify opportunities for public/private collaboration on residential redevelopment projects		Medium-term	Quick win	Low effort	High impact	Resistance from community	HOME, USC	KHCC	KHDC	KHCC Housing Committee	n/a	n/a	
Action Step 1.A.3: Use results from housing needs assessment to identify target projects for future development		Long-term	Major projects	High effort	High impact	Forming partnerships with developers	Developers	KHCC Housing Committee	KHCC	KHCC Housing Committee	n/a	n/a	
Strategy 1.B: Identify and promote innovative housing types that address unmet needs and uphold the neighborhood's historic character													
Action Step 1.C.1: Research alternative housing models such as co-ops, rent-to-own, home-matching, NOKCS, cohousing communities, senior only apartments, elder cottages, accessory dwelling units, etc.	Medium	Short-term	Quick win	Low effort	High impact	Volunteer power	UC, USC, AARP	KHCC Housing Committee	KHDC	KHCC Housing Committee	n/a	n/a	
Action Step 1.C.2: Identify areas where these innovative solutions meet the needs and character of the neighborhood		Medium-term	Quick win	Low effort	High impact	Volunteer power	UC, USC	KHCC Housing Committee	KHDC	KHCC Housing Committee	n/a	n/a	
Action Step 1.C.3: Initiate conversations with elected officials about the importance of these housing options		Medium-term	Quick win	Low effort	High impact	Volunteer power	City Council	KHCC Housing Committee	KHDC	KHCC Housing Committee	n/a	n/a	
Action Step 1.C.4: Advocate for zoning code changes that support these housing options		Medium-term	Quick win	Low effort	High impact	Volunteer power	City Council, City Planning & Engagement	KHCC Housing Committee	KHDC	KHCC Housing Committee	n/a	n/a	
Strategy 1.C: Make strategic investments and build partnerships to enhance the housing supply guided by the needs assessment													
Action Step 1.C.1: Preserve existing residential land uses	Low	Medium-term	Quick win	Low effort	High impact	Predatory developers	n/a	KHCC	KHDC	KHCC Housing Committee	n/a	n/a	
Action Step 1.C.2: Invest in rehabilitating underutilized or vacant buildings and promote housing options that address unmet needs		Long-term	Major project	High effort	High impact	Funding availability	CNBDU	KHDC	n/a	n/a	KHDC	Public, private	\$\$\$\$
Action Step 1.C.3: Support new construction that is affordable to different AMI levels and complements the existing architectural and environmental character of the neighborhood		Medium-term	Quick win	Low effort	High impact	Predatory developers	Neighborhood-friendly developers	KHCC	KHCC	KHDC	KHCC Housing Committee	n/a	n/a
Goal #2: Improve residential property management													
Strategy 2.A: Conduct outreach and connect property owners with financial and technical assistance													
Action Step 2.A.1: Identify and connect property owners with programs, such as the Homestead Exemption, that can assist them with rapidly increasing property taxes and other financial assistance programs, such as utility assistance	Medium	Short-term	Quick win	Low effort	High impact	Volunteer power	PWC, Homeownership Center, Duke, GCWW, B&I	KHCC Housing Committee	KHCC Comms Committee	KHCC Housing Committee	n/a	n/a	
Action Step 2.A.2: Explore low-interest loans programs for home repairs		Medium-term	Major project	High effort	High impact	Volunteer power	PWC, Homeownership Center, KHDC, banks	KHCC Housing Committee	KHCC Comms Committee	KHCC Housing Committee	n/a	n/a	
Action Step 2.A.3: Produce a "guidebook" to help homeowners and property owners connect to resources to help them make needed improvements and maintenance		Short-term	Quick win	Low effort	High impact	Volunteer power	PWC, Homeownership Center, B&I	KHCC Housing Committee	KHCC Comms Committee	KHCC Housing Committee	KHCC	\$	
Action Step 2.A.4: Form a network of neighbors who can help others with home repairs and highlight home repairs in the newsletter so neighbors can learn from each other		Long-term	Major project	High effort	High impact	Volunteer power	PWC, Homeownership Center, B&I	KHCC Housing Committee	KHCC Comms Committee	KHCC Housing Committee	n/a	n/a	

Housing Implementation Chart

HOUSING

ACTION STEP	PRIORITY	TIME FRAME	TYPE	LEVEL OF EFFORT	IMPACT POTENTIAL	POTENTIAL OBSTACLES	PARTNERS	PRIMARY IMPLEMENTER	SECONDARY IMPLEMENTER	MAINTENANCE / OWNERSHIP RESPONSIBILITY	FUNDING	ESTIMATED COSTS
Action Step 2.A.5: Create events and communications that have information about home repair, financial literacy, training and education for landlords and property managers, etc.		Short-term	Major project	High effort	High impact	Volunteer power	PWC, Legal Aid, HOME, Library, Homeownership Center	KHCC Housing Committee	KHCC Engagement Chair	KHCC Housing Committee	KHCC	\$\$
Action Step 2.A.6: Assist with transitions of ownership within generations of families by connecting families with legal resources and education, such as through the Legal Aid Society		Medium-term	Quick win	Low effort	High impact	Volunteer power	Legal Aid	KHCC Housing Committee	Legal Aid Society	KHCC Housing Committee	n/a	n/a
Action Step 2.A.7: Create a Housing Committee of the Kennedy Heights Community Council to support this work and conduct outreach		Short-term	Quick win	Low effort	High impact	Volunteer power	n/a	KHCC	n/a	KHCC	n/a	n/a
Action Step 2.A.8: Partner with property owners to address property maintenance concerns identified in housing and safety audits		Long-term	Major project	High effort	High impact	Volunteer power; partnerships/cooperation with property owners	Property owners; Neighborhood Stabilization Program; PWC	KHCC Housing Committee	KHCC Safety & Infrastructure Committee	KHCC Housing Committee	Public, nonprofit grants	\$\$\$
Strategy 2.B: Improve rental property management												
Action Step 2.B.1: Partner with landlords to address property maintenance concerns identified in housing and safety audits		Medium-term	Major project	High effort	High impact	Resistance from landlords; absentee landlords; funding	PWC	KHCC Housing Committee		KHCC Housing Committee	Public, grants	\$\$
Action Step 2.B.2: Report code violations via a regular quadrant audit of properties		Short-term	Low hanging fruit	Low effort	Low impact	Scheduling/structuring a process; volunteer power	B&I	KHCC Safety & Infrastructure Committee	KHCC Housing Committee	KHCC Safety & Infrastructure Committee	n/a	n/a
Action Step 2.B.3: Conduct outreach with local renters to provide resources and education on tenant rights	Medium	Medium-term	Low hanging fruit	Low effort	Low impact	Resistance from renters and landlords; connecting with renters	Legal Aid, HOME	KHCC Housing Committee	KHCC Comms Committee	KHCC Housing Committee	Grants	\$
Action Step 2.B.4: Encourage and give preference to local (within the Kennedy Heights zip code) ownership and management		Medium-term	Bonus project	High effort	Low impact	Identifying local owners and management; site control	n/a	KHCC Housing Committee	KHCC	KHCC Housing Committee	n/a	n/a
Strategy 2.C: Invest in the Neighborhood Stabilization and Job Creation Program which will help support this goal and related strategies												
Action Step 2.C.1: Monitor and evaluate the pilot program year	Low	Short-term	Low hanging fruit	Low effort	Low impact	n/a	Guardian Savings Bank	KHDC	PWC	KHDC	n/a	n/a
Action Step 2.C.2: Secure funding for future years		Medium-term	Major project	High effort	High impact	Funding availability	Guardian Savings Bank	KHDC	PWC	KHDC	Public, private	\$\$\$
Goal #3: Ensure that there are suitable housing options so residents can 'Age in Community'												
Strategy 3.A: Continue to be advocates for and champions of neighborhood-scale aging in community initiatives												
Action 3.A.1: Partner with an organization, such as The Caring Place or a senior services organization, or nearby neighborhood to secure funding for a part-time Aging in Community coordinator	Low	Long-term	Major project	High effort	High impact	Coordination with other organizations/neighborhoods	The Caring Place, Northern KY Meals on Wheels; nearby community councils	Northern KY Meals on Wheels	The Caring Place	Northern KY Meals on Wheels	KHCC funds	\$\$\$
Action Step 3.A.2: Support the work of the City of Cincinnati's Age-Friendly Cincinnati initiative		Short-term	Low hanging fruit	Low effort	Low impact	n/a	City's Office of Aging & Accessibility	KHDC	KHCC	KHDC	n/a	n/a
Strategy 3.B: Develop age-friendly and accessible housing options												
Action Step 3.B.1: Bring Affordable Senior Housing to the northwest corner of Montgomery and Kennedy with partners Model Group and Episcopal Retirement Services		Long-term	Major project	High effort	High impact	Site acquisition; resident resistance/concerns	KHDC	Model Group/ERS	n/a	Model Group/ERS	Public, including LIHTC, Private	\$\$\$\$
Action Step 3.B.2: Retrofit 8 to 10 houses for people living with disabilities/older adult accessibility as a demonstration project in partnership with People Working Cooperatively	Low	Long-term	Major project	High effort	High impact	Funding; labor power	PWC	KHDC	PWC	KHDC	Public, Private	\$\$\$\$
Action Step 3.B.3: Use results of Housing Needs Assessment to identify sites suitable for future redevelopment as senior housing, e.g.: Northdale Place; old Schroder school site at Lumford Place and development of possible additional private property in the future		Long-term	Major project	High effort	High impact	Resident resistance	KHCC, Parks, B&I, DCED	Shroder Working Group	KHCC Housing Committee	KHDC	Grant	\$\$

Housing Implementation Chart

HOUSING

ACTION STEP	PRIORITY	TIME FRAME	TYPE	LEVEL OF EFFORT	IMPACT POTENTIAL	POTENTIAL OBSTACLES	PARTNERS	PRIMARY IMPLEMENTER	SECONDARY IMPLEMENTER	MAINTENANCE / OWNERSHIP RESPONSIBILITY	FUNDING	ESTIMATED COSTS
Goal #4: Redevelop the old Shroder School property using a hybrid approach that meshes new housing with an extended park and greenspace network												
Strategy 4.A: Create a conceptual Master Plan for the site which includes housing, community spaces, and existing park and green space												
Action Step 4.A.1: Identify partners who can collaborate with the community on the creation of the Master Plan	High	Short-term	Low hanging fruit	Low effort	Low impact	City funding	KHCC, Parks	Shroder Working Group	KHDC	KHDC	n/a	n/a
Action Step 4.A.2: Explore creating a conservation easement for the adjacent private property to expand the wildlife corridor and extend walking paths		Short-term	Quick win	Low effort	High impact	Site control	KHCC, Parks	Shroder Working Group	KHDC	KHDC	n/a	n/a
Strategy 4.B: Establish agreements and secure funding to support the Master Plan												
Action Step 4.B.1: Investigate opportunities for public funding		Medium-term	Quick win	Low effort	High impact	Volunteer time	KHCC, Parks, DCED	Shroder Working Group	KHDC	KHDC	n/a	n/a
Action Step 4.B.2: Determine potential private partners	Medium	Medium-term	Major project	High effort	High impact	Volunteer time; buy-in from private partners on overall Master Plan	To be determined	Shroder Working Group	KHDC	KHDC	n/a	n/a
Action Step 4.B.3: Work with property owners to secure incentives necessary to complete the Master Plan		Medium-term	Major project	High effort	High impact	Volunteer time	KHCC, Parks, DCED	Shroder Working Group	KHDC	KHDC	n/a	n/a
Action Step 4.B.4: Create a funding strategy for the proposed purchase and development of the property		Medium-term	Major project	High effort	High impact	Volunteer time	KHCC, Parks, DCED	Shroder Working Group	KHDC	KHDC	n/a	\$

Communications, Events, & Engagement Implementation Chart

COMMUNICATIONS, EVENTS, & ENGAGEMENT

ACTION STEP	PRIORITY	TIME FRAME	TYPE	LEVEL OF EFFORT	IMPACT POTENTIAL	POTENTIAL OBSTACLES	PARTNERS	PRIMARY IMPLEMENTER	SECONDARY IMPLEMENTER	MAINTENANCE / OWNERSHIP RESPONSIBILITY	FUNDING	ESTIMATED COSTS
Goal #1: Create an engaged community where residents are informed, connected with each other, and involved in the community												
Strategy 1.A: Host more frequent community events to engage residents												
1.A.1: Create a list of possible community events brainstormed by community members, use this list to create a calendar of events each year, and continue to update the list on a regular basis (see "Community Event Brainstorm")		Short-term	Low Hanging Fruit	Low effort	Low impact	Keeping the list updated; feasibility of event ideas; confirming ideas with KHCC/organizers	See list of events partners; community members	KHCC Engagement Chair	KHCC Engagement/Events Committee	KHCC Engagement Chair	n/a	n/a
1.A.2: Utilize Quadrant Leaders and groups to lead quadrant-wide community events with the support of the Engagement Committee and Canvassing Task Force (see Goal #2)	Medium	Short-term	Quick Win	Low effort	High impact	Finding volunteers; time commitment	Canvassing Task Force, quadrant leaders	KHCC Engagement Chair	KHCC Engagement/Events Committee	KHCC Engagement Chair	KHCC sponsorships	\$\$
1.A.3: Create an outreach strategy to engage community partners and businesses in community events, including a script for outreach, follow-up plan, etc.		Medium-term	Low Hanging Fruit	Low effort	Low impact	Forming connections with community partners; potential lack of interest from local businesses; time commitment	See list of events partners; KHAC (check to see if they are on the list)	KHCC Engagement Chair	KHCC Engagement/Events Committee	KHCC Engagement Chair	n/a	n/a
Strategy 1.B: Encourage the development of gathering spaces												
1.B.1: Identify likely properties/spaces that could be developed as indoor or outdoor spaces to gather, including working with the Kennedy Heights Development Corporation as the business district develops		Long-term	Major Project	High effort	High impact	Site control	SM Note: Look at BDB Chart; City Council, Parks, DCED, The Port, etc.; list of community businesses and partners	KHDC	KHCC Engagement/Events Committee	KHDC	Private, Realtor Party Placemaking Grant	\$\$\$\$
1.B.2: Host pop-up events at spaces that have the potential to be community spaces, such as the corner of Kennedy Avenue and Woodford Road at the Redwood Market and the parking lot near Kennedy Heights Park	Medium	Medium-term	Major Project	High effort	High impact	Time commitment; volunteer capacity	KHDC, business owners	KHCC Engagement Chair	KHCC Engagement/Events Committee	KHCC Engagement Chair	Realtor Party Placemaking Grant, other grants, sponsorships, activation fund	\$\$
1.B.3: Redevelop the corner of the Cultural Campus at Kennedy Avenue and Montgomery Road to create a multipurpose public gathering space for events and pop up micro enterprises. Install signage to anchor the new branding as outlined in Goal 1.		Long-term	Major project	High effort	High impact	Feasibility; available funding; resident resistance	KHCC, KHAC, B&I, DCED	KHDC	KHAC	KHDC	Grant	\$\$
Strategy 1.C: Coordinate engagement and event efforts												
1.C.1: Designate a Kennedy Heights Community Council Board Member to act as an Engagement Chair and define role of the chair and Engagement Committee		Short-term	Quick Win	Low effort	High impact	Finding a volunteer to serve as the Chair	n/a	KHCC Board	n/a	KHCC Board	n/a	n/a
1.C.2: Coordinate neighborhood inventory, such as "intentionally inclusive" signage and event supplies, in partnership with the Kennedy Heights Arts Center	Low	Short-term	Low Hanging Fruit	Low effort	Low impact	Finding a space; developing a good system	KHAC	KHCC Board	n/a	KHCC Board	KHCC	\$
1.C.3: Partner with the Kennedy Heights Development Corporation to cultivate relationships with local businesses, organizations, and institutions, including Woodford Academy, and host events		Medium-term	Major Project	High effort	High impact	Potential lack of interest from local businesses; time commitment	Local businesses, institutions	KHDC	KHCC Engagement/Events Committee	KHDC	n/a	n/a
Goal #2: Create a robust communication strategy that accommodates a diverse population and their needs												

Communications, Events, & Engagement Implementation Chart

COMMUNICATIONS, EVENTS, & ENGAGEMENT

ACTION STEP	PRIORITY	TIME FRAME	TYPE	LEVEL OF EFFORT	IMPACT POTENTIAL	POTENTIAL OBSTACLES	PARTNERS	PRIMARY IMPLEMENTER	SECONDARY IMPLEMENTER	MAINTENANCE / OWNERSHIP RESPONSIBILITY	FUNDING	ESTIMATED COSTS
Strategy 2.A: Invest in in-person, tangible communications strategies												
2.A.1: Investigate the cost of bulletin boards (one per quadrant) and signs to facilitate non-digital information sharing, along with funding/grants for these bulletin boards and signs		Long-term	Major Project	High effort	High impact	Securing locations; keeping boards updated	Neighborhood Stabilization Program	KHCC Comms & Engagement Chair	KHCC Comms Committee	KHCC Comms & Engagement Chair	KHCC, grants	\$\$
2.A.2: Explore community desire for an electronic sign in the Business District		Long-term	Major Project	High effort	High impact	Getting sufficient community feedback; zoning regulations	Local businesses	KHCC Comms Chair	KHCC Comms Committee	KHCC Comms Chair	KHCC	\$\$\$\$
2.A.3: Investigate community interest and feasibility of phone trees and group text app	Medium	Short-term	Quick Win	Low effort	High impact	Reaching community members and getting phone numbers; volunteer capacity	Canvassing Task Force	KHCC Comms Chair	KHCC Comms Committee	KHCC Comms Chair	n/a	n/a
2.A.4: Create a Canvassing Task Force, or identify Street Leaders, that will "foot it" when news needs to get out. Update the list of volunteers periodically.		Short-term	Quick Win	Low effort	High impact	Volunteer capacity; time commitment; creating a system for maintenance	Canvassing Task Force, quadrant leaders; youth volunteers	KHCC Comms Chair	KHCC Comms Committee	KHCC Comms Chair	n/a	n/a
2.A.5: Conduct an audit of the newsletter mailing list to determine if addresses are missing and provide an option between paper and digital		Medium-term	Major Project	High effort	High impact	Figuring out the system for updating; Volunteer capacity; time commitment	Canvassing Task Force	KHCC Comms Chair	KHCC Comms Committee	KHCC Comms Chair	KHCC	\$(potentially)
2.A.6: Create a "Welcome to Kennedy Heights" guide for new residents with helpful resources and information		Short-term	Major Project	High effort	High impact	Funding for printing; connecting with new residents	Canvassing Task Force	KHCC Comms Chair	KHCC Comms Committee	KHCC Comms Chair	KHCC	\$\$
Strategy 2.B: Update and enhance use of digital media to engage residents												
2.B.1: Update website to improve accessibility and ease of navigation		Short-term	Major Project	High effort	High impact	Technology; cost	Community members	KHCC Comms Committee	Website Working Group	KHCC Comms Committee	KHCC	\$
2.B.2: Build a Website Working Group to make changes and maintain website	Low	Short-term	Quick win	Low effort	High impact	Volunteers	Community members	KHCC Comms Chair	KHCC Comms Committee	KHCC Comms Chair	n/a	n/a
2.B.2: Enhance neighborhood's use of social media platforms		Short-term	Low Hanging Fruit	Low effort	Low impact	Volunteers; neighborhoods not accessing social media	Community members	KHCC Comms Committee	n/a	KHCC Comms Chair	n/a	n/a
2.B.3: Pursue programs and/or grants that connect residents with internet by providing tablets and/or internet service		Long-term	Major Project	High effort	High impact	Availability of funding; program logistics	Cincinnati Bell, other internet providers	KHCC	Identified partner	KHCC	Grants	\$\$\$\$
Strategy 2.C: Employ a formal Communications Committee as part of the Kennedy Heights Community Council to implement and manage the communications strategy												
2.C.1: Define the role of the committees and establish a Communications Chair and Engagement Chair on the KHCC Board		Short-term	Quick Win	Low effort	High impact	Finding volunteers; burnout	Other community councils	KHCC Board	n/a	KHCC Board	n/a	n/a
2.C.2: Work together to evaluate communications strategies and action steps on a biennial basis and make needed adjustments and improvements	Low	Short-term	Quick Win	Low effort	High impact	Lost of legacy knowledge	Input from community members; other community councils	KHCC Comms Chair	KHCC Comms Committee	KHCC Comms Chair	n/a	n/a
2.C.3: Build subcommittees, such as Quadrant Leaders, Website Working Group and Canvassing Task Force for distributing fliers, to support maintenance and operations of the strategies		Long-term	Major Project	High effort	High impact	Finding volunteers	Quadrant Leaders, Canvassing Task Force, Website Subcommittee	KHCC Comms Chair	KHCC Comms Committee	KHCC Comms Chair	n/a	n/a

Appendix B

KENNEDY HEIGHTS NEIGHBORHOOD PLAN SURVEY AND COMMUNITY MAP SUMMARY

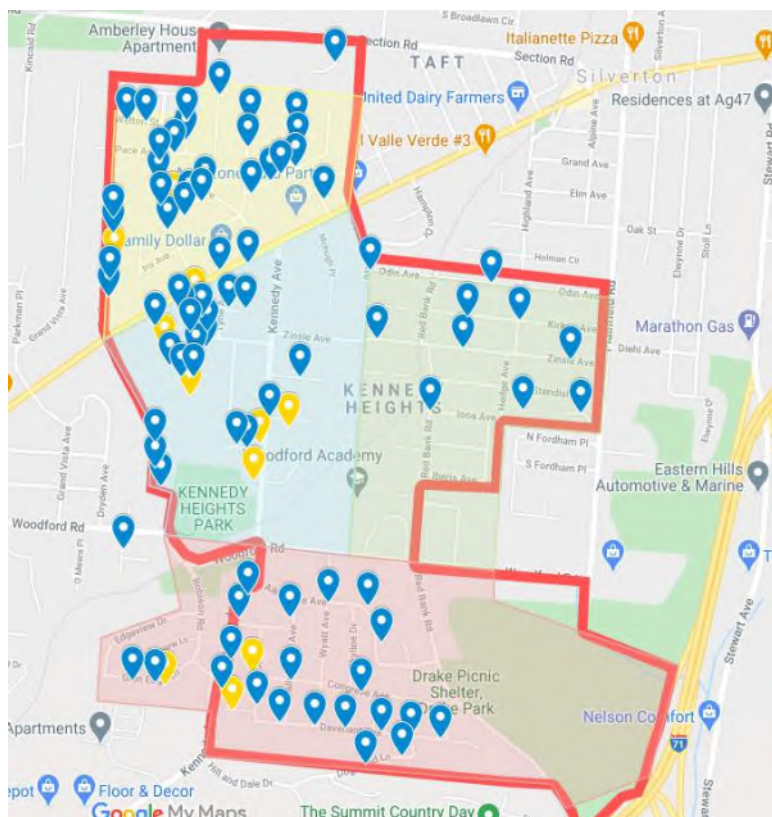
The Kennedy Heights Neighborhood Plan survey and community Map were open for over 7 months from September 14, 2020, to April 30, 2021.

The purpose of the survey was three-fold:

1. Gather information on existing conditions in the neighborhood
2. Solicit ideas for the future of the neighborhood
3. Collect information from interested community members for further plan engagement

A copy of the community map can be found here: <https://tinyurl.com/KHCommMap> The purpose of the community map was to collect geographic locations of the following in order to better understand existing conditions and future opportunity in the neighborhood.

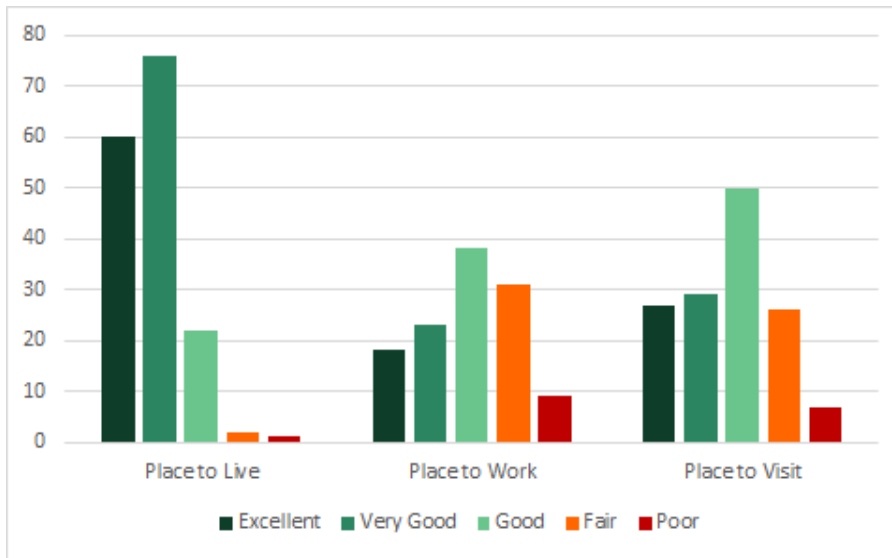
- Community assets (what makes residents proud)
- Areas that are avoided (due to safety, crime, blight, deterioration)
- Areas that need some love (opportunities for development, redevelopment, renovation, or vitalization)
- Where respondents live, work, or own property
- The heart of the neighborhood



168 unique responses were received from throughout the neighborhood. 87 respondents indicated their street of residence or business on the survey (blue pins on the map) and 11 respondents indicated their residences on the community map (yellow pins on the map). The map below shows the residential or business location of respondents to the survey and community map by street (note: no exact addresses were used).

Figure A: Map showing general location of survey (blue pins) and map (yellow pins) respondents.

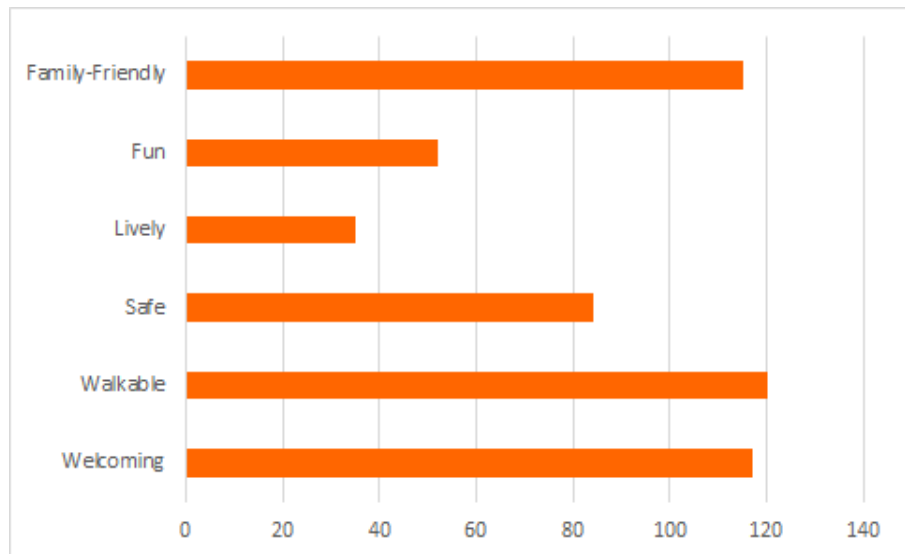
HOW WOULD YOU RATE YOUR SATISFACTION WITH KENNEDY HEIGHTS AS A...



Respondents were overall satisfied with Kennedy Heights as a place to live; however responses to Kennedy Heights as a place to work and visit were a little more varied, although generally positive.

HOW WOULD YOU DESCRIBE THE NEIGHBORHOOD? >>

Other responses included:
 Diverse (6 responses), Neighborly (2 responses), Community oriented, Civic minded, Progressive, Historical, Affordable, Green, Lots of parks, Artistic, Cozy, Up and coming, Ok, Run down, Convenient

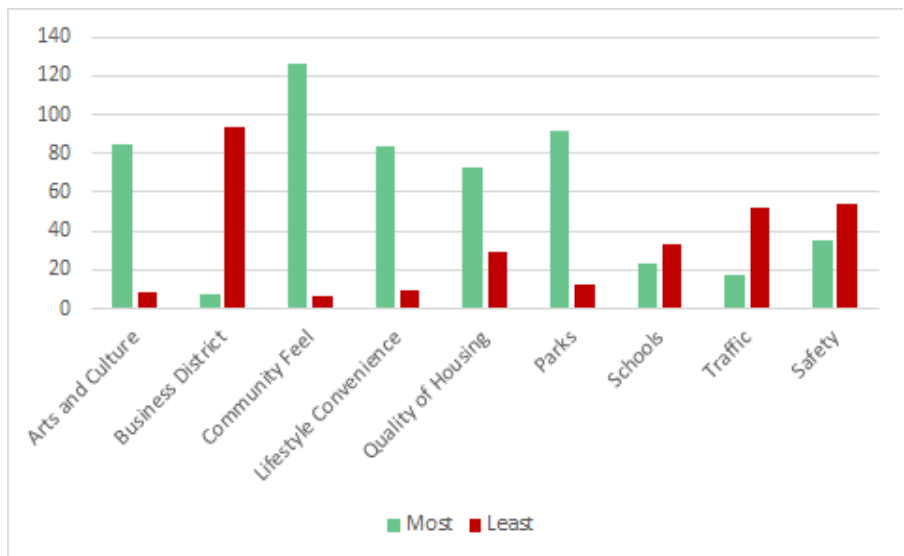


WHAT DO YOU LIKE MOST/LEAST ABOUT KENNEDY HEIGHTS?

Additional comments for what respondents liked most: Diversity - economic and racial (5 responses), Kennedy Heights Art Center, quiet, peaceful, Kennedy Heights Montessori School, and convenient location.

Additional comments for what respondents liked least:

- Property maintenance, development, and cleanliness
 - Abandoned/neglected property of old Shroder school
 - Litter and lack of appeal on Montgomery Rd.
 - Litter especially on our property and in the park
 - Property maintenance and cleanliness
 - Public maintenance - the neighborhood is walkable and one of my favorite things, however many sidewalks are in disrepair, obstructed by overgrowth, or non-existent. More sidewalks and more maintenance please!
 - Hate seeing all the empty liquor bottles along Montgomery Road and side streets. I wish the bus district was stronger
 - How we often lose projects to Pleasant Ridge Comm.
 - Flipping
 - I find that many of the main thoroughfares in Kennedy Heights have a trash/litter problem that detracts from the overall quality of the neighborhood. Seeing garbage, furniture/mattresses (for weeks) on the curbs reduces the comfort in walkability of our neighborhood
 - Montgomery Rd is often lined with trash
 - Construction everywhere
- Affordability, Schools, Family
 - Lack of other families with young children
 - Schools redistricting, eliminating PRM from Kennedy Heights
 - Pricing out families with moderate incomes from home ownership
- Streets/Safety
 - streets very narrow and parking on both sides causes problems
 - Road conditions
 - Montgomery Road has become a big problem
 - Recently there have been incidents close by on Kennedy that are concerning
 - Metro buses cannot be easily accessed in some parts.
 - need more sidewalks



- Streets without curbs
- We live across from Kennedy heights triangle and there are many kids crossing streets and riding bikes. Cars speed excessively and it is very dangerous
- There used to be a speed bump on Zinsle a couple of houses north of Red Bank and the city removed it around 2010. It needs to be put back. People fly down Zinsle daily. 2 children almost got hit this summer as well as last summer. Kids watching smaller kids with no adult supervision
- Lack of sidewalks in some areas
- The amount of cut throughs on residential streets/ speeding
- Amenities and Business District
 - Lack of (food) shopping
 - Not as vibrant as Pleasant Ridge
 - The KH business district could use some work--but the Pridge one is great
- Inequity/Lack of Unity
 - The inequity of services by the police, housing dept., needed business in the KH area.
 - Black families getting pushed out
 - Gentrification
 - Montgomery Road and Woodford Road split the community into three dissimilar segments

I CHOOSE TO LIVE IN KENNEDY HEIGHTS BECAUSE...

Diversity and Community (“It is important to implement the culture and diversity of the KH neighborhood when developing this plan.”)

- Diversity (racial, economic, gender, etc.) and inclusion [54 responses]
 - Many respondents stated that there is an intentional diversity in the neighborhood.
 - Diversity and acceptance
 - Biracial neighborhood
 - Racially integrated [3 responses]
- Community [18 responses]
 - Small/tight Knit community
 - Friends live in neighborhood [2 responses]
 - Good church community
 - Overall respect of citizens for one another.
- Community involvement
 - Involvement/commitment of community to make KH a better neighborhood for all
 - Neighborhood-based engagement
 - Commitment to building the community.
 - Forward-looking, Engaged Community Council, City of Cincinnati neighborhood, Active CDC and planning commission
 - I value the community and the participation of residents in quality of community life and diversity.
 - Council that takes care of its community [2 responses]
- Friendly
 - Friendly neighborhood feel

- Family friendly [3 responses]
- Friendly/great neighbors [6 responses]

Streets, Sidewalks, and Overall Character

- Our street [6 responses]
- Walkable [5 responses]
- Beautiful [4 responses]
- Old trees [4 responses]
- Quiet [5 responses]
- Lovely, quiet streets, character, and charm
- Low traffic
- Beautiful residential neighborhood with sidewalks, mature trees and older reasonably priced homes
- Beautiful tree lined streets, the neighborhood feel as you walk around and the overall vibe.
- Not overly developed.
- Vibrant
- Suburban-feeling neighborhood
- Stability

Housing

- Housing in general or specific home [14 responses]
- Affordable homes [18 responses]
- Historic homes [5 responses]
- Unique homes [3 responses]
- Residential feel
- Beautiful residential neighborhood with sidewalks, mature trees and older reasonably priced homes
- Variety of housing

Parks and Green Spaces [10 responses]

Safety [4 responses]

Convenient Location

- In general [11 responses]
- Central location [8 responses]
- Proximity to amenities (church, library, restaurants, shopping) [9 responses]
- Proximity to expressways [7 responses]
- Proximity to other neighborhoods [8 responses]
- Proximity to workplace [7 responses]
- Proximity to urban core [5 responses]
- Proximity to former residence

Other

- School (including PRM and Nativity School) [5 responses]
- Arts (including Arts Center, commitment to art, and Art District) [4 responses]
- Businesses [2 responses]

98 Section

- Small, independent businesses
- Glad to see the business district evolve over the years-- although PR and KH blend in that respect (although ebbing and flowing).
- Parents/Grandparents lived here, went to school here [5 responses]
- The area is up and coming
- Cincinnati neighborhood on the rise

WHAT ARE THE BIGGEST CHALLENGES FACING KH?

Housing

- Affordable housing and gentrification - 37
 - Unaffordable housing may reduce the diversity in the neighborhood. I want this neighborhood to be a place where all people can afford to live (and live well).
 - Trying to keep the same diverse neighborhood while trying to cope with becoming a popular Cincinnati neighborhood to live in. You don't want to have individuals or families feel like they are being forced out by the increased interest in Kennedy Heights real estate. However, these same individuals need to be open minded about the direction the neighborhood would like to go in.
 - To keep the population as diverse as it has been, due to increase in property values (taxes)
 - The need for affordable senior housing, long time residents being priced out of the neighborhood
 - The community staying as multicultural as it has always been
 - Becoming unaffordable for young, working-class people like me.
 - sustaining a good mix of various incomes and diversity (9 responses)
 - Staying affordable for diverse families to buy homes, not just rent
 - Rising property values forcing longtime residents out (6 responses)
Kennedy Heights is enjoying unprecedented housing values. We must be careful not to let gentrification taint our diverse sense of community that has an over 100-year history.
 - Keeping safe and integrated in a skyrocketing housing market
 - Over gentrification and tear-down and rebuild of older homes that are renovated
 - One of the biggest challenges is an older generation and the real estate not being affordable for the young generations mainly people of color!
 - Maintaining racial diversity as the price of housing increases.
 - I am worried that many of the houses that our seniors are living in are being poached/bought up by developers and are being flipped and sold for very high prices. I have also noticed that the majority of the people moving into KH are young white couples and I don't like this trend. I would like to see more sales to people of color so that we don't lose the diversity of the neighborhood.
 - How to maintain a wide demographic within its community (and not lose the community feel). Right now I feel there is a good mix of housing opportunities that appeal to a wide variety of people. My concern is that if the real estate market continues at this current pace, we'll be

pricing ourselves out of our varied demographics. For example, to me what is going on in Pleasant Ridge's real estate is what happened to Oakley 15-20 years ago and I feel that Kennedy Heights may be the next step

- There seems to have been an intentional shift toward gentrification which is displacing long time residents and older residents whose income will not allow a \$1000 rent
- Quality of housing
 - Maintaining the quality of the housing stock (3 responses)
 - Maintaining/improving the quality of the housing stock especially relative to neighboring communities.
 - Renovating and restoring the locations and homes that have fallen into disrepair to create a cohesive look rather than a street-by-street patchwork of "areas to avoid" vs "areas that are maintained."
- We also have a high proportion of rental properties and single family homes in some areas that are operated by non local landlords, I would like to see more to be done to keep families in their homes and to encourage owner occupancy. With higher amounts of rental properties in some areas of the neighborhood, it is hard to maintain long term residents that may have a strong commitment to the neighborhood.
- Abandoned houses (3 responses)
 - Upkeep of houses due to economic downturn (4 responses)
- To keep KH from becoming overdeveloped and turning into Madisonville, I don't think anyone wants that to happen around here. To keep it a family oriented community but also safe. I would love to see more houses being updated/maintained and filled with families.
- To allow first time buyers to buy houses and fix up their shelves. This insures a better quality of the rehabs
- Senior housing (10 responses)
- Absentee landlord
- Many of my neighbors are elderly and in apartments. I struggle to see how these living conditions will transition to people of my generation (millennial, starting family). I would like to see more single family housing, however I value affordable housing and availability of rental options. I'd hate to see these apartments fall into disrepair OR become over-priced and force out residents.
- Improperly managed group homes and other living facilities that attempt to manage the mentally ill. Other at risk populations

Development

- Another big challenge is preventing the owner of the Shroder property from selling to a developer who may come in to build something the community is against. The Shroder property has lots of potential but seems to have many obstacles. (2 responses)
- Redevelopment of Northdale Place and Old Shroder School property (3 responses)

Business District

- Business District in need of improvement in general (9 responses)
- The business district is so very small it is hard to make it feel thriving, particularly with so many vacant or outdated spaces.
- Attract businesses (5 responses)
 - More restaurants and business for families
- Montgomery Road safety and business district feeling safer and more supported.
- Lack of a real commercial hub and dilapidated commercial buildings along Montgomery Road.
- Montgomery Ave is lined with large, poorly maintained multi-families. No one wants to have quality businesses in the small shops near the business district because the streets have no trees or greenery. Not walkable at all, and not taking property advantage of the space
- No place to walk to, no restaurant, Business District is gone, guardian is an eyesore
- We need a better developed business district and more walkability, we are competing with development in Pleasant Ridge and Silverton with little progress and are getting left behind.
- We hope the coffee exchange is able to open and would love to see more businesses.
- Maybe there should be a crosswalk from the bus stop/dollar store over to the laundromat. There is a lot of foot traffic and and long way in between any cross walks
- There isn't a main hub for businesses to even be-- just with the actual setup of the neighborhood. Silverton and PR just HAVE that space-- versus KH just has the strips of businesses with little parking etc. So circumventing this is possible but needs some community ideation and business owners willing to compromise.
- The need to create legitimate businesses that bring the community together. Such as like pleasant ridge Oakley etc. it's a start with the Coffee exchange
- Making parts of KH safer and improving streetscape in front of businesses that aren't interested or cooperative or not having the money for it.
- I understand that KH wants to be an arts district but currently it doesn't offer neighborhood businesses to visit and have entertainment options in the neighborhood. The bar in the neighborhood is left unchecked with patrons that are unruly, block streets, speed through residential streets, and violate noise ordinances. It doesn't feel safe to be walking around after dark when streets are poorly lit.
- I think a lot of the businesses in KH are auto focused or specific uses that are typically not something you would walk up to. The traffic and set up of Montgomery Road does not help this situation.
- I also think that one of the big challenges Kennedy Heights faces is that there isn't much of a "downtown" or "strip" like Pleasant Ride and Silverton have for businesses to thrive. Things are very spread out and there isn't much commercial real estate available. I am also worried that KH has become somewhat of a food desert. I would really like to see a small community market/grocery store open in our community to better serve our residents and community.
- Business and identity in that district, we usually travel to Pleasant Ridge or elsewhere for retail, restaurants - Kennedy Heights businesses along Montgomery are low visibility, have the appearance of being abandoned/vacant
- Avoiding establishment of businesses that promote disruptions or substance/drug abuse

Schools

- Schools in general (2)
- We need to support our area public schools, not PRM, but our schools so that if, in the future, PRM wants to leave us out of the mix, we are able to give our children the very best education.
- Having/keeping access to Montessori schools.
- Retaining access for KH kids to PRM.
- Lack of neighborhood schools
- There is no excuse for schools to be rated so poorly in our district. It is also upsetting that each year KH students are constantly at risk of being booted from PR Montessori when the neighborhood helped to get the school to where it is now.
- Schools underfunded
- rowing its public schools' performance and opportunities for kids.
-

Safety

- Safety in general (9 responses)
- Safety...has been increasing violence in the area
- We are concerned about the recent shooting and other incidents on Kennedy. RIP Ebony.
- Traffic problems especially with speeding and crime. I do find there are some areas that are a little sketchy and people should feel safe in the neighborhood.
- Walkability (2 responses)
 - Lack of walkable & safely located businesses for young professionals and families. Sidewalks are poorly maintained (broken, blocked by parked cars, overgrown bushes & trees), trash thrown about the streets, and properties with overgrown bushes that breeds mosquitoes and hide critters.
- gun violence (3 responses)
- drugs rampant (2 responses)
- traffic
- I think cameras need to be placed on poles in certain areas to discourage unwanted activity. The youth need recreation and positive role models. Some kids and adults throw trash in the street or on sidewalks daily. Maybe placing planters throughout and beautifying the community more may help. Diversity would possibly help. People are harassed for reporting violence or illegal activity.
- our road traffic is dangerous (a LOT of speeding)
- Improve the curb appeal at former
- Mr. Kelley's; speed bumps between Woodford and Kennedy (on Robinson Road); too many speeders
- Traffic issues on the main thoroughfare road would be something to start with.
- Clean up streets such as Northdale Pl. that for years and continues to date, to be used as a Drug Containment Area by the police. By permitting drug traffickers' and dealers to operate openly by police it is understood this is a containment street to keep out openly drug sales off of other streets in KH. This is a FACT and all one has to do is spend time on the street, see the buildings and areas drugs are sold daily from the same identical places. See the same cars come in and out of the street daily and the

foot traffic going in and out of the traffickers houses where the police know drugs are being sold. When you live on a street and know you can not count on the law enforcement agency to stop using the street as a containment area it is very challenging!!!!

- Crime (4 responses)

Community

- Losing the tight knit community feel/ participation.
- Maintaining diversity and sense of community
- Note: Many comments related to housing affordability touched on the challenge of maintaining diversity and a mix of incomes
- I think the sense of community isn't here for Kennedy Heights.
- Distinct Divisions of Neighborhoods in KH. It feels like "Streets" keep to themselves
- Creating safe spaces for the community to gather.

Other

- sewer overflow issues
- Being a priority to the city of Cincinnati
- People over the city don't really know about what Kennedy Heights has.
- I find that Kennedy Heights has a "perception problem". We're sandwiched (along Montgomery Road) between two other neighborhoods with more bustling business districts- Pleasant Ridge and Silverton. Kennedy Heights does not have a large business district with restaurants/bars and other assorted businesses. With this area growing in popularity there is an opportunity to encourage more growth and welcome new neighbors to our fantastic and diverse neighborhood. However, to do that there should also be efforts made to ensure property owners and residents are able and encouraged to take care of where they live. As I mentioned above, many of the main thoroughfares and walkable parts of Kennedy Heights are littered with garbage and other detritus that create a perception of shabbiness and lack of upkeep.
- it's a blessing and a curse that people don't know about us. there's still a thought that "they have crime" - even though we have done so much improving.
- Being a priority to the city of Cincinnati
- Need to think 'out-of-the-box' so to develop proactive goals and strategies, instead of being primarily reactive with goals/strategies/tactics
- No local activities for children growing up in the neighborhood area

WHAT IS YOUR VISION FOR KH IN THE NEXT 10 YEARS? WHAT DO YOU WANT TO SEE AND WHAT IDEAS TO DO YOU HAVE?

"I'd like to see the diversity of Kennedy Heights celebrated. This is a neighborhood that is welcoming to any race or religion, we can't lose that. All of this while watching the arts/business/entertainment district grow all in itself.

What I would like to see the most is Kennedy Avenue become a great entrance into KH. A lot of people travel down Kennedy whether it be by car, bike, or on foot. We are getting this very nice brand new bridge as a great start. Then once you are over the bridge Kennedy Heights Park is there to greet you. It is the heart of this neighborhood. Then it leads right into the Montgomery Road business district where, hopefully, more shops/restaurants/housing will be. Just imagine families & friends walking all along Kennedy to Montgomery or even Woodford over into Pleasant Ridge! The best part about it is I don't even think it would be that hard to do!

Also, I would like there to be more entertainment and business options along Kennedy. Some sort of incentive for businesses to move in. This is a walking neighborhood, the people are chomping at the bit to have places to go.

This vision is something that I think could be accomplished and would be a feather in the cap of Cincinnati as a whole. KH has come so far over the past 10yrs and even in the short 2.5yrs I've lived here. We are the final neighborhood in Cincinnati along Montgomery Road, why not give the people that travel through it something to remember!"

Businesses

- Business district expansion - 15
- Restaurants, coffee shops, small businesses
 - Locally owned small businesses - 3
 - Local minority supported business options (e.g., a bakery, a coffee shop, restaurants, bars, shops, etc.)
 - restaurants
 - A mix of small businesses that improve the quality of life.
 - We must have a small market with quality, affordable food
 - A coffee shop, chill bar, pub, or wine bar that you can meet friends for a drink, food, or grab a coffee at to sit & talk. I want places that are safe and don't violate noise ordinances. I want local shopping experiences (clothing, antiques, crafts, pottery studio, etc).
 - space for pop shops for small businesses
 - Strong businesses, restaurants, housing
 - Small grocery/market, family entertainment venue, jazz club
 - Better businesses to bring More people in. We are still the only Neighborhood without a restaurant draw.
 - coffee shop
 - discount stores disappear to make way for farm markets
 - More small businesses
 - More businesses that serve community needs.
 - Even more in the business area - SO excited about the coffee shop!
 - neighborhood store
 - I would love to see more of the empty storefronts filled with shops
 - I would love to see small boutiques, cafes
 - focus on creating some sustainable businesses along Montgomery Road.
 - I would love to see a thriving community market/grocery store, more businesses

- more desirable businesses/restaurants opened up
- More of a mix of businesses, schools, shops and dining
- Would love to see some more local eateries, coffee shop, local bookstore, shared workspace, etc
- Would love to see more restaurants, shops in our neighborhood.
- I hope there are more restaurants and breweries, and more walkability.
- A good bar
- More robust business growth
- Improving the business district area at the intersection of Kennedy and Montgomery
- Lastly, that Hooligan's Restaurant improves the timeliness and quality of its carryout service. We have tried to patronize it during COVID-19. But we stopped after having to wait 1 and 1 half hours past the stated pickup time for our order in its parking lot on a hot Saturday. We've taken our business to Pleasant Ridge, Fairfax and elsewhere.
- Improve Woodford and Kennedy business areas.
- Improvement at Kennedy Montgomery area
- I have enjoyed seeing the development with the business district area along Montgomery and Kennedy. I think continuing to build up and provide opportunities for sustainable businesses would be great.
- I would like to see the corner of Montgomery and Kennedy better utilized at the defunct drive thru and adjacent the old Kroger.
- I would like to see a more developed business district which will encourage people to want to visit, work, and live here.
- I would like to see a much better situation along Montgomery Road and Kennedy Ave
- Would love to see additional development around the Art Annex. The bank was a great first step
- Businesses going into empty buildings.
- Creative solutions to improve aesthetics of Montgomery Rd
- Community involvement with the businesses (street fairs, etc.). Example: Proud Hound seems to just be taking advantage of cheap rent but use their bus to really never be contributing to the community.
- incentivize small businesses to move into our section of Montgomery Rd
- I'd love to see a focus put on KHM and attracting new businesses. Kennedy Heights is overshadowed by Pleasant Ridge and shouldn't try to be Pleasant Ridge. However, I think PR has done many things right in creating the business district and developing a positive reputation for PRM. I'd love to see collaborative efforts and the sharing of ideas between the communities/community councils!
- Arts Center/Arts
 - Increase usage of arts center
 - Arts services expand
 - I hope the Arts Center continues to thrive--it is truly one of the most vital resources we have.
 - Continued concentration on the artSWe would love to see the arts center continue to thrive as well as the Montessori school, the summer program and caring place.
 - continued community events hosted by the KH Art Center (i.e. Play in the Park, or cultural events at the Art Center),

- Repurposing building on Montgomery Rd/Kennedy. Adding a coffee shop in the KH Art Center. It's a beautiful place why not offer additional ways to showcase it?
- Making it even more of a draw for arts and culture, as well as developing the business district. The arts center should continue to be the hub for the neighborhood. This is unique and makes Kennedy Heights something more than just a family friendly neighborhood.
- More arts programs - 2
- Upgrade Montgomery Road with family friendly small businesses, particularly food and shopping.
- Unique businesses to our area and more development there with the existing building
- Walkable destinations in our business district area on Montgomery Rd.
- I think a few more local businesses (like the coffee shop!) would be great. Keep up the great work at the KH Arts Center—it's a great community hub.
- More community involvement in KH arts center, more restaurants, benches or fountain at Kennedy Triangle, freshen up Montgomery Road with trees, landscaping.
- I would like to see a couple of new restaurants on Montgomery Road to build on and extend the feeling that's been well established in Pleasant Ridge
- In the long term it would be nice to see a revitalization of the Montgomery Road pass-through including the area where Montgomery meets Kennedy.

Housing

- Housing in general - 1
- Affordable Housing - 4
 - Affordable housing to maintain and increase all types of diversity [5 responses]
 - Keep housing costs affordable to new homeowners.
 - Keep housing affordable—not too fancy but not dumpy either.
- ADA Housing
- Senior Housing
 - Affordable senior housing (condos or apartments) - 5
 - Help senior families care for their property (need teens to help)
 - I would like to see more resources for seniors, particularly supported housing so that they may stay in the neighborhood they love even when they cannot stay in their home.
 - As an older adult, I'd like to stay in KH after I move from our two-storey home into a small, affordable, one-level place. I won't be able to do that if KH starter homes continue to be sold for sky-high prices to young, well-off people. I'd like to see small, well-built, affordable homes built. KH has a large population of older adults like myself.
 - Provide opportunity for older homeowners to keep their low property taxes.
 - More senior, decent/affordable housing for retirees such as myself that would like affordable housing excluding HUD, CMHA, etc.
- Home revitalization - 1
 - Fix and sell abandoned houses - 2 responses
 - assistance with improving the structure of homes in the neighborhood
 - Home values to go up - 2

- I'd like to see Kennedy Heights develop some more quality single family housing
- I would like to see a wider variety of new construction in housing, so that they better reflect the diversity of the neighborhood. Sure, a few \$350k homes are good for everyone, but we still need a robust inventory of \$100k-\$199k single-family homes that aren't dumps waiting to be flipped. And I do not want the inventory of rental living to decrease.
- I want to see homes built that also reflects the area median income of the neighborhood.
- To stay quiet. No large expensive RENTAL! What has been built in Madisonville is gentrification. We are a mix of incomes and education. Here we all can live .
- Should the community be renovating and selling houses (as in Northside)?
- Supporting home ownership for all
- That it is not overdeveloped with expensive homes and apartments.
- improved pride in ownership
- Homeowners keeping up with their properties not parking on their grass not grilling in front of their homes keep up with their Neighborhood
- Maintain some level of diversity within housing development

Development

- Stable growth.
- Shroeder
 - Tear down the Shroder building and replace it with an extension of the KH park.
 - Condos in old Schroeder?
 - Develop the old Schroder School site - 2 responses
 - expand Kennedy Park to include old Schroeder school
 - I would like Shroder school to become a patio home community and more parkland.
 - Wise management of the next phase for Schroder
 - turn the old school at the end of Lumford into more of KH Park
 - I would absolutely love to see some senior friendly affordable housing where the Shredder property is and a community building tied into the park that contains a concession stand for the soccer field, a large room that can be used for community events (i.e. Bingo, yoga, baby showers, etc.), and some small rooms that could be rented (i.e. shared work spaces). I would also absolutely love to see a few hook ups for food trucks at the KH park that could be used during events (i.e. Play in the Park) or on a rotating schedule (i.e. every other weekend).
 - I would love to see the old Schroeder school torn down and have it connect/add onto the park
 - Redevelop Schroder property to affordable senior housing
 - Community Center
 - Turning old Shroder into a positive community asset
 - The Schroeder School area also feels like a good place to add another feather to our cap - a walking park, or an elderly care facility, or a developed park-and-cafe akin to Summit Park in Blue Ash. Lots of possibilities there.
- Filling in vacant/underused buildings between us and Silverton
- really broaden the quality neighborhoods so they dont start and end on Orchard

- Grants to help update and fix properties in disrepair
- Would love to start seeing it look like Hyde Park and the new plan for Silverton.
- I would love to see KH have community revitalization projects that engage all age ranges, genders, family types, etc. Things that can show that we're proud of KH
- Vacant properties filled and infrastructure take care of
- something to happen with old Woodford Paideia school
- repurpose the Old Schroder School for a community building to and rent the rooms to local businesses for office space, coworking spaces with internet for kids without it (or for tutoring or classes),
- I'd love for the community to do something with the former nightclub across from the Art Center. It's an eyesore.

Parks/Rec/Green Space

- Green Space
 - Greens space enhancement - 6
 - Green space with a few food trucks, and a fountain.
 - Emphasis on green space and sustainable planning.
- Parks and Playgrounds
 - parks buys Schroeder land and makes it a nature preserve
 - Feel safe to walk alone in parks which is not true now even in daylight hours. Can walk in my immediate area but not go to parks.
 - Improving parks
 - Thriving parks and playgrounds.
 - Expanding the KH park
 - Create a safer environment in the parks.
 - Improved park playground equipment is essential!
 - The park at Red Bank and Zinsle should be more kids friendly along with bright lights. Swing sets, a circular path on the outer perimeter to walk, sand box; something to that effect. It's being used for other activities.
 - Ball fields for children
 - I would like more maintenance and enhancement of the Parks. The interactive walking path at Drake is lovely, but fading and failing. The wetlands in Kennedy Park feature more poison ivy than I can handle.
 - Community parks being more developed with trails.
 - I would like to see the parks connected with a walking/biking trail. It should be easier to use the parks.
 - turn the old school at the end of Lumford into more of KH Park
 - beautify Woodford by Woodford Park and Kennedy Ave
 - try to build a connection between KH Park and Woodford Park
 - Expand Kennedy Park to include old Schroeder school
 - Great parks
- Dog park! - 3

- Historical walking tours.
- basketball league in the school gym etc, outdoor yoga in the park, local music would be amazing
- Wetlands rehab
- Trees
 - Plant more trees!
 - Replanting our tree canopy. - 2
- There is an empty plot of land about 1700 square feet on the corner of Pace and Withany. I live on Withany, and a couple of my neighbors get upset that the city only mows this plot twice a year and it becomes a bit of an eye-sore with weeds chest high. I have spoken with a few of my neighbors about building raised beds and installing a community garden. This lot gets lots of sun. It's fairly flat and would be simple to build raised beds on. One of my neighbors has experience building raised beds as he built the two in his front yard. I see the community planting fruit trees and brambles, installing a rain garden, building vegetable beds, and planting milkweed and other nectar-rich flowers for pollinators. We could have block parties and community gatherings in the center of the garden that would have a hardscape installation of a patio with lots of seating. There could even be a wood fired pizza oven built onto the patio where we could make pizzas with the vegetables we grow. Connecting people of all ages with their food and strengthening community bonds are the two of the main effects of having such a place to build as a community.
- Placing higher value on our parks and green space- capitalizing on this - protecting it from being displaced/degraded & including more residents in this effort.
- My vision is that it remains walkable. I hope it remains a place where children play and walk and explore. I'd love for there to be even more places where kids can walk by themselves to play or shop or eat. We love the new pickleball courts.
- More nature, less litter
- I want to see less destruction of wildlife and animal as far as building over there habitation areas.

Safety

- Safer/safety in general - 6
- Walkability
 - A walkable neighborhood that is safely lit, without speeding cars down residential streets (40+ mph on 25mph streets) and trash thrown about the streets
 - More walkable landscape
 - Encourage walkability to downtown pleasant ridge
 - I want people to feel safe when walking or exercising.
 - I want to see all the streets and lightning upgraded. I would like to see sidewalks improved and cleaned up to promote walkability
 - I'd like to see the sidewalks improved and more greenery especially along the thoroughfares to improve walkability and access to our local businesses.
 - Walkability on Montgomery Rd.
 - Improve walkability with crosswalks and wider sidewalks. Find ways to discourage speeding.
 - Increasing our walkability through repair and upkeep of all sidewalks, addition of crosswalks,

and more trees.

- I want crime to be reduced - 2
- more streets with speed bumps,
- I want to see a safer neighborhood with more community programs
- increased maintenance of streets and cleanliness.
- Would love to see police presence on friendly patrol
- A speed hump program would help in areas where cut thru traffic is a problem.
- Traffic study on Zinsle to reduce cut through between Kennedy and Montgomery.
- Reducing traffic speed in Montgomery.
- invest in creating safe streets for kids with more precautions for people driving... speed bumps, signs, signs that tell speed.
- Install speed cameras or traffic light cameras to help protect pedestrians
- I would like to see more trash receptacles, education on large furniture/mattress pickups, accountability for property owners (rental units) to ensure that their residents garbage is being disposed of properly and their property upkeep (lawns and such), better lighting for our side streets (my wife is uncomfortable walking our dogs in the evening on a loop from Tyne>Sizzle>Kennedy>Montgomery due to poor lighting)-- some of our streets have gas lamps every 30-50 yards, while some have one light pole with a bulb that's always out. All of these items would encourage the reality of a safe comfortable neighborhood that homeowners and prospective homeowners will be proud to call home. In turn, this will also encourage more businesses to invest in the area as well.
- Specifically, I'd like to see speed bumps/radar speed signs on higher trafficked roads (Kennedy Ave, Zinsle, Woodford), better lighting at night to try to reduce crime
- I'd like to see modifications made to Montgomery. I think beautification and speed controlling measures will make it more desirable for other businesses and more walkable for pedestrians. Street trees! Medians maybe?
- Improve streetscape. Improve safety without gentrifying.
- I would love to see more streetlights (we live on Rogers Park) - it is a really nice feel at night
- Safety. Being able to walk past redwood to Montgomery road. There would be no drug deals happening or sex trafficking.. people would not be drinking tall boys of beer at the corner of Woodford and Kennedy. Montgomery ave would be filled with good businesses that bring people together such as to dine or gather. Kids would be safe to ride their bikes to meet friends at parks where " adult hookups" are not happening.
- Feel safe to walk alone in parks which is not true now even in daylight hours. Can walk in my immediate area but not go to parks.
- To clean up some of the crime, there has been a lot of car break-ins, gun violence, and petty crime. I know a lot of people come to this neighborhood because it is safer than Norwood. I would love to keep it that way,
- More security/patrols

Community and Engagement

- a commitment to update the Comprehensive Community Plan at least every decade. That we are a neighborhood known for being proactive and collaborative, such as broad engagement of African Americans neighbors at many levels, and of developing services/programs that enhance their well-being and future.
- We need to partner more with Pleasant Ridge.
- Building on community relationship, togetherness. our community so spread out broken up into segments by busy streets
- I would love to continue an intentional community welcoming to integration.
- Continue to be a welcoming, diverse community, with residents' involvement in community activities
- Continuing community empowerment
- Families
 - Being a family-friendly and welcoming community spot
 - We need to encourage families to stay.
 - younger families getting involved,
 - To be a family oriented community with quality and high ranking education resources people would want to move into for their children.
 - Family area
- Diversity and inclusion
 - Diversity - 3
 - maintaining inclusiveness and number of families
 - More racially integrated
 - Kennedy Heights was established as a multi racial community, where all races can be better neighbors. It's important to maintain the racial balance of our community.
 - Equal planning for all in a neighborhood where no matter the color of your skin or the money you have invested gives all a chance for inclusion in the vision.
 - I want Kennedy Heights to remain a diverse community.
 - Continuing to be an inclusive and diverse neighborhood
 - The whole city recognizes the amazing integrated history of Kennedy Heights; it becomes known across the region for integrated spaces (which our city really struggles with)
 - Leverage diversity as model for the country
 - Inclusivity for all
 - I'd like to celebrate the diversity of the neighborhood while at the same time cleaning up the places that need some love and increasing the curb appeal of all of our areas. It is possible to maintain diversity without increasing prices or property values.
- Activities/Events
 - Activities and programs that engage the community
 - Always thought it would be fun to canvas the neighborhood to get more involvement or to invite to a big KH event. (Maybe after COVID) :)
 - updated/revisioned community activities
 - Would love even more family events (the Play in the Park/Streets is phenomenal).

- Looking forward to seeing what community festivals there may be (any farmers' markets, craft days, shop small days, music nights at area parks, etc.).
- Would love more community involvement opportunities/ events that connect people
- More planned community events, senior activities, etc..
- . A large place/green space for food trucks to come on the weekends with picnic tables for people to eat and hang out bring their dogs etc (KH Park?).
- Some sort of craft/farmers market would be great, I think you would get a lot of foot traffic from PRidge (KH Montessori/Arts Center?),
- Outdoor movies for kids (I believe this has been done before)
- Continued support of arts, community gardens, Caring Place, programs for children.
- I would like to see more community engagement
- Community gathering space
 - to facilitate more community gathering/everyday hangout spots.
 - I would like more places for people to hang out. Our parks are incredible, but we have few restaurants or cafes. Some sort of gathering place beyond a church would be great; especially a place where tweens/teens would feel welcome.
- positive community partnerships and events that create a message of peace, wellness, and friendship
- increasing our efforts to connect residents across divides of race, class and age. Improving housing for all residents
- More of a community feel, similar to PRidge with luminaries during Christmas time a more coordinated Halloween effort for kids there are a lot of run down housing that if were updated/maintained would show more pride in KH. This to me is a place where you live and raise a family not necessarily work/visit. I think more things within walking distance that people could gather and hangout as a family would be best

Communications

- Currently our biggest selling point is our proximity to neighborhoods that are growing and thriving with walkability to Silverton and Pleasant Ridge, but we should also be encouraging people to choose Kennedy Heights for what it can offer
- Some sort of neighbor-helping-neighbor infrastructure so that we can help neighbors who are falling behind on property maintenance without making formal complaints. Things like junky fences or trees covered with ivy are things we could help each other fix, if we only knew how to reach out and connect each other with resources
- Building on community relationship, togetherness. our community so spread out broken up into segments by busy streets
- Continued investment in community promotion and a focus on the arts and diverse perspectives
- Continued promotion and working with PR and Silverton so we aren't a "pass thru" neighborhood.
- Kennedy Heights is overshadowed by Pleasant Ridge and shouldn't try to be Pleasant Ridge. However, I think PR has done many things right in creating the business district and developing a positive reputation for PRM. I'd love to see collaborative efforts and the sharing of ideas between the communities/community councils

Schools

- I want a highly rated school to send children to and can encourage more young professionals and families to join the neighborhood.
- Schools get involved in cross-generational support and activities (old mentoring young, young mentoring old)
- I want to see more commitment to Schroeder Padeia, KHM and other opportunities for children and families because they will be our best long term investment.
- Hoping public school districts continue to see performance growth, in personal interest for raising a future family.
- We would love to see the arts center continue to thrive as well as the Montessori school, the summer program and caring place.
- We need a better school. - 3

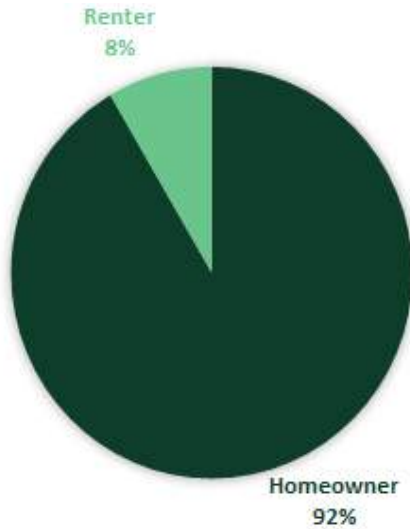
Other

- Metro buses accessibility ease improves by 200%.
- Senior Services
 - Aging In Place program kicks into high gear
 - schools get involved in cross-generational support and activities (old mentoring young, young mentoring old)
 - Bingo hall/senior club
 - Senior day center.
 - decent senior center for visits, activities, education, and opportunities to volunteer
- After school homework/tutoring space in the annex?
- Being a more prominent spot in the area with the same respect that Pleasant Ridge has while keeping the small community feeling it has.
- Influx of younger residents
- Install a community run Little Pantry or Little Free Library that is easily accessible and centrally located
- KH actively applies for more grant dollars as we seem to be at the bottom for getting money for neighborhood projects. Silverton always is getting grants and so is Madisonville.
- I believe KH will be a beautiful and welcoming place to live or to visit, especially with the environment and art!
- Though it is small, I hope there is a focus to unify the neighborhood. I hope we look to have a community pages to advertise and buy from community businesses . Would like for connection between KH, PR, Silverton.

DEMOGRAPHICS OF SURVEY TAKERS

AGE >>> 1.3% respondents were 18-24;

19.2% were 25-34; 20.5% were 35-44; 17.3% were 45-54; 21.2% 55-64; 14.7% were 65-74; 5.8% were 75+

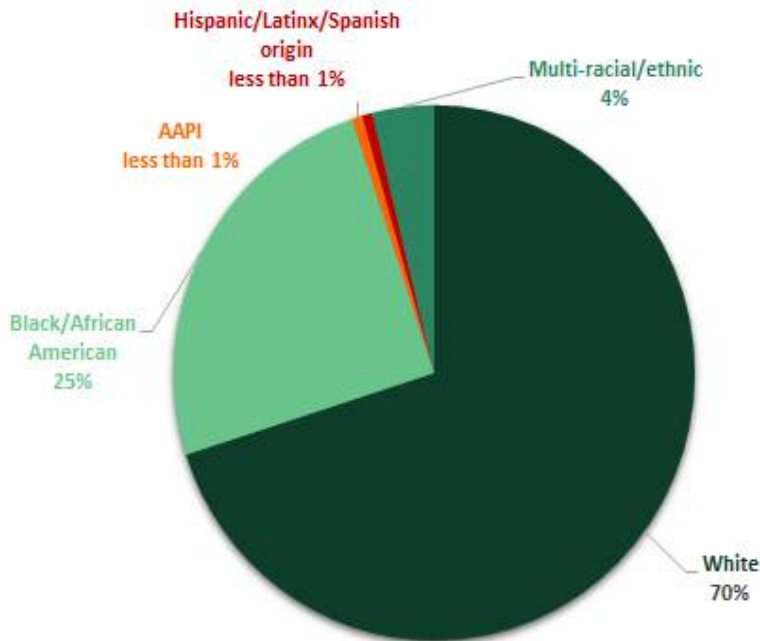


<< HOMEOWNERS/RENTERS

163 respondents identified themselves as homeowners, whereas 15 respondents identified themselves as renters. The 2010 Census found that 57% of housing units were owner-occupied and 43% were renter-occupied.

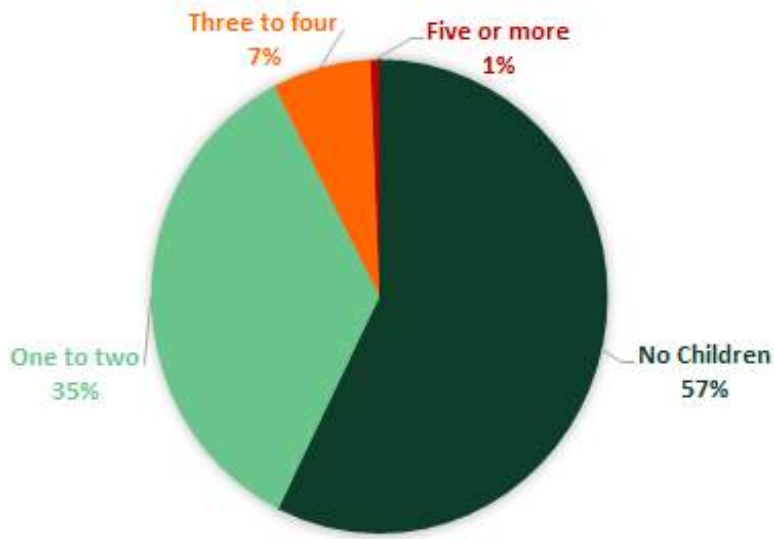
NUMBER OF YEARS LIVING IN NEIGHBORHOOD >>

66 respondents who live in Kennedy Heights have lived in the neighborhood for 10 years or less, whereas 80 of respondents have lived in the neighborhood for longer (11-50 years). 11 respondents have spent over 50 years living in Kennedy Heights.

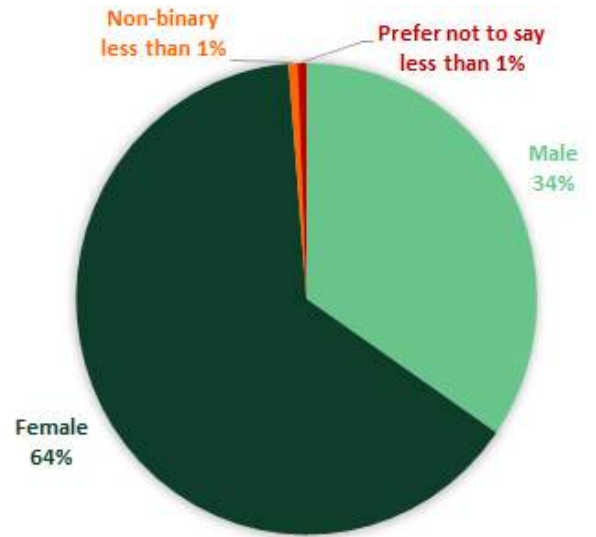


<<< RACE AND ETHNICITY

OF CHILDREN IN HOUSEHOLD



GENDER



KENNEDY HEIGHTS NEIGHBORHOOD PLAN

Draft Goals Feedback Summary

During the months of May, June, July, and August, the KH Plan Steering Committee and Working Groups sought feedback from the community on the draft goals. There were multiple ways to provide feedback including an online survey and document editor and hard-copy surveys and engagement events. There were in-person engagement opportunities at the following community events: the Bridge Celebration (May 15, 2021) and Play in the Park (July 14, July 21, July 28, and August 4, 2021).

This document provides an overview of the feedback by theme area:

- Business District, Business, & Development
- Communications, Events, & Engagement
- Historic Walking Trail
- Housing
- Parks, Green Space, & Environment
- Safety & Infrastructure

During in-person events, approximately 140 community members were engaged and asked for feedback. Additionally, 32 community members filled out an online survey or direct comments. Community members who completed a survey, either online or in-person, were asked to provide demographic information about themselves:

- Race/Ethnicity: 52% White, 21% No response, 18% Black, 9% Other Identified Race/Ethnicity (Human race, Hispanic, Asian, Native Hawaiian/Pacific Islander)
- Gender: 56% Female, 29% Male, 15% No response
- Age: 13% 18-34 years old, 31% 35-44 years old, 15% 45-54 years old, 17% 55-64 years old, 7% 65+ years old, 17% No response
- 67% Homeowners, 17% Renters, 16% No Response

Working groups will now refine their goals and strategies based upon the feedback received.

For more information or to get involved, visit [Cincinnati-oh.gov/khplan](https://cincinnati-oh.gov/khplan) or contact Mary Ray, VP of Community Planning for the Kennedy Heights Community Council, at mary@kennedyheights.org | 513-265-9199 or Samantha McLean, Senior City Planner for the City of Cincinnati, at samantha.mclean@cincinnati-oh.gov | 513-352-4886.

Business District, Businesses, & Development Draft Goals Feedback

Feedback submitted from May-August 2021 via online and in-person engagement and surveys.

Feedback is in red.

Goal #1: Enhance and invest in the Business District **[36 in support; 1 does not support]**

[Priority 1]

Strategy A: Create a sense of place along the corridor

1. Develop a streetscape plan, including banners/flags and street trees
2. Upgrade Metro Bus services to include covered bus stops with benches and trash cans along Montgomery, and bump-outs with covered bus stops/trash cans/benches and trees along Kennedy.

Additional Comments:

- Definitely needed
- Love this

3. Work with Historic Walking Trail to identify historic landmarks within the business district and document them.

Strategy B: Address property maintenance concerns and redevelopment opportunities

1. Proactively report properties not in compliance with the Zoning Code
2. Identify empty/blighted and underused properties for redevelopment.
 - Remove/improve blighted properties, particularly the highly visible abandoned commercial properties on Montgomery Road

Additional Comments:

- need to attack the blight and property maintenance
- Encourage businesses to maintain best appearance. If have windows to exposed room that is seen from street cover with curtain blinds paper or sign with store name.
- Is there a way to include our vision for what would replace? Do we want boutiques, groceries, restaurants, services, etc? Blanket "redevelopment" as a goal makes me uncomfortable

3. Bring affordable senior housing to the northwest corner of Kennedy and Montgomery in partnership with Episcopal Retirement Systems and Model Group.

Additional Comments:

- Love this

4. Contact building owners to inform them of our campaign to improve the business district
 - Since Family Dollar sells essential supplies and groceries, it is an important resource for the community. Engage with Family Dollar to insure the property is kept clean and well maintained. Have the dumpster secured so that dumping is discouraged. Ask if trees can be planted on the eastern border. Remove concrete poles from sidewalk. Establish a relationship with management of the store, region, etc.

Additional Comments:

- I appreciate that our neighborhood plan sees the importance of Family Dollar for some members of our community and instead of looking to get rid of the property we are hoping to build relationships with them and improve the cleanliness of the property instead

Strategy C: Clean up litter and dumping along Montgomery Road.

1. Enact a no-tolerance policy for litter and dumping along Montgomery Road.

Additional Comments:

- What does this mean?

2. Plan regular clean up days to keep the business district free of trash.
3. Hold an annual dumpster day so that residents do not have to dump their trash in public dumpsters.
4. Determine where additional trash containers are needed. – Yes!

Strategy D: Explore the idea of creating a “Black-Owned Business” corridor

Additional Comments:

- Let's ensure we prioritize businesses owned by BIPOC
- Love this idea!
- Great idea!

Additional Comments for Goal #1:

- Need businesses for families
- Business districts always expand. We must make sure that no housing is lost. Business come and go. Our people stay for generations.
- I would rather maintain the calm peaceful and beauty that is KH with parks and arts. I don't want to be pleasant ridge
- It would be great to develop a vision and strategies for our business district
- No more business. We have too many home businesses that are a drain on us. I know of two home car repairs. They mess with the parking. And a day care that doubles the car's on my street. With parents that are always in a hurry. Let's keep business separate from residential.
- I think we could leverage the arts identity more, but physical structures in the neighborhood are not necessarily conducive.

**Goal #2: Retain existing and attract new businesses and institutions through strengthening identity of neighborhood businesses and borders [36 in support; 1 does not support]
[Priority 2]**

Strategy A: Promote small-scale, grassroots, and locally owned businesses, especially food and restaurant businesses. Avoid large, big box development. – YES.

1. Create a food truck lot? Perhaps as part of a redesign of the recreation area in KH Park? (Quadrant 2)

Additional Comments:

- I'm so excited for the potential of a food truck location!
- Could we use the lot at Arts Center Annex for a 1x a quarter Food Truck Event to get this started? (Contact: Cincy Food Truck Assoc (CFTA) - they just did a big event in Summit Park)

Strategy B: Business community communications

1. social media posts; website business directory?
2. Building a business directory and infrastructure to maintain it

Additional Comments:

- Infrastructure for maintenance is key. A directory is only as good as the accuracy of the information in it.

Strategy C: Attract key businesses not currently available

1. Identify desired businesses: grocery, bookstore, cafe

Strategy D: Explore the possibility of repurposing the old grocery store building on 3800 Zinsle.

Additional Comments:

- Could we turn this into a mini market/grocery store again?

Strategy E: Explore creating a second business district at Woodford & Kennedy Ave

Additional Comments:

- Great point. This would be exciting.

Additional Comments for Goal #2:

- Some of the incoming (liquor store) and existing (dollar store) aren't great

Map from Play in the Park:

H Housing

Mark the map with:

- Assets in the business district ★
- Redevelopment opportunities ○
- Signage improvements △
- Other ✕



Upgrade Metro bus stops

Communications, Events, & Engagement Draft Goals Feedback

Feedback submitted from May-August 2021 via online and in-person engagement and surveys.

Feedback is in red.

Mission: Strengthening and investing in our shared identity as a diverse, green, and arts-centric community.
[30 in support; 0 do not support]

Additional Comments for Mission:

- include justice in this: "...identify as a just, diverse..."
- We have all our eggs in one basket. We need more outlets than the art center.
- Love this!
- Diverse, parks, arts THAT is Kennedy Heights

Goal #1: Create a robust communication strategy that accommodates the diverse population and their needs. [30 in support; 2 undecided; 1 does not support] [Priority 2]

Strategy A: Invest in in-person, tangible communications (electronic sign at KH Arts Annex, bulletin board, distribution of flyers to local businesses, etc).

1. Investigate the cost of signs and bulletin boards.
 - What one "posting board" per Quadrant? So that quadrants can plan and share events (like an informal bike parade or something) in a non-digital way, and everyone knows where to look for them and can post about lost animals, etc.
 - We really need something like this!
2. Investigate phone trees
3. Explore funding possibilities/grants for signs and bulletin boards
4. Creating a Task Force that will "foot it" when news needs to get out
5. Newsletter mailing list audit. Are addresses missing?
 - Give an option for choosing digital over paper
 - How about putting the khcc minutes in the news letter !!!!!!!!!!!!!!!

Strategy B: Website Updates

1. Build a Website Working Group to carry the work beyond the Neighborhood Planning process.

Strategy C: Social Media

Partners/Resources: Rick Boyer, Quadrant Working Group Leads, Sharifah/Caring Place

Additional Comments for Goal #1:

- how to reach people who do not have electronic communication
- Seems like a lot of work for not a lot for your return of investment
- I think canvassing will be an important part of a strategy to reach as many residents as possible.
- Maintain variety and include all ages
- I'd love to see an electronic billboard at Kennedy & Montgomery, more yard signs and targeted flyering in the neighborhood to help publicize community events among residents who aren't on social media/email. KHAC could help coordinate this
- Somehow clarify the need for a formal, term-committed Communications Committee as part of the Community Council Executive Board structure
- it's all about everyone staying informed
- Again I see a need for street leaders.
- I think part of our communication strategy should be to ensure that all Kennedy Heights residents can have access to the Internet. It was really essential during COVID to be able to stay in contact with your family, job, community. So let's be sure that is a strategy somewhere, to get everyone connected. We had discussed at the beginning of COVID whether we could get a very basic device for people who don't have any internet access. Maybe Verizon would do a pilot Senior project with us, if we can come up with the basic device we want.

Feedback from Survey Question at Play in Park:

	How do you receive neighborhood info now?	How do you want to receive it in the future?
Phone	0	0
Email	1	1
Paper Newsletter	1	2
Community bulletin board	0	0
Facebook	2	4
Word of mouth	2	0

Goal #2: Create a connected community where residents are informed, connected with each other, and involved in the community [32 in support; 0 do not support] [Priority 1]

Strategy A: More community events

1. Brainstorm possible community events.

- So many great ideas up in the Parks section! Yoga, sports tournaments in the parks, bike parades, etc.
 - Block part on Valley View
 - 5k Sap Run
 - Neighborhood beer crawls
 - Food truck festival
 - Garden tour
 - More concerts like Play in the Park
 - Concerts with good food
2. Identify Quadrant Leaders to build Quadrant Groups to lead community events for each Quadrant - create and support infrastructure for them to lead communications (phone trees, email lists, etc).
 3. Identify possible community partners and businesses for community events

Strategy B: Encourage the development of gathering spaces

1. Identify likely properties/spaces that could be developed as such
 - Work with KHDC on this as the business district develops
 - Continue having events at corner of Kennedy Ave and Woodford at the Redwood

Partners/Resources: Kennedy Heights Arts Center, Cincinnati Parks, Library?, Community Council, Churches, Businesses, Schools

Strategy C: Increase community involvement at Woodford Paideia School (Quadrant 2)

1. Host after school activities and community events that bring neighbors together

Additional Comments for Goal #2:

- This needs to happen first
- Good to know your neighbors and network
- Social events are key!
- The arts center is certainly a willing partner for this goal
- Goal number 2 feels like the outcome of goal #1
- I'd love more family-friendly events
- Making sure it is diverse as the community is and always has been.

Historic Walking Trail Draft Goals Feedback

Feedback submitted from May-August 2021 via online and in-person engagement and surveys.

Feedback is in red.

Goal #1: Showcase historic aspects of each of the neighborhood's quadrants. **[33 in support; 0 do not support]**

Strategy A: Conduct research on neighborhood history and review past research.

Strategy B: Identify locations of historical significance for inclusion in the historic walking trail.

Strategy C: Where appropriate, pursue historic designations.

Additional Comments for Goal #1:

- Awesome
- I like exploring Cincinnati
- Great idea (3 responses)
- Need more information
- I am actively working on this project.
- Eric and Amber are gems! They have great skills and ideas for this project.
- I happen to have some history about my home (6321 Tyne) and a handful of homes around. The word "Zinsle" is etched into the sidewalk in front of my house, because the house was originally built by John Zinsle. I've done more research on it and would be happy to share.

Properties Identified on map during Play in the Park as historic places:

- Kennedy School at SE corner of Montgomery and Kennedy
- Building on NE corner of Kennedy and Solar Vista Pl

Dates included on timeline at Play in the Park (historical and related to community/family events):



- 1886: Lewis Kennedy plats a large subdivision between Pleasant Ridge and Silverton
- 1914: KH is annexed by the City of Cincinnati
- Circa 1950: Shroder School is built
- 1957: Founding of Robison Road Garden Club
- 1965: KH Community Council founded
- 1987: Kern MacVeigh family move to KH

- 2000: KH Park Advisory Council founded
- 2003: KH Art Center founded
- 2014: 1st Play in the Park
- 2015: Opening of KH Cultural Annex and KHAC Event Center and Studios
- 2016: KH resident, Al Gerhardstein, represents Obergefell's in landmark Supreme Court marriage equality case

Housing Draft Goals Feedback

Feedback submitted from May-August 2021 via online and in-person engagement and surveys.

Feedback is in red.

Vision: Maintain the neighborhood’s intentional diversity through promoting housing affordability. We want to protect families who have been in the neighborhood for multiple generations and ensure that children who grow up in Kennedy Heights can raise their families here in the future. [21 in support; 0 do not support]

Additional Comments:

- I absolutely support this vision but feel that it needs substantial changes as well as many more goals under it. Diversity is not just about housing. We are not just racially diverse but we are also economically diverse. Can we include renters in this vision? Also, this vision makes it sound like we are only interested in protecting families that have been here. Can we also consider the idea that we would be the ideal destination for new families of color?
- “multiple generations and ensure that children who grow up in Kennedy Heights can raise their families here in the future” – I especially like this language

Goal #1: Encourage homeownership. [26 in support; 2 do not support] [Priority 3]

Strategy A: Identify or create a program to aid with the property tax burden as home values increase in the neighborhood

Additional Comments:

- This is especially important as home costs are rising sharply in the area
- I reality think that A needs to be a priority as taxes are causing homes to be unaffordable

Strategy B: Assist with transitions of ownership within generations of families

Strategy C: Identify resources to help homeowners make renovations

1. Create a resource/guide that highlights renovations of neighborhood residents so other residents can get ideas and be connected with resources

Additional Comments:

- I would be willing to participate in a group that helps residents who need assistance with basic property and home upkeep. Just an idea.
- Help residents connect with People Working Cooperatively or other groups to maintain their property

- This is very important. I believe the Home Ownership Center could be a stakeholder to include in the strategy process. I know they have had resources in the past to help people stay in their homes. We might need to find funding specifically for our neighborhood. The Home Ownership Center used to have a program with low interest loans for home repairs as well. They were forgiven after a certain number of years. Maybe we can do something similar through the Development Corp, or just resurrect that program at the HOC?
- We should provide resources to help homeowners make renovations. A lot of the properties in the neighborhood are 70+ years old and may be in need of renovation. Residents should be made aware of programs (tax abatements, grants, loans etc), resources (affordable contractors, training, sources of material) that can make renovations more affordable.
- It might be useful to highlight renovations residents have made so other residents can get ideas or connect with resources.

Additional Comments for Goal #1:

- We must protect our starter homes.
- I do not want to see million-dollar homes in the neighborhood, raising taxes and kicking out our lower income families.
- Not everyone wants to be a homeowner; don't we have enough?
- Don't push out renters
- I would love to see grants towards minority home ownership but apartments are equally as important to bring and maintain diversity.
- Ownership important. Shouldn't be coerced into a risky loan. Owners of houses should maintain property even if renting out.

Goal #2: Encourage a mix of residential development, both affordable and market-rate, on vacant property and City-owned lots. [29 in support; 2 do not support] [Priority 2]

Additional Comments for Goal #2:

- Done mindful of current neighborhood construct (aka the 5-story development planned for Mont and Lester in PR)
- I agree but can we add the word "affordable"? The market is already driving prices way up on its own, and so much of that is out of our control. Can the development we support be 100% affordable?
- Building 600k homes that are tax abated does not build community.
- Would add that development should be affordable or at least mixed-income
- mid range home ownership as to not push out current home owners, maintaining greenery, maintaining diversity are all equally important

- Density of development - zoning already has guidelines, but does the community have further comments - single family/multifamily

Goal #3: Redevelop the old Shroder School property using a hybrid approach that meshes new housing with an extended park and greenspace network (Quadrant 2) [28 in support; 0 do not support] [Priority 1]

Strategy A: Create a conceptual Master Plan for the site.

1. Include housing, community spaces, and existing park and greenspace
 - Housing; condos
 - Or consider the CPA expansion needs
 - Only if these units are not rental
 - Housing development should be sized keeping park and wetland as top priority. Developers should not have a primary goal to build big to maximize money. School sits in a way that it goes into ravine the roof of school is seen far below from houses on Robison. Ideally, this would be park with natural development based on how the land is already formed there. Drainage from the top of the hill settles at “wetland” below. Everyone on Robison Rd knows how the water flows. When developers make plans a goal should be to keep this natural flow. Additionally, housing should add to property value already there and not take away. Any housing should consider views and perspectives of houses which will be directly affected.
 - A community center since they took our pool and center away
 - A nice spot for a KH rec center or an affordable apartment building.
2. Explore creating a conservation easement for the adjacent private property to expand the wildlife corridor and extend walking paths
 - Please maintain as much green as possible and would love a connection to the park

Strategy B: Establish agreements and secure funding to support the Master Plan.

1. Investigate opportunities for public funding
2. Determine potential private partners
3. Work with property owner to secure incentives necessary to complete the master plan
4. Create a funding strategy for the proposed sale and development of the property

Additional Comments for Goal #3:

- This would be huge - very impactful for Kennedy Heights. I think its the best use for the land, along with expanding the park. Again, I would hope that at least some of the units be affordable.
- I have heard from a local real estate agent that this property is already being planned for \$500k homes. Wondering if this goal is still relevant?

Goal #4: How are the Aging in Place/Senior Housing recommendations going to be included in this section? [14 support the Aging in Place recs; 1 does not support]

Additional Comments for Goal #4:

- Support senior housing that is affordable
- Need senior housing
- I don't support trying to put current businesses out of business in order to develop a new senior living development.
- Lower property taxes or none for residents over 75.

Goal #: Need a goal that addresses affordability

Additional Comments regarding affordability:

- Providing affordable housing opportunities for diverse populations should be prioritized

Additional Comments for Housing Theme:

- aesthetic code so the new homes match?
- Ban broker buying of homes.
- See comments. I am discouraged to see how much specificity and work has been put into all of the other goals and not this one; which to me is the most important goal and complex of all.

Parks, Green Space, & Environment Draft Goals Feedback

Feedback submitted from May-August 2021 via online and in-person engagement and surveys.

Feedback is in red.

Vision: Kennedy Heights has more green space and tree canopy than most Cincinnati neighborhoods. This community asset is a key value for longtime residents and makes Kennedy Heights a destination for home buyers and renters wanting a quiet, peaceful neighborhood close to the city center and easily accessible to all parts of the city. Preserving, promoting, and enhancing the neighborhood parks and green spaces will contribute to the wellness of residents and the attractiveness of the community. Additionally, residents of Kennedy Heights respect our environment and natural resources. We support the Green Cincinnati Plan (2018) and the effort to create a more sustainable, resilient, and equitable community. We believe that the ecological, recreational, and physical beauty of Kennedy Heights makes it one of Cincinnati's most desirable environments for residential and leisure activities. [36 in support; 0 do not support]

Additional Comments on the Vision:

- I think we need to make sure this is also stated in terms of its importance to the generations that live here now, not just people who may move here in the future.

Goal # 1: Preserve, expand, and enhance the existing parks, recreation areas, and green spaces [45 in support; 0 do not support] [Priority 1]

Including but not limited to: Drake Park, Kennedy Heights Park, Triangle Park, the Tot Lot, June Alexander Playfield, Lang Playfield, Woodford Park, Green Corner and green space/wetland area around Woodford Paideia School, Kennedy Heights Arts Center, former Shroder School

See chart below with list of parks and rec area improvements

Strategy A: Preserve and enhance existing parks and green spaces.

1. Audit our parks and evaluate what features could be added to parks and green spaces to make them more accessible to individuals of all abilities.

Additional Comments:

- Yes. Perhaps Michelle Dillingham would want to be involved with this initiative?
2. Survey residents about accessible needs for seniors and people with disabilities
 3. Improve the hardscape in parks – Yes!
 - a. Research other parks' accessible features
 - b. Update amenities (similar to Smale or Washington parks)

- c. Explore feasibility of a sprayground - A sprayground would be a great addition to KH park!
- d. Explore the desire for and feasibility of adding basketball courts in all quadrants

Additional Comments:

- We need cool kids stuff like at alms park or a water playground.
- Additional playground equipment needs to be added, comparable to Pleasant Ridge park.

- 4. Research how to get raised crosswalks and directional signage posted at park entrances
- 5. Invest in safety and the perception of safety in the parks
- 6. Improve signage to and entrances to parks – yes!
 - a. At Triangle Park (Quadrant 1)
 - b. Kennedy Heights needs upgrades/improvements to entrances and side access to make them welcoming and inviting (Quadrant 2)
 - c. Create an improved park entrance on Lumford Pl. as part of revitalization of old Shoder School property
 - d. Officially name the June Alexander Playfield

Additional Comments:

- Parking will draw in more people who will enjoy our beautiful parks

Strategy B: Restore/improve the walking trails:

Additional Comments:

- More running trails with gravel or mulch -singletrack through woody bits

- 1. in Drake Park
 - a. From the Overlook down the hill to Red Bank at the I 71 overpass
 - b. From the asphalt nature trail toward Benken Green House
 - c. Incorporate unique and interactive signage to some of the trails where appropriate such as a storybook trail

Additional Comments:

- There used to be a trail there that had interactive elements, perhaps just investing in refreshing it?

- 2. In Kennedy Park
 - a. From the play structure to the road to the shelter house

- b. From the wetlands to the soccer field
- c. Add security lighting to at the Shelter, parking lot and paved trails
- d. Expand the wetland trail in the park as part of the old Shroder School site revitalization
- e. Clean up the current wetland trail and repair the wooden bridges

Strategy C: Investigate the feasibility of additional community gardens

1. Learn what the Giving Garden does and promote in Kennedy Heights
2. Create an educational pollinator garden/pocket-park type space on Kennedy/Robison
3. Survey neighbors to determine the need for more gardens
4. Recruit volunteers to create a garden for The Caring Place
5. Investigate the interest of Geier Apartments residents in having a garden facilitated by volunteers on GH property to promote healthy eating
6. Promote use of the community gardens at Woodford School
7. Investigate the availability of the large greenspace behind Auto Zone for use as a garden or play space.

Strategy D: Increase dog-friendliness

1. Explore feasibility of a dog park
 - a. Investigate using the green space adjacent to the basketball courts at Lang Playfield or at June Alexander playfield for a dog park with people/dog drinking fountain
 - b. Have clear signage on leash expectations

Additional Comments:

- A dog park would be a great idea! So many residents in KH have dogs.

2. Have dog waste bags available near trash cans in all the parks

Strategy E: Increase walkability by connecting areas with walking/bike trails

1. Include the history of the tree canopy on the walking trail signage

2. Prepare walking maps that highlight old homes, historical sites, styles of architecture between green spaces and parks.

Potential partner: Go Vibrant

Additional Comments:

- Add directional signage to our parks and playfields
 - Signs to June Alexander at Montgomery/McHugh, and Kennedy/Walking Path. Add crosswalk on Kennedy at walking path.
- Work with Tri State Trails to identify existing bike paths in Kennedy Heights.
- Increase bike traffic by adding bike parking and red bikes.

Strategy F: Increase green spaces

Additional Comments:

- and tree canopy
- Make a strong statement in our plan and through our zoning code that we do not support any decrease in green space for development. For example, should Shroder School be developed, the existing percentage of green space must be preserved or increased.
- Create zoning rules that require a percentage of new development to be green space or tree canopy.
- Seek out opportunities to add green space and tree canopy to existing developed land, such as parking lots, street scapes, mass transit corridors, rooftops.
- Target major streets, such as Kennedy Ave, Woodford, and Montgomery Rd for tree canopy installations.

Strategy G: Create a strategy to identify needs and improve access to recreation areas

1. Have a neighborhood recreation center with programming for seniors and after school programs, along with a 50-100 person event spaces, outdoor area, and concession area.

Potential locations: At Woodford Paidea or in Kennedy Heights Park (Quadrant 2)

Additional Comments:

- Neighbors have said repeatedly they want afterschool and summertime activities for kids, I have heard this especially from caregivers of older children (grandparents, etc). Kids who are becoming somewhat independent need destinations and safe, structured activities, 9-12 and young teens are key ages. Engage CRC, Woodford Padeia school, KH Art Center and KH Montessori Center as stakeholders in the process to identify needs/develop programming. CRC summer employment for teens might also be a resource we can tap into? Communicating this to neighbors is challenging, a snail-mail campaign or leafleting would probably help get the word out.

Location	Improvements
Triangle Park	<ul style="list-style-type: none"> ● Add Bantry Road entrance with signage and plantings ● Add picnic tables and benches ● Add flowering trees and a rain garden to stop flooding <ul style="list-style-type: none"> ○ Lovely idea! ● Add crosswalks and street calming (at NW corner) <ul style="list-style-type: none"> ○ Very important ● Potentially add small play equipment <ul style="list-style-type: none"> ○ Not a personal priority. I prefer the green space. ● Discuss renaming this park
Zinsle Playground (Tot Lot)	<ul style="list-style-type: none"> ● Playground with musical instruments, activities, equipment
Woodford Park and Lang Playfield	<ul style="list-style-type: none"> ● Possible dog park (2 responses) ● Running trail along perimeter
Drake Park	<ul style="list-style-type: none"> ● Make park safer by having better opening to this park ● More trails (mark mileage) ● Signage for trails ● Programming (outdoor movies) ● Running loop (minimum of 1 mile) ● The overlook at the top of drake park once was a spectacle, the city kept the view clear, but since the mid 90's they stopped taking care of it an let wild trees an shrubs over take the view that was once clear, would like to see that clear again, so that the next generation can enjoy such a beautiful gem that are beautiful drake Park once had.
Kennedy Heights Park	<ul style="list-style-type: none"> ● Need crosswalk at entrance across Kennedy ● Need parking for soccer ● Bridges need to be repaired ● Promote community maintenance of KH Park trails (brush cutting)
June Alexander Playfield	<ul style="list-style-type: none"> ● This is a CRC location. It is referred to as Kennedy Heights Playground and Kennedy Heights Recreation Area, The NEW sign says "June R. Alexander Playground at Kennedy Heights Recreation Area. Since we have Kennedy Park which has both a soccer field and a playground, and we have Lang which also has a field and a playground, this is confusing. We need to uniquely identify each park, rec area, playground and ballfield.

	<ul style="list-style-type: none"> • Wayfinding signage and clear access. This rec area is not easy to find. Add wayfinding signage on Montgomery Rd at McHugh (this signage could also indicate Kennedy Heights Montessori School), and at the 2 residential paths at Kennedy and Zinsle, adjacent to Water Works buildings and on their properties. In addition, look into whether Water Works could illuminate these paths from their buildings in the evening. These paths also need to be made safer and more identifiable by cutting back brush and limbing up trees so that the park is clearly visible from the paths. It would be nice to also add (raised) crosswalks on Zinsle and Kennedy for safe crossing into the park. • Update to the track - this is a very commonly used walking track that is regular asphalt. Walkers have requested that a softer surface track be considered if/when the track is re-paved. • This park has a small garden with a bench, a softball backstop with dugout benches, and a small playground. It has a seasonal port-a-potty on site. The facilities seem to be kept in good condition and are sufficient for people who use the park. • There is no parking at this park, and it is used for league play. Determine whether parking could be added along McHugh, or designed spots on Zinsle. Also consider purchasing a single family home on Kennedy to create a main, Kennedy Avenue entrance to the park to make it easier to access and to create much needed parking.
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Goal #2: Enhance neighborhood beautification. [44 in support; 1 does not support] [Priority 4]

Strategy A: Address blighted areas and landscaped areas around the gateways and Business District

1. Support Business District’s goal to improve blighted areas and landscaping in the business district and gateways **and work with The Port** [see Business District, Businesses, and Development]
2. Identify key Gateway locations
3. Price options for Gateways
4. Explore funding options

Additional Comments:

- create a program to assist property owners with the enhancement of their property - offer financial assistance and labor to add flower pots, lawn, trees

- Have a no tolerance policy for trash and temporary signage in the Business District, or throughout the neighborhood - report problems immediately through 5916000.com. Teach residents to use the 5916000 system.

Strategy B: Engage residents in eliminating litter and increasing neighborhood beautification.

1. Create an Adopt a Plot program for beautification in the right-of-way or on public property
 - a. Engage neighbors, organizations, and local businesses
 - b. Ensure that there is a plan for maintaining these areas
 - c. Mulch around existing plantings
2. Better support gardening culture
 - a. Promote the Landscape Awards

Additional Comments;

- Add awards for businesses? – LOVE THIS!
- Promote tree canopy by awarded outstanding trees (urban forestry)

- b. Ensure that residents have the tools to beautify their own properties
 - Seek out programs that provide beautification tools (seeds, plants, etc.) to residents such as Fall ReLeaf program from Urban Forestry
 - Create a bulb/plant exchange – great idea
 - Create list of current gardening resources and contacts
 - c. Start a Garden Club to foster interest in gardening, as well as a Facebook group
3. Host an annual or monthly clean up campaign
 - a. Potential partner: Keep Cincinnati Beautiful, Crossroads “Go Local” – 1x year in May

Additional Comments:

- City annual neighborhood blitz program where they donate a dumpster for a week? Will it be back?

4. Engage youth in a marketing contest/campaign competition about eliminating litter, possible in conjunction with the Arts Center or schools
5. Evaluate the cost/benefit/effort of collecting bottle caps to make benches/picnic tables for the parks and see if Parks allows citizens to do this
6. Sponsor a campaign for residents to plant daffodils on their property and/or on public land

Additional Comments for Goal #3:

- Maintain large trees
- Dumpsters are nuisance in parks
- I like the idea but not sure how many people will deal with the upkeep
- Each street should have a captain.
- Add garbage cans, utilize cameras to fine those who litter

Goal #3: Promote wellness through increased use of parks and green spaces. [45 in support; 0 do not support] [Priority 2]

Strategy A: Increase community events and activities for seniors, teens, children, families that communicate the safety of our parks and street in the parks

1. Host events that celebrate time in nature

Examples of events: yoga in the park, Sponsor a bike maintenance workshop and a parade of decorated bikes, Sponsor a round-robin pickleball tournament, Sponsor 3-on-3 basketball tournament, Sponsor music groups in the parks - These are great ideas of Engagement opportunities that are more than just fundraising opportunities

- a. Support Play in the Park program and expand it to other parks in the neighborhood (Quadrant 2)
- b. Host Nature Study Days in the summer
 - i. bring collaborators such as the Aquarium, Hamilton County Parks, the Zoo to bring animals to our parks to educate and entertain children and families and show them actions they can take to care for creation.
 - ii. Bring naturalists to our parks to teach children and adults how to identify trees by their leaves, stems and bark and how to grow and care for trees through games and treasure hunts

Additional Comments:

- Bands all summer
- More events in KH Park - Orienteering Cincinnati can do an event
- If people love a place and have a connection, they will preserve it.
- Eh...
- Play in the park is the best thing for this. But stop promoting it city wide and concentrate on the bus routes that go to our parks. We must help our neighbor first.
- Would add clause on ensuring that events are inclusive, and considerate of a variety of cultural perspectives
- Increased use and wellness is great. I have found that in party in the park nights during the summer the energy level picks up and lingers into the night. I don't let my kids walk alone on nights when events are happening. Activities in park are community positive however there is an optimal amount and size. To many or too

big then it pushes into a situation that can be viewed as overwhelming for local residents who enjoy and value quiet and privacy.

- Host a summer nature camp at Drake? What about the study area at Drake? Have volunteer days for teens?

2. Secure sponsors of games and activities for residents of all ages and abilities

Strategy B: Increase collaboration with community groups and businesses

Including but not limited to the Kennedy Heights Art Center, KH Montessori Preschool, Aikido, Cincinnati Parks and Cincinnati Recreation Commission, Madtree Brewing, Ewers, Cianciolo, Benkens, Groundtakers, Play in the Park

Goal #4: Support and exemplify sustainable environmentally friendly behaviors, including all community stakeholders. [44 in support; 0 do not support] [Priority 3]

Strategy A: Promote composting.

1. Host workshops and provide written educational resources on composting topics, such as:
 - a. Vermiculture and creating bins for home use
 - b. Soil and microbes, insects in healthy soil, damage caused by pesticides, herbicides, and toxic waste

Potential partners: Hamilton Co Water and Soil District, OES, Civic Garden Center, landscapers in neighborhood - Groundtakers and Ewers, Cianciolo, etc.

Strategy B: Add pollinator habitat

1. Collaborate with community partners on educational and installation initiatives
 - a. KH Arts Center Garden Committee to educate neighbors about pollinators and provide seedlings for home gardens
 - b. Continue to partner with the Cincinnati Zoo on the Plant for Pollinators initiative
2. Promote and maintain Drake and Kennedy Parks as oases for declining pollinator, bird, and other animal populations. *For example, they are both areas for migrating birds to stop on their way north or south. Both parks still have remnant populations of spring-blooming native wildflowers, but the invasive plants, particularly garlic mustard, honeysuckle, and wintercreeper euonymus are crowding them out.*
 - a. Bird sanctuary (fruiting shrubs, water source, etc.)
 - b. Orchard installation
 - c. Pursue official designation for pollinator habitats/bird sanctuaries
3. Encourage residents (or community institutions/groups) to have beehives

Potential partner: Giving Garden

4. Host workshop to make birdhouses and learn about migrating birds and how to feed birds in winter

Additional Comments:

- Invest in honeysuckle removal?

Strategy C: Maintain existing and increase tree canopy.

1. Promote strategic tree planting through education
 - a. Create an education campaign about the tree canopy and tree care and selection.
 - i. Education about beneficial types of trees
 - ii. Tree care education (ground cover growing on trees)
 - iii. Tell the story of the oldest trees and the history of KH as a destination away from the smog of the city.
 - b. Strategy about where to plant certain types of trees
 - i. Public Right Of Way
 - ii. Private property

Potential partners: Re-Leaf, Arbor Day Program

Additional Comments:

- in addition to education here add:
Promote strategic tree planting by developing and implementing specific goals for numbers and placement of trees to be planted (on public and private property) each year with the support of KHCC
- would love education campaign about this, ways for residents to support replacing the trees that are cut down

2. Replace fallen/removed trees – Yes!
 - a. Connect residents with resources for removal/care
 - b. Host an information session with an arborist about care for trees
 - c. Research the possibility of a group contract for the removal of dead trees with a qualified tree service

Additional Comments:

- And for removing ivy? Ivy is SUCH a problem in this area

3. Remove invasive trees or plants and educate residents on native plants/shrubs that require less water

Additional Comments:

- Add trees to sidewalks- contact all residents to give choice of adding trees in front of property.

Strategy D: Stormwater management strategy

1. Educate residents on use of rain barrels, rain gardens, and downspouts into yards (if permitted by City)

Strategy E: Foster compassionate concern for nature and the environment through education

1. Host seminars at our parks or community gardens
2. Advertise parks programs, Civic Garden Center classes, etc.
3. Chemical-free/organic lawn education
4. Provide education resources on climate change effects

Strategy F: Advocate and invest on behalf of Kennedy Heights' environmental health and goals

1. The community council should commit to maintaining a consistent funding source to implement these strategies
 - a. Identify grants/other funding mechanisms
 - b. Line item on the community council budget
 - i. Fund programs at the KH Arts Center that focus on nature and the arts
 - ii. Provide start-up funding to residents for sustainable projects

Additional Comments:

- Really interesting idea. How do we ascertain what qualifies as an appropriate amount? Do we know another neighborhood that does this that we can use as a model?

2. Invite qualified persons to lead the implementation of aspects of the plan
3. Establish a permanent committee of the community council to implement, monitor, and advance the plan for parks and green spaces.

Additional Comments for Goal #4:

- Write this goal in plain English
- If we follow 1, 2, and 3, 4 will happen.

- Increase affordability and reduce greenhouse gas emissions by increasing the use of renewable energy, reducing the energy burden on rental units and commercial spaces. Use parking lots and roofs for solar energy grids. Create renewable energy program with subsidies. Require new development to comply with renewable energy goals.

Map from Play in the Park:

Show us...



Safety & Infrastructure Draft Goals Feedback

Feedback submitted from May-August 2021 via online and in-person engagement and surveys.

Feedback is in red.

Goal #1: Increase pedestrian, bicycle, and bus rider safety. [36 support; 0 do not support] [Priority 1]

See list below of road and other infrastructure needs.

Strategy A: Use traffic calming tools, such as speed bumps, raised crosswalks, and traffic circles, to increase safety

1. Create wider bump-outs (and green buffers) at key intersections (Quadrant 2)
2. Install speed bumps
3. Invest in moveable speed limit signs for residents to request

Additional Comments:

- I do not support speed bumps and circles.
- Roundabout could slow traffic. Road infrastructure

Strategy B: Improve sidewalk safety

1. Upgrade sidewalks on Kennedy Avenue (Quadrant 2)
2. Restore tree canopy for shade and comfort on Kennedy Avenue (and use buffers/bump outs at corners to install shade trees)

Additional Comments:

- Maintain curbs roads and sidewalks. Residents can't afford to repair sidewalks.
- We need better sidewalks in much of the neighborhood
- protect pedestrians (pedestrian deaths are up; larger SUVs have more blind spots where drivers cannot see kids)

Strategy C: Enhance safety and comfort measures at bus stops (Quadrant 2)

1. Install bus benches and/or shelters with windbreak, roof, and open sides

2. Ensure that there is adequate lighting at bus stops along main corridors and explore use of solar panels for lighting at bus stops

Additional Comments:

- Bus stops are too far apart - too long of a walk
- Make the bus stops like they used to be
- Better bus stops
- More bus stops
- bus safety - lighting and shelters
- Bus stops should have benches and some cover.
- Curbs should be maintained so bus riders don't step off into mud puddles.

Strategy D: Add strategy about bike infrastructure?

Additional Comments:

- More bike paths
- bike lane is great but cars drive in it
- how to be more strategic with bike access?
- People ride bikes on the sidewalk along Montgomery even though there is a bike lane.

Goal #2: Improve neighborhood infrastructure. [32 support; 0 do not support] [Priority 3]

See list below of road and other infrastructure needs.

Strategy A: Conduct quadrant-wide infrastructure audits on an annual/bi-annual basis and work with City departments to address issues through established processes (like Community Budget Requests, Citizen Service Requests, etc.)

1. Create Quadrant Leaders and Committees to act as liaisons for their areas, so that people can work with a nearby neighbor to address specific concerns and have them conveyed to Council.

Additional Comments for Goal #2:

- Our roads are no better than third world countries. If city shows they care residents will care.
- It seems the city has only paved a handful of roads - Ravenwood, for example, but ending at Tyne. Kennedy itself is a patchwork of potholes and pothole quick fills. If we are hopeful to improve infrastructure and beautify the entryway to our neighborhood (both from Montgomery and from Woodford), Kennedy (at the very least) needs a pave.
- Port a potty should be moved from entrance of court.
- Railroad by park should be beautified, heavy waste taken away and made to blend in better.

- Our 100-year-old gas light poles need painting. I've been here over 20 years and have never seen them painted or our fire hydrants

Goal #3: Invest in the perception of safety through addressing blight and litter. [32 support; 1 does not support] [Priority 4]

Strategy A: Arrange for regularly scheduled large item pickup in areas with apartment buildings along Kennedy Ave, Montgomery Rd, and Northdale Pl (Quadrant 2); or open a recycling/large item drop-off center with weekend hours

Additional Comments for Goal #3:

- Perception of run downness is a big issue
- Weird WORDING? Plain English please
- KHDC needs to keep landscaping areas cleaned up on properties that they own
- Trash
 - Bulk pickup would be helpful
 - Kennedy & Ford (SE trash can never emptied) and plantings at corner never weeded
 - There is an excessive amount of trash/ litter along the tracks at Red Bank Rd and Zinsle, Kirkup, and Odin.
- City should hire neighborhood blight and liter coordinator. They would monitor neighborhood blight and be responsible for working with business to clean properties. They would physically do some of this work and make reports to city.

Goal #4: Reduce instances of crime in the neighborhood [31 support; 2 do not support] [Priority 2]

Strategy A: Use a collaborative and new approach to policing on Northdale Place and parts of Kennedy Avenue (Quadrant 2)

1. Install cameras in key locations that would be maintained by the community council.
Potential Partners: Pleasant Ridge Community Council has a similar program and could be a good resource on how to set up the program.
 - I am not in favor of adding cameras
 - I would never support cameras as they have been used in ways akin to racial profiling.
 - Use security cameras (2 responses)
2. Activate a new block watch program, especially on Kennedy Avenue.
 - The earlier Block Watch program was very effective and should be reinstated.
 - Add block watches (2 responses)

Strategy B: Work with residents and the Police to establish a no-tolerance policy for drug dealing and other crime in the Ravenal Court and Northdale Place areas – A no tolerance policy for the entire neighborhood may be more appropriate than specifically naming target areas in the Strategy

- Northdale Place cul-de-sac crime - need increased police presence
- There needs to be a regular police presence throughout Kennedy Heights.
- Personally would like more patrols for drug activity

Additional Comments for Goal #4:

- Lighting
 - Add lighting (3 responses)
- Safety is addressed by neighbors knowing neighbors (2 responses)
- Need to eliminate dirt bike riding on our streets
- More information
 - "No tolerance policy" - would have to know more of what that means
 - This goal is too broad to be meaningful. I would like to see more specific strategies identified.
 - Can we zero in on more specific safety concerns?
 - Need more information

Traffic and Infrastructure Needs List

What	Location	Quadrant
Crumbling sidewalks		1
Improved signage for parking and no outlet streets		1
Clean the gaslights		1
Resurface	Kennedy Av	2
3-way stop	Kennedy Av and Zinsle Av	2
Raised crosswalks	Kennedy Av between Lumford Pl and Northdale Pl	2
Speed bumps	Kennedy Av between Lumford Pl and Northdale Pl	2
Raised crosswalks	Kennedy Av between Woodford Rd and Northdale Pl	2

Speed bumps	Kennedy Av between Woodford Rd and Northdale Pl	2
Speed bumps	Northdale Pl	2
? Difficult to turn due to speeding on Kennedy Av	Northdale Pl and Kennedy Av	2
Better bus stops	Northdale Pl and Kennedy Av	2
Raised crosswalks	Northdale Pl and Kennedy Av	2
traffic calming	Tyne Av between Kennedy Av & Zinsle Av	2
bump outs	Zinsle Av and Rogers Park Pl	2
improved park entrance	Zinsle Av between Kennedy Av and Coleridge Av	2
traffic calming	Zinsle Av between Kennedy Av and Tyne Av	2
Stop sign	Hedge Av and Zinsle Av	3
traffic calming	Red Bank Rd between Zinsle Av and Woodford Rd	3
Resurface	Odin Av dead end	3
speed bumps	Odin Av	3
add lighting	Odin Av dead end	3
Address erosion between the railroad tracks and homes	Edgeview Dr	4
Speed bumps	Robison Rd between Woodford Rd and Edgeview Rd (near pickleball courts)	4
traffic calming	Robison Rd between Woodford Rd and Kennedy Av	4
crosswalk	Robison Rd to Lang baseball field and pickleball courts	4
Speed bumps	Valley View from Davenant Av to Aikenside Ave	4
Extend sidewalk	Woodford Rd from Red Bank Rd to Plainfield Rd	4
Place curbs on Wyatt; add possible speed bumps; fix road corner	Wyatt Av and Woodford Rd	4
increase frequency of pedestrian crossing light	Montgomery Av and Robison Rd	1 and 2
more enforcement or camera because people do not stop at the red light	Montgomery Av and Robison Rd	1 and 2
Sidewalk upgrade	Kennedy Av	1, 2, and 3



**Kennedy Hts Neighborhood Plan
Interdepartmental Review Meeting/Feb 22, 2022 Slides
Comments by MSD Dev Services Branch: March 7, 2022**

MSD Comment & Response Form

Appendix D

All comments will be coordinated and responded to by the Project Manager.

Return Comments To: Samantha McLean City Planning/David Raffenburg MSD Comments Due: 3/7/22

MSDGC REVIEW COMMENTS

Document: Feb 22, 2022 Slides

Planning TEAM RESPONSE

Response Codes: (Design Team Response required at each major milestone 30%/60%/90%/100%)
 A – Accept Comment, B – No Action, C – More Information Needed

Initials	No	SheetDoc No.	Comment	Initials	Response/Action /Date	Code
TC-Tom Crawford 557.7147	1.	General	When the time comes, developer detailed concept planning, masterplanning, and utility site planning efforts to support the neighborhood vision presented in the Slides will need to be submitted to MSD for review. As well as the continued sharing of the current & future 5 year MSD watershed planning and capital planning efforts in the neighborhood. Presently, it does not appear that there planned capital projects in the Focus areas, but this can change. MSD capital projects may be planned near the development focus areas interest. As individual concept plans for new developments, focus areas, and structures are finalized, as well as redevelopments and repurposing of existing buildings and structures, it is suggested that neighborhood developers submit their Request for Availability for Sewer Service (RASS) early and prior to submission of their city building permits) to MSD which will begin the MSD review process.	SM	These comments will be added as an appendix to the plan so future developers and the community council are aware.	A

LEGEND

Initials	Name	Role	Initials	Name	Role
		EM-Construction			EM-PM
		EM-PM (Peer Review)			Consultant
		WWC/WWT			{Consultant}
		{WWC/WWT}			{EM-ROW}
		{WWC/WWT}	SM	Samantha McLean – Senior City Planner	{EM-Planner}
		EM-QC	TC	Tom Crawford - WWC	
		EM-OA			

Section 14

<p>TC 148Section</p>	<p>2. General</p>	<p>The RASS will determine the availability of an existing public sewer and outline any additional MSD project requirements that could impact a schedule if not considered early in project conceptual planning. Such considerations may include the need to obtain any MSD tap or special permits, easements, Ohio EPA Permit to Install, utilization of licensed and bonded sewer tappers with MSD, sewer inspection scheduling, project on-site separation of flow requirements, MSD Excavation/Fill permitting and bonding, MSD storm water detention requirements per Section 303 of its Rules and Regulations, need for a grease interception system, and/or a reminder for the project to coordinate with City of Cincinnati's Floodplain Administrator and the Stormwater Management Utility (SMU) for their specific storm water, erosion control, storm water detention requirements and floodplain requirements.</p> <p>The MSD RASS form may be found at http://msdgc.org/customer_care/development_services/index.html under 'Requests for Availability of Sewer Service.' Questions concerning the RASS may be addressed by emailing MSDAvailability@cincinnati-oh.gov or by phoning Rob Franklin, Engineering Technical Supervisor, at 513.557.7188.</p> <p>MSD Permit fees and other useful MSD permitting information may be found at http://msdgc.org/customer_care/development_services/index.html. Additionally, when requested, please note that actual location of existing sewers and existing sanitary building sewers (laterals) may differ from that provided in the sewer records. Sewer record information, general MSD sewer permitting, and sewer abandonment questions may be addressed by emailing MSDTapPermits@cincinnati-oh.gov or by phoning 513.244.1330.</p>	<p>SM</p>	<p>A</p> <p>These comments will be added as an appendix to the plan so future developers and the community council are aware.</p>
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LEGEND

Initials	Name	Role	Initials	Name	Role
		EM-Construction			EM-PM
		EM-PM (Peer Review)			Consultant
		WWC/WWT			{Consultant}
		{WWC/WWT}			{EM-ROW}
		{WWC/WWT}	SM	Samantha McLean - Senior City Planner	{EM-Planner}
		EM-OC	TC	Tom Crawford - WWE	
		EM-OA			

MSDGC REVIEW COMMENTS			PLANNING TEAM RESPONSE			
Document: Feb 22, 2022 Slides						
Response Codes: (Design Team Response required at each major milestone 30%/60%/90%/100%) A – Accept Comment, B – No Action, C – More Information Needed						
Initials	No	SheetDoc No.	Comment	Initials	Response/Action /Date	Code
TC	3.	General	Several of the parcels within the Target Areas for Development or Redevelopment will most likely require an area dedicated to storm water detention as well as protecting or relocated some existing sewers traversing the properties. Green infrastructure, rain gardens, and other storm water best management practices are encouraged. The extent will be dependent on the developer's final plan and information provided in the RASS	SM	These comments will be added as an appendix to the plan so future developers and the community council are aware. The Kennedy Heights' plan supports the use of GI, rain gardens, etc.	A
TC	4.	General	A MSD Excavation/Fill (E/F) permit, as well as bond, may be necessary for any construction, construction traffic, earthwork, storage, or any other construction activity over or near the existing MSD public sewer(s). Additional requirements will be established by the MSD E/F permit (such as verification and usage of existing or abandoned building services to the combined sewer through dye testing, CCTVing, etc).	SM	These comments will be added as an appendix to the plan so future developers and the community council are aware.	A
TC	5.	Slide 15 of 30	Sewer Issues that may impact present neighborhood planning include existing of Sewer Back Up (SBU) locations or areas located through Kennedy Hts, ongoing Combined Sewer and Sanitary sewer overflow monitoring, scheduled sewer asset replacement projects and wet weather projects, maintenance activities including ongoing flow monitoring, etc. For surface and street flooding and surface water drainage issues, please contact SMU at 591-5050 for further information.	SM	These comments will be added as an appendix to the plan so future developers and the community council are aware.	A

LEGEND		Initials	Name	Role	Initials	Name	Role
				EM-Construction			EM-PM
				EM-PM (Peer Review)			Consultant
				WWC/WWT			{Consultant}
				{WWC/WWT}			{EM-ROW}
				{WWC/WWT}			{EM-Planner}
				EM-QC	SM	Samantha McLean – Senior City Planner	
				EM-OA	TC	Tom Crawford - WVE	

MSDGC REVIEW COMMENTS				Planning TEAM RESPONSE			
Document: Feb 22, 2022 Slides							
Response Codes: (Design Team Response required at each major milestone 30%/60%/90%/100%) A – Accept Comment, B – No Action, C – More Information Needed							
Initials	No	SheetDoc No.	Comment	Initials	Response/Action /Date	Code	
TC	6.	Slide 20 of 30	Woodford Road and Kennedy Avenue area: Note: there are several MSD sewers located within the Woodford Rd and Kennedy Ave right-of-way. Additional, large diameter sewers (42" and 72" diameter sewers) traverse the intersection located near the existing railroad tracks near HN 3610 Woodford, rear of HN 5920 Kennedy, and the southwest corner of the street intersection in vacant parcels.	SM	These comments will be added as an appendix to the plan so future developers and the community council are aware.	A	
TC	7.	Slide 22 of 30	Focus area Woodford Rd between Robinson and Kennedy: There are several MSD (and SMU sewers) within Woodford Rd right-of-way. Additionally, a large 72" diameter sewer parallels Woodford Rd roughly 25 to 70 feet from the road edge and under the existing tennis, basketball courts and ball field at Woodford and Robinson. For Focus area Zinsle Ave and Red Bank Rd: several MSD sewer exist within street right-of-way. Additionally, a large 72" diameter sewer traverses parcels near wooded lots at HN 3739 & 3750 and HN 3731 and existing substation along Red Bank Rd at HN 6221.	SM	These comments will be added as an appendix to the plan so future developers and the community council are aware.	A	
TC	8.	Slide 26 of 30	Shroder School property & Kennedy Heights Park: Several MSD sewers traverse the area and surround the existing school including 12", 24" & 36" sewers along with present building sewers. Several storm sewers and a stormwater detention facility exist on the Shroder School property (please contact SMU at 591-5050 for further information). MSD will also have requirements concerning the detention facility	SM	These comments will be added as an appendix to the plan so future developers, the Shroder Working Group, and the community council are aware.	A	
TC	9.	Slide 29 of 30	Slide 29 of 30: For Future Land use as well as any Focus Area or areas for development or redevelopment including change of use of existing structures (which may include retail, commercial, restaurants, coffee shops, day care, etc) details MSD Development Services should be contacted early during project conceptual planning.	SM	These comments will be added as an appendix to the plan so future developers and the community council is aware.	A	

LEGEND

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		EM-Construction			EM-PM
		EM-PM (Peer Review)			Consultant
		WWC/WWT			{Consultant}
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		{WWC/WWT}	SM	Samantha McLean – Senior City Planner	{EM-Planner}
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