



DBS *AWK/amy*

RESOLUTION NO. _____ - 2022

APPROVING the *Kennedy Heights Neighborhood Plan* as the planning guide for the Kennedy Heights neighborhood.

WHEREAS, the Kennedy Heights Community Council requested that the City of Cincinnati work with it, neighborhood residents, business owners, and other stakeholders to create a comprehensive plan for the Kennedy Heights neighborhood; and

WHEREAS, in crafting the neighborhood plan, staff from the Department of City Planning and Engagement, members of the Kennedy Heights Community Council, and the community at large formed the Kennedy Heights Steering Committee to champion the planning process, establish working groups focused on themes and geographic areas of importance in the neighborhood, identify goals for the future of the neighborhood, and promote solutions to existing challenges; and

WHEREAS, over the course of 17 months, the Kennedy Heights Steering Committee convened community-driven brainstorming meetings, canvassed door-to-door, drafted proposed goals and strategies, and refined those drafts incorporating feedback from community members to achieve the desired neighborhood quality of life and to supplement and further direct implementation of *Plan Cincinnati* (2012); and

WHEREAS, these efforts led to the creation of the *Kennedy Heights Neighborhood Plan* to serve as the guiding instrument for the development of the Kennedy Heights neighborhood; and

WHEREAS, the Kennedy Heights Community Council and community stakeholders desire for the *Kennedy Heights Neighborhood Plan* to be officially approved by the Council so that it may serve as the City of Cincinnati's official planning guide for the Kennedy Heights neighborhood; and

WHEREAS, the *Kennedy Heights Neighborhood Plan* is consistent with the Strategies for all five Initiative Areas of *Plan Cincinnati* (2012), particularly the Compete Initiative Area goal to "[f]oster a climate conducive to growth, investment, stability, and opportunity" (page 102); the Connect Initiative Area goal to "[d]evelop an efficient multi-modal transportation system that supports neighborhood vitality" (page 129); the Live Initiative Area goal to "[d]evelop and maintain inviting and engaging public spaces to encourage social interaction between different types of people" (page 150); the Sustain Initiative Area goal to "[p]reserve our natural and built environment" (page 193); and the Collaborate Initiative Area goal to "[w]ork in synergy with the Cincinnati community" (page 210); and

WHEREAS, at its meeting on April 1, 2022, the City Planning Commission reviewed the *Kennedy Heights Neighborhood Plan* and recommended it for approval; and

WHEREAS, a committee of Council considered and approved the *Kennedy Heights Neighborhood Plan*, finding it in the interest of the public's health, safety, morals, and general welfare; and

WHEREAS, Council considers the *Kennedy Heights Neighborhood Plan* to be in the best interests of the City and the public's health, safety, morals, and general welfare; now, therefore,

BE IT RESOLVED by the Council of the City of Cincinnati, State of Ohio:

Section 1. That the *Kennedy Heights Neighborhood Plan* is in furtherance of the goals, strategies, and visions of the City of Cincinnati and its comprehensive plan, *Plan Cincinnati* (2012).

Section 2. That the *Kennedy Heights Neighborhood Plan*, attached hereto as Exhibit "A" and incorporated by reference herein, is hereby approved.

Section 3. That this resolution be spread upon the minutes of Council and that a copy be sent by the Clerk of Council to the Kennedy Heights Community Council at P.O. Box 36318, Cincinnati, OH 45236.

Passed: _____, 2022

Aftab Pureval, Mayor

Attest: _____
Clerk

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

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

Jan-Michele Kearney, Vice Mayor
Victoria Parks, President Pro Tem
Jeff Cramerding, Councilmember
Reggie Harris, Councilmember
Mark Jeffreys, Councilmember
Scotty Johnson, Councilmember
Liz Keating, Councilmember
Greg Landsman, Councilmember
Meeka Owens, Councilmember

City Manager's Office

John P. Curp, Interim City Manager
Sheryl Long, Assistant City Manager
William Weber, Assistant City Manager

City Planning Commission

Byron Stallworth, Chair
John P. Curp, Interim City Manager

Jan-Michele Kearney, Vice Mayor

John Eby

Olivia McKinney

Jacob Samad

Anne Sesler

Department of City Planning & Engagement

Katherine Keough-Jurs, Director

Alex Peppers, Deputy Director

Samantha McLean, Senior City Planner,
Project Manager

Cody Sheets, Former Seasongood Intern

Noelle Scheper, Co-op Student

City of Cincinnati Administration & Staff

Cincinnati Parks Board

Jim Neyer & Steve Schuckman (retired)

Cincinnati Recreation Commission

Steve Pacella

Dept. of Community & Economic Development

Bob Bertsch, Katrina Gragston, & Joseph
Malek

Department of Transportation & Engineering

Tracey Choate

Office of Environment & Sustainability

Ollie Kroner

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.

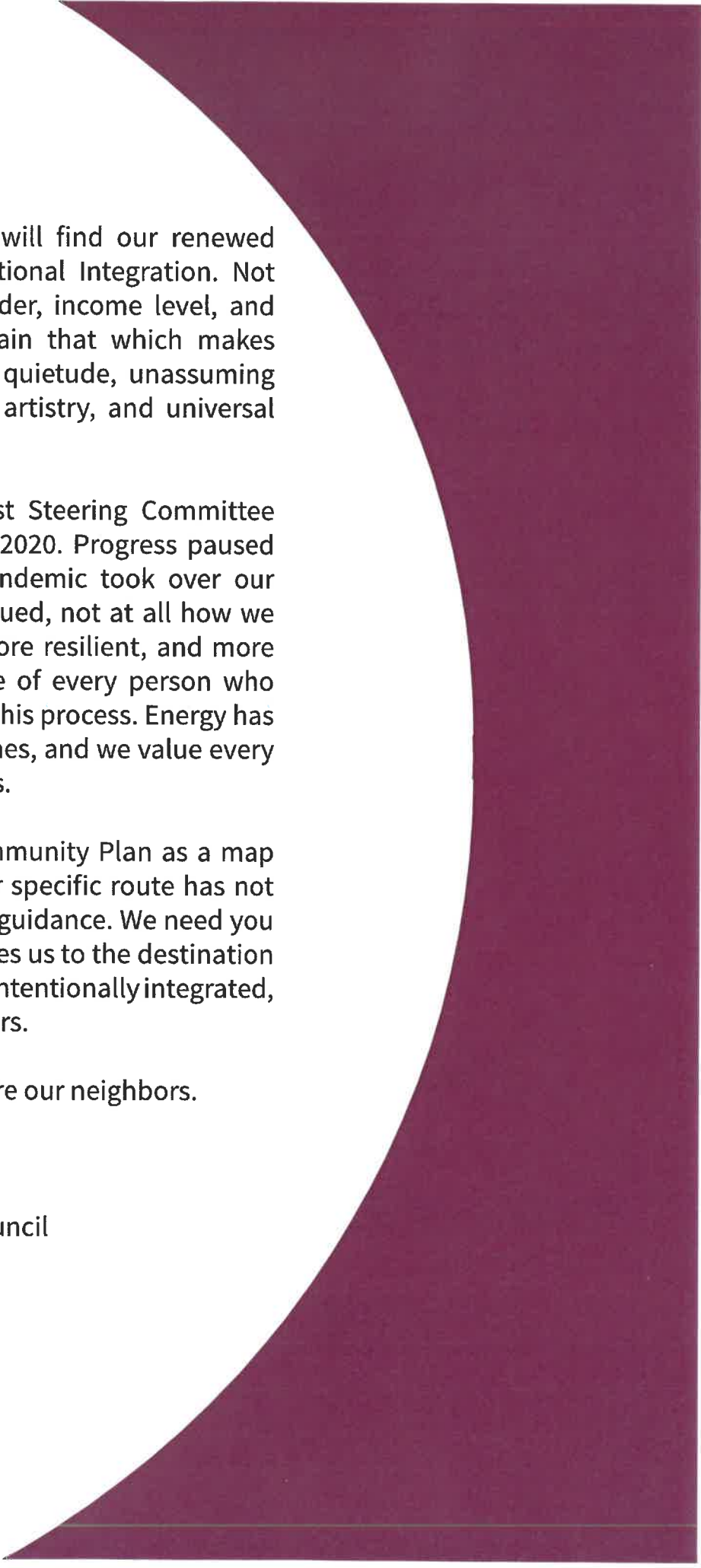
**The City of
Cincinnati
Department of City
Planning & Engagement
prepared this plan document.
The planning process
was led by the Kennedy
Heights Steering Committee
comprised of Kennedy
Heights residents.**

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.





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

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.

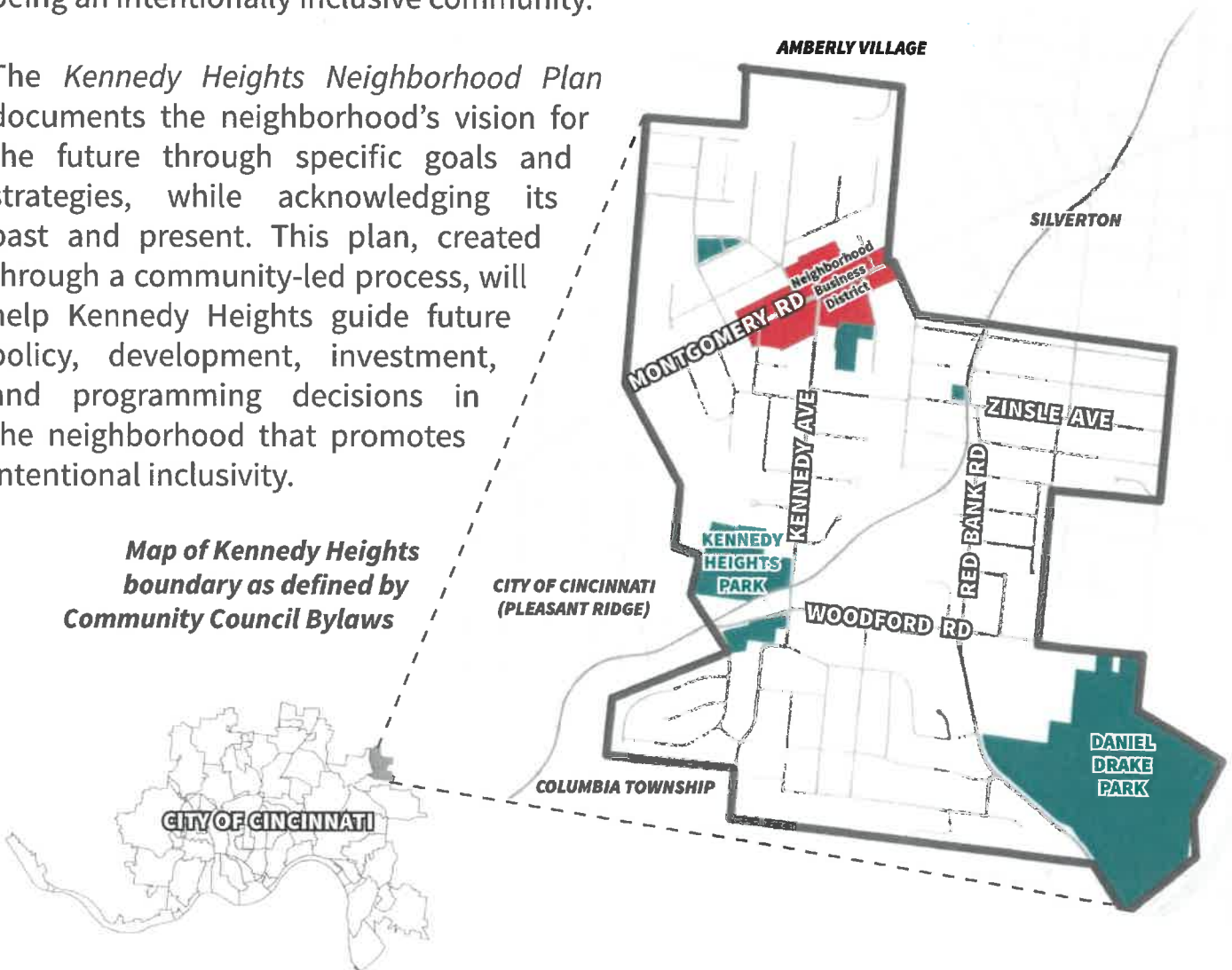
**Safety &
Infrastructure**

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.

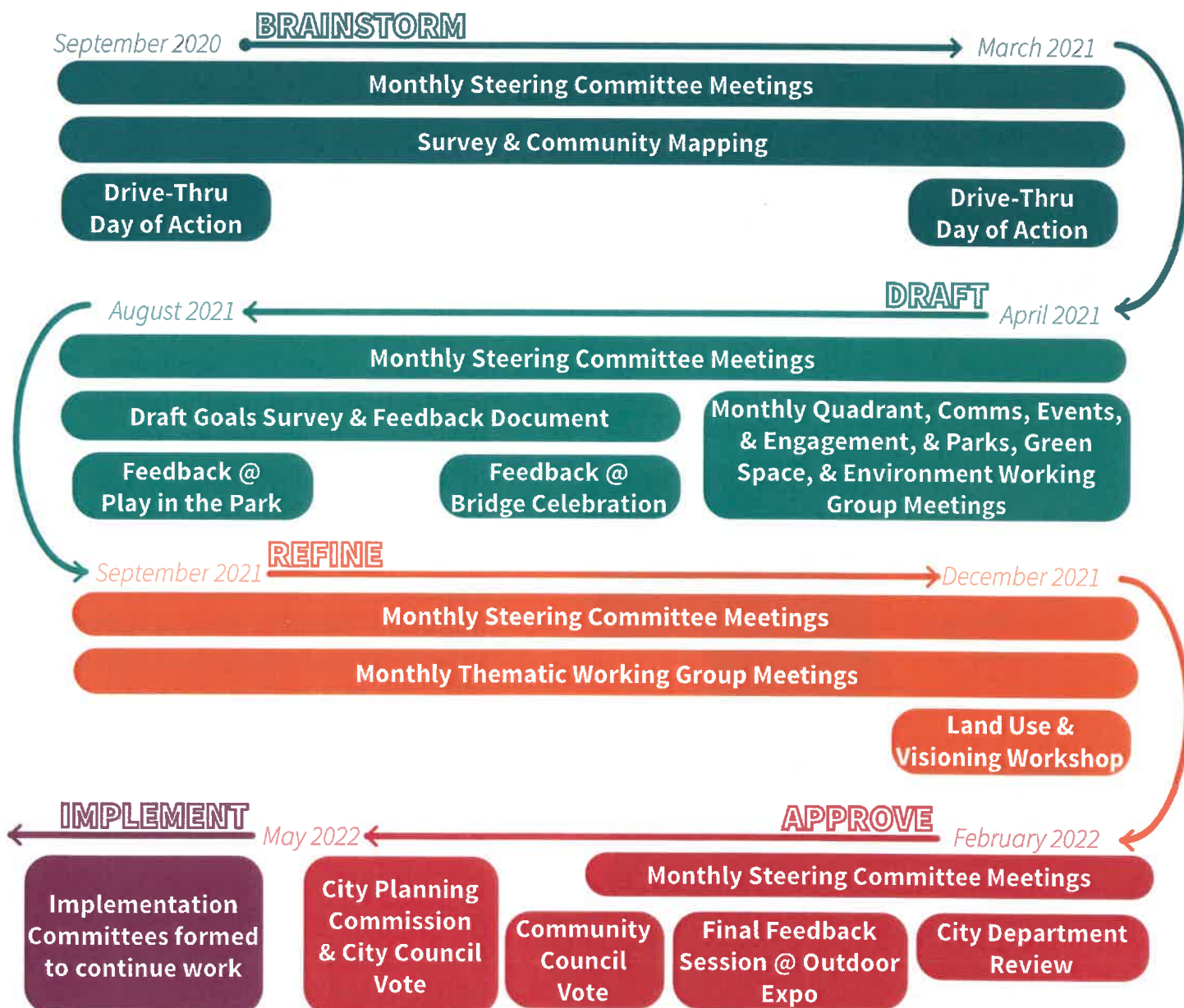
The *Kennedy Heights Neighborhood Plan* documents the neighborhood’s vision for the future through specific goals and strategies, while acknowledging its past and present. This plan, created through a community-led process, will help Kennedy Heights guide future policy, development, investment, and programming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

Map of Kennedy Heights boundary as defined by Community Council Bylaws



Process

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



Planning Process Overview

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.

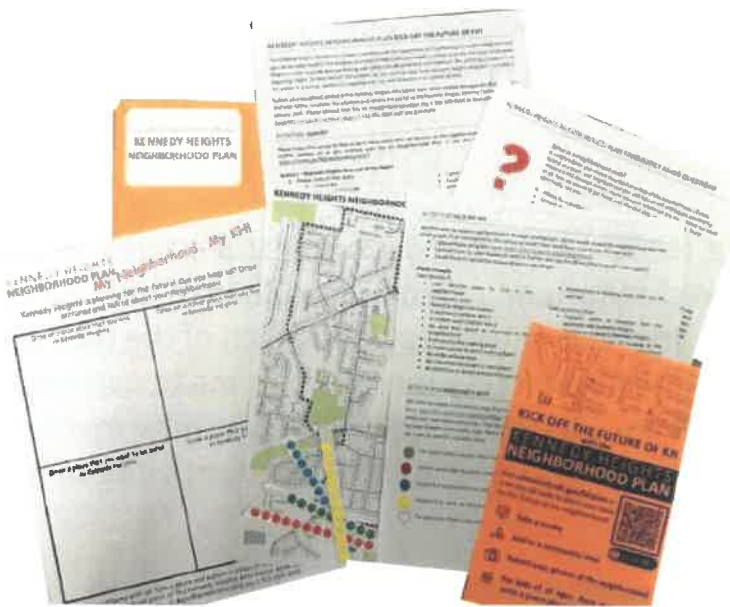
Preliminary Survey and Community Mapping (September 2020 – April 2021)

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



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



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

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

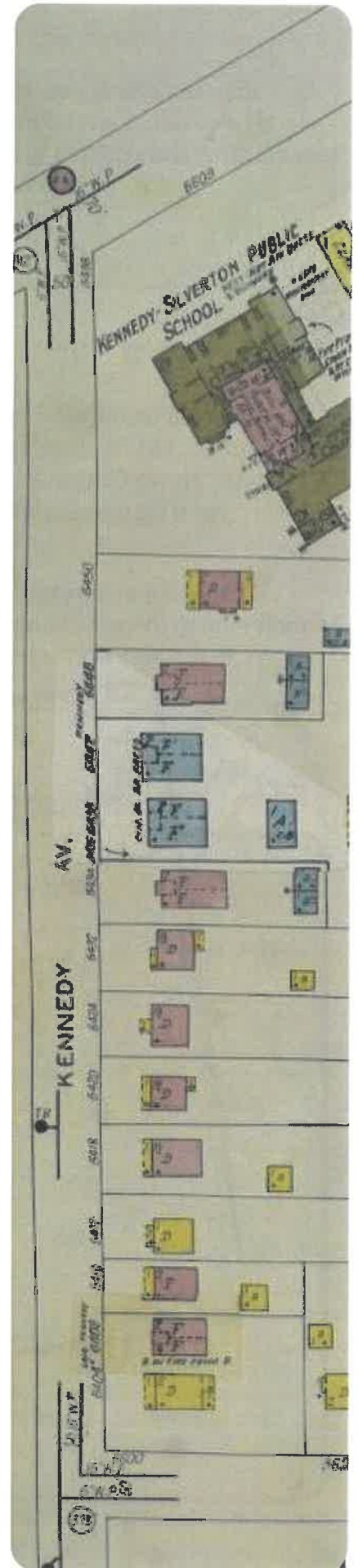
On March 5, 2022, the Steering Committee and

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



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.

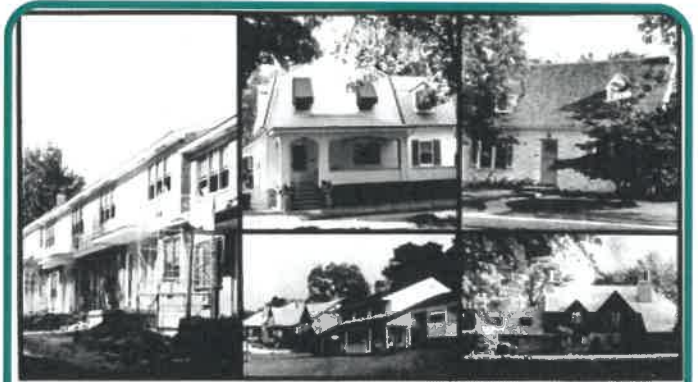
Concerned residents form the Kennedy Heights Community Council to help fight this panic selling and work to maintain a stable, integrated neighborhood. They organize “around the concept of community building through interracial cooperation” and aim to “create a new kind of community which celebrated 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.”

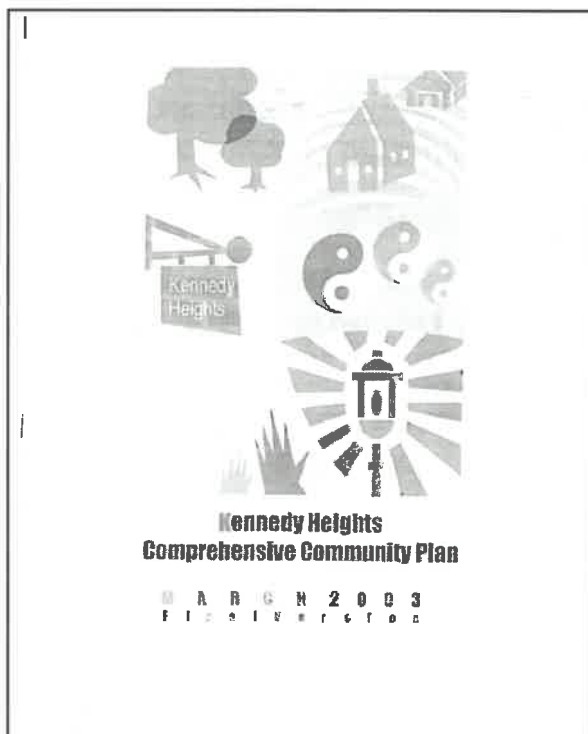
1970s

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.

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.

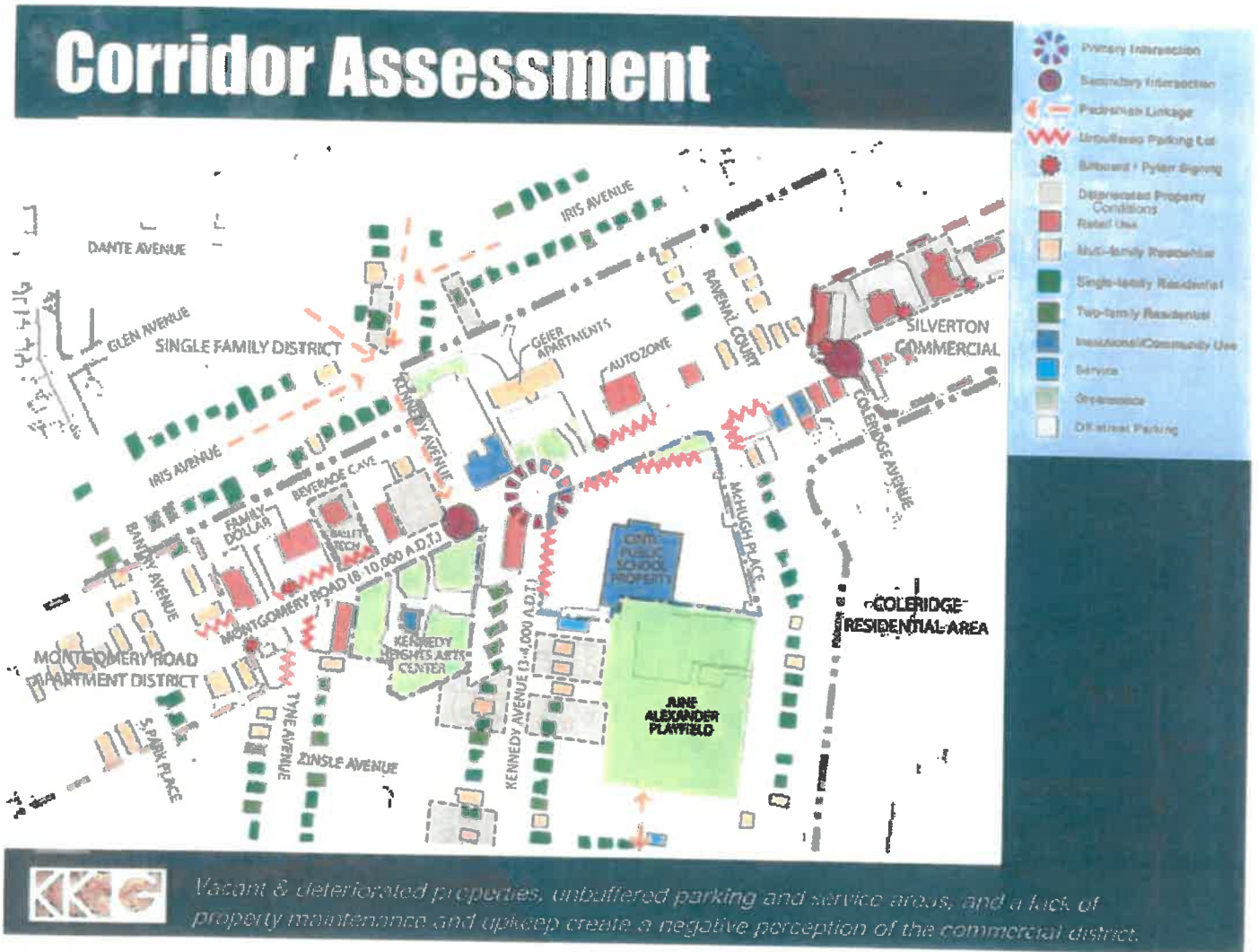


Kennedy Heights Comprehensive Community Plan (2003)

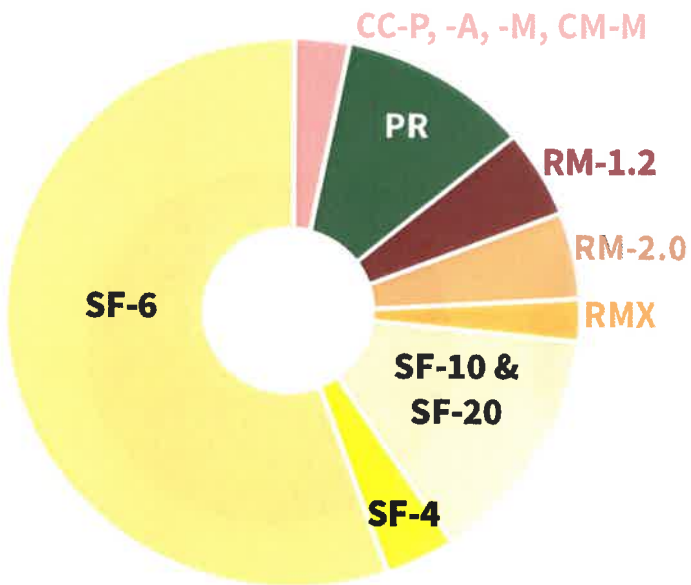
The first neighborhood plan for Kennedy Heights was initiated by the Community Council to address development issues and challenges and provide strategies to protect residential uses and foster economic development in the area. The plan includes 111 strategies within goals and subgoals in the following 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.

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)



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 Davenant Ave.

13%

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



Kennedy Avenue Bridge & Kennedy Heights Park

10%

**Park &
Recreation**



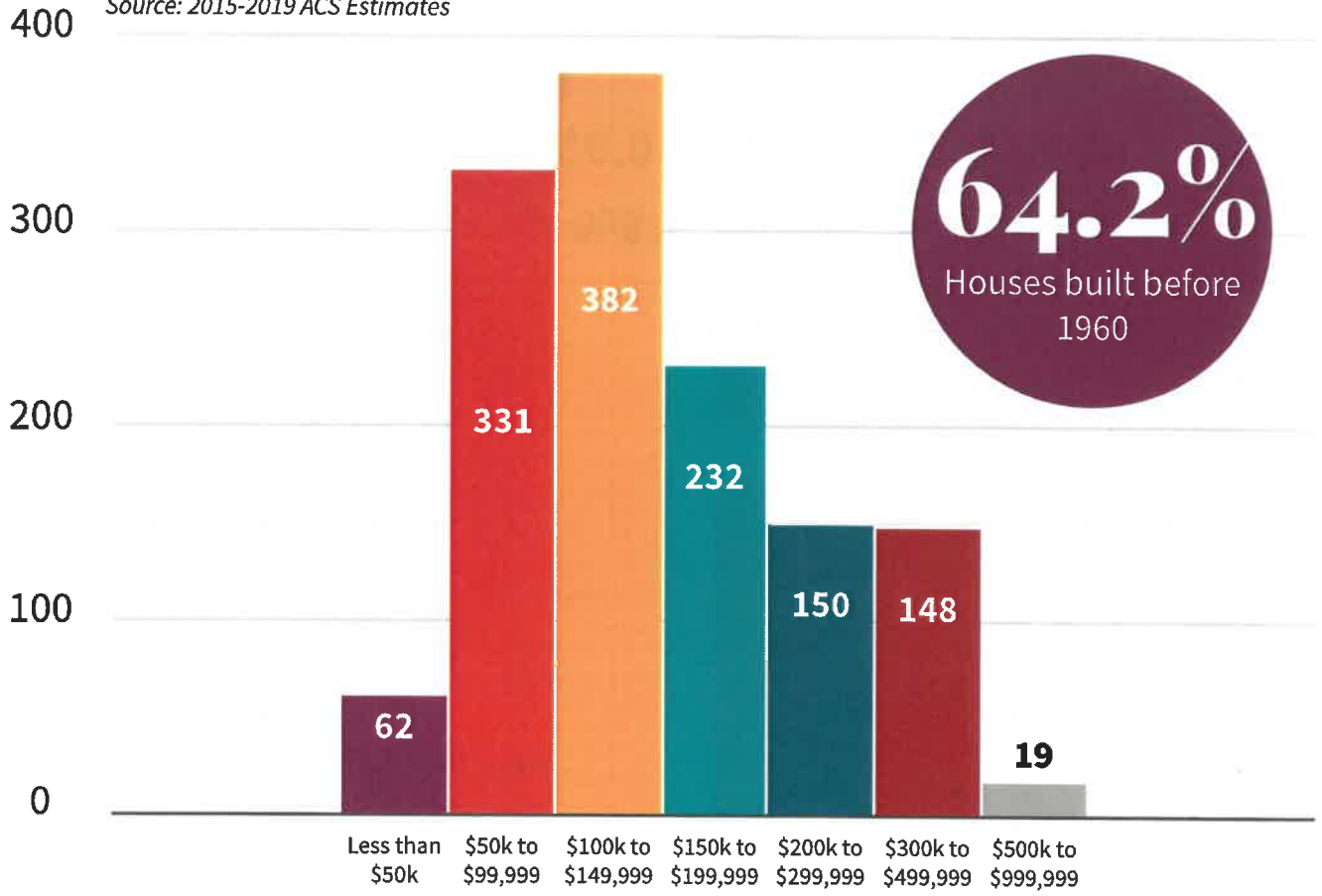
Montgomery Road

3%

**Commercial
(CC-P, CN-M,
CC-M, CC-A)**

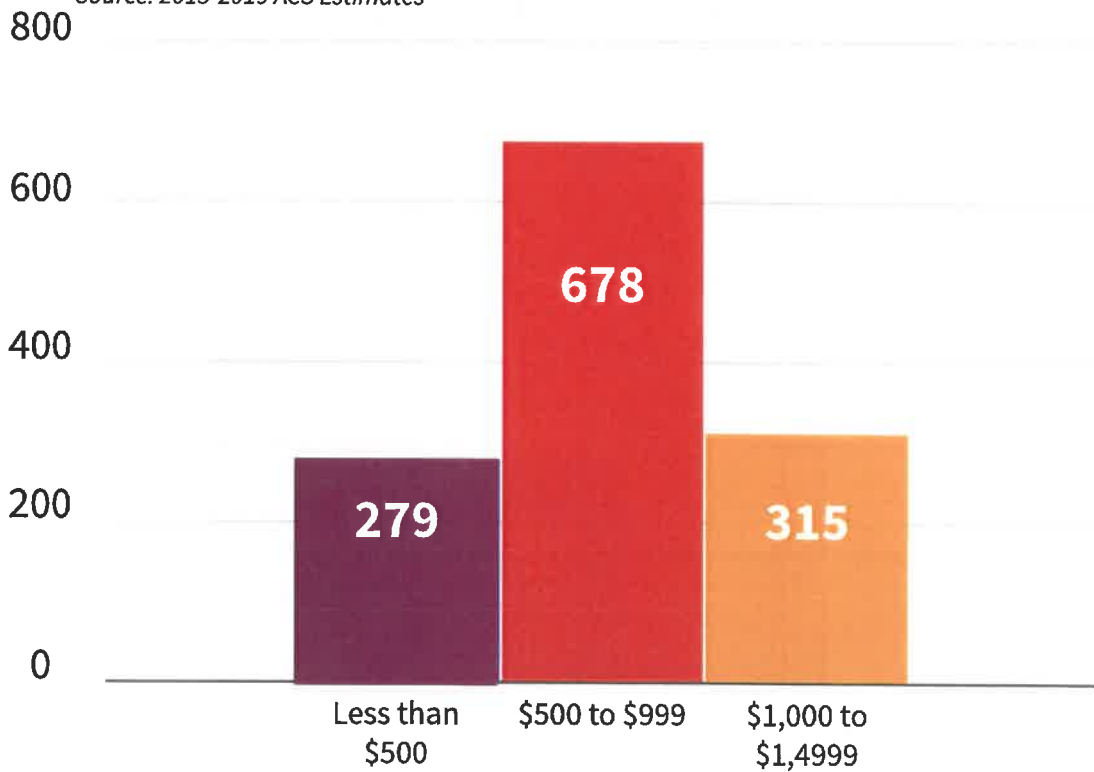
Owner-Occupied Housing Value

Source: 2015-2019 ACS Estimates



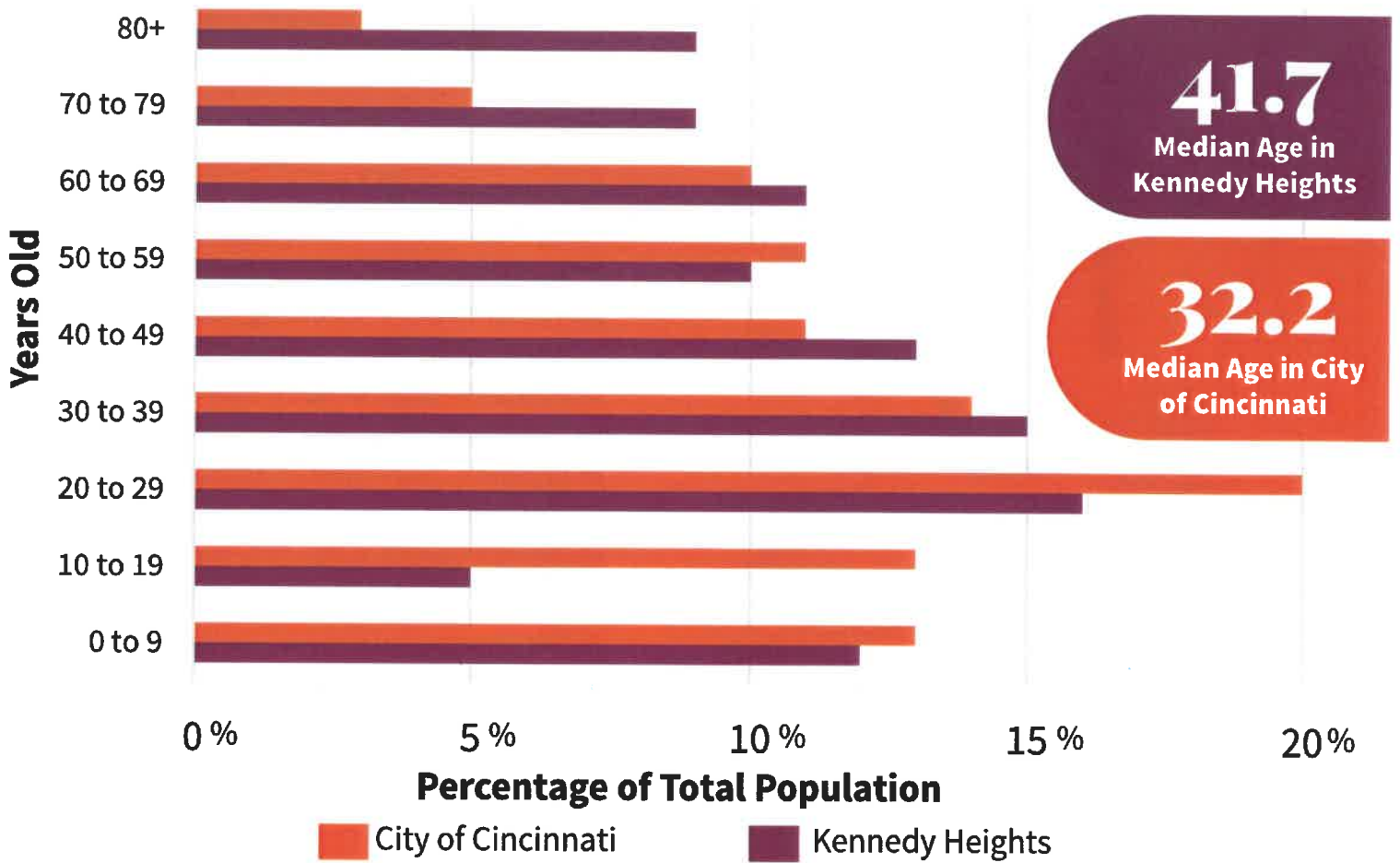
Gross Monthly Rent

Source: 2015-2019 ACS Estimates



Age Comparison Between Kennedy Heights & City-wide

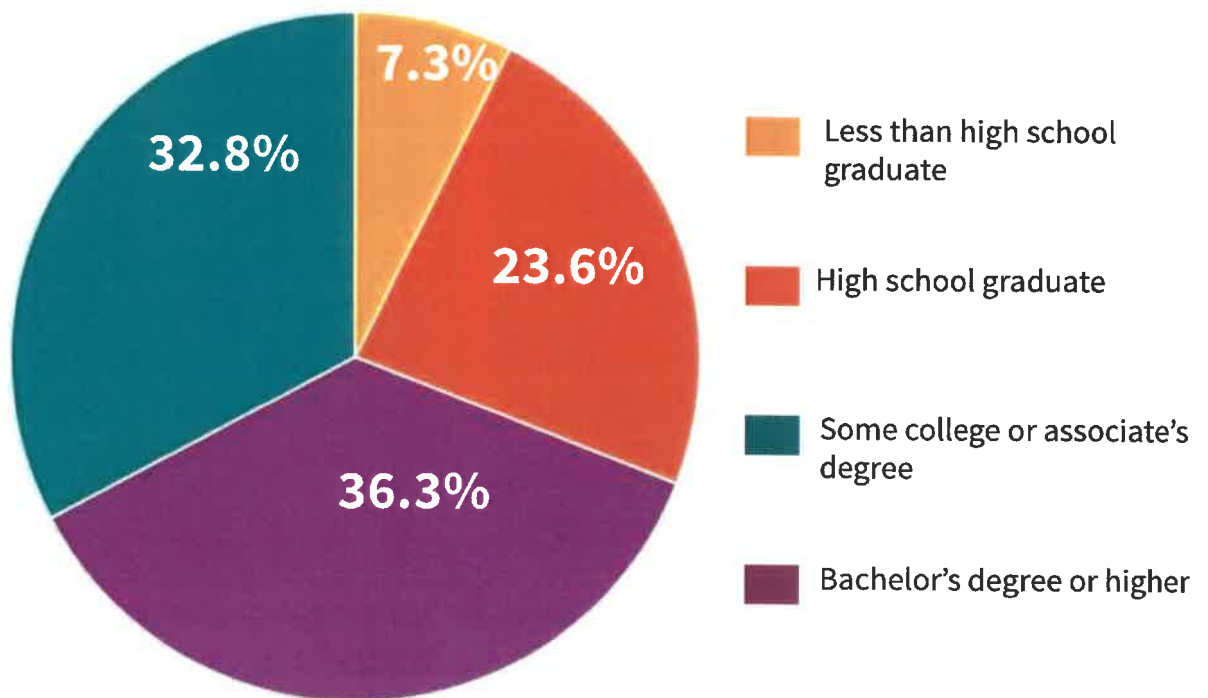
Source: 2015-2019 ACS Estimates



Educational Attainment

*Population 18 years and over

Source: 2015-2019 ACS Estimates



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:

Arts & culture

Diversity

Quiet streets with mature trees

Family-friendly

Quality & affordability of housing

Convenience & proximity to amenities

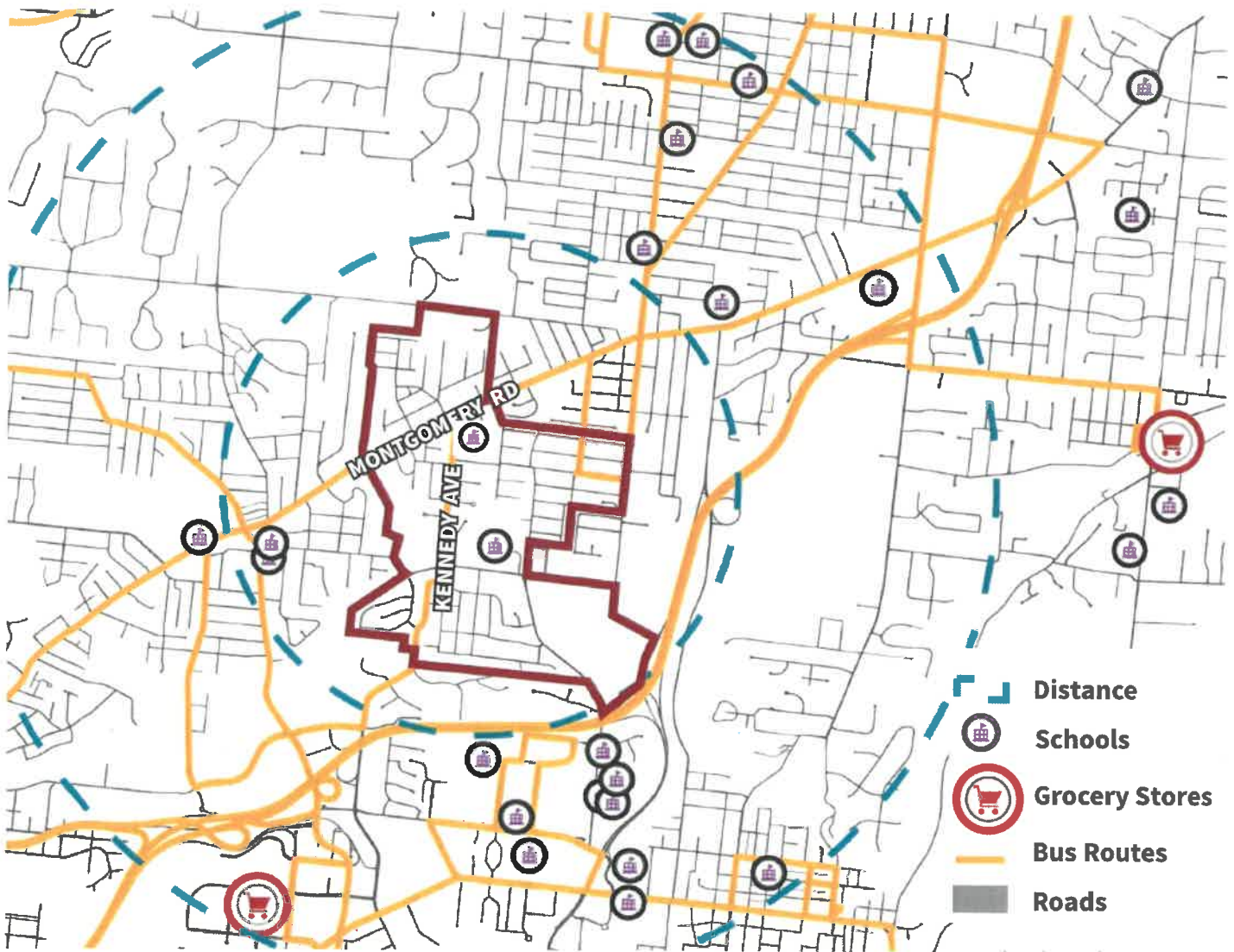
Parks & greenspaces

Community involvement & engagement

Community feel



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



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 Ceclia 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: 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



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



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]**

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

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.

- 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 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. 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

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

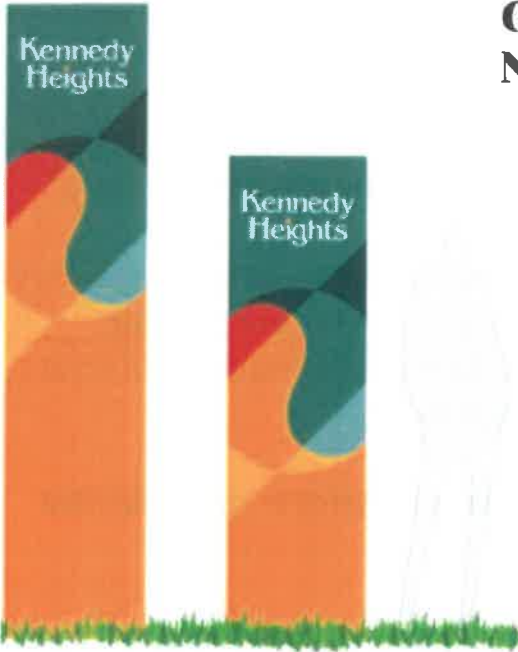
Strategy B: Demonstrate that a healthy environment is a priority in Kennedy Heights by investing in and advocating for these goals, strategies, and action steps

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



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



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)

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

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

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

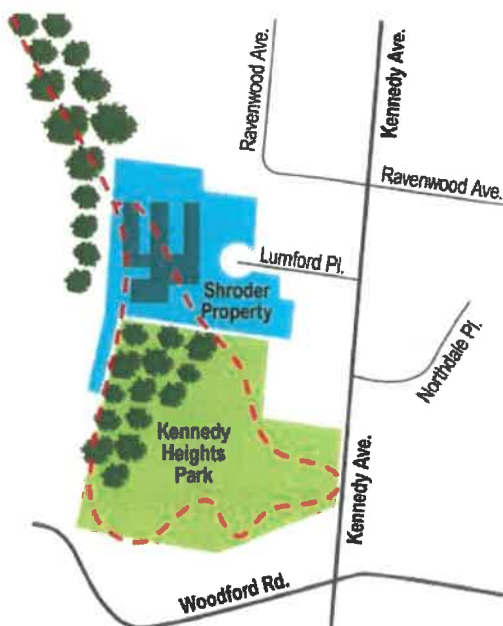
Goal 4: Redevelop the old Shroder School property using a hybrid approach that meshes new housing with an extended park and greenspace network

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

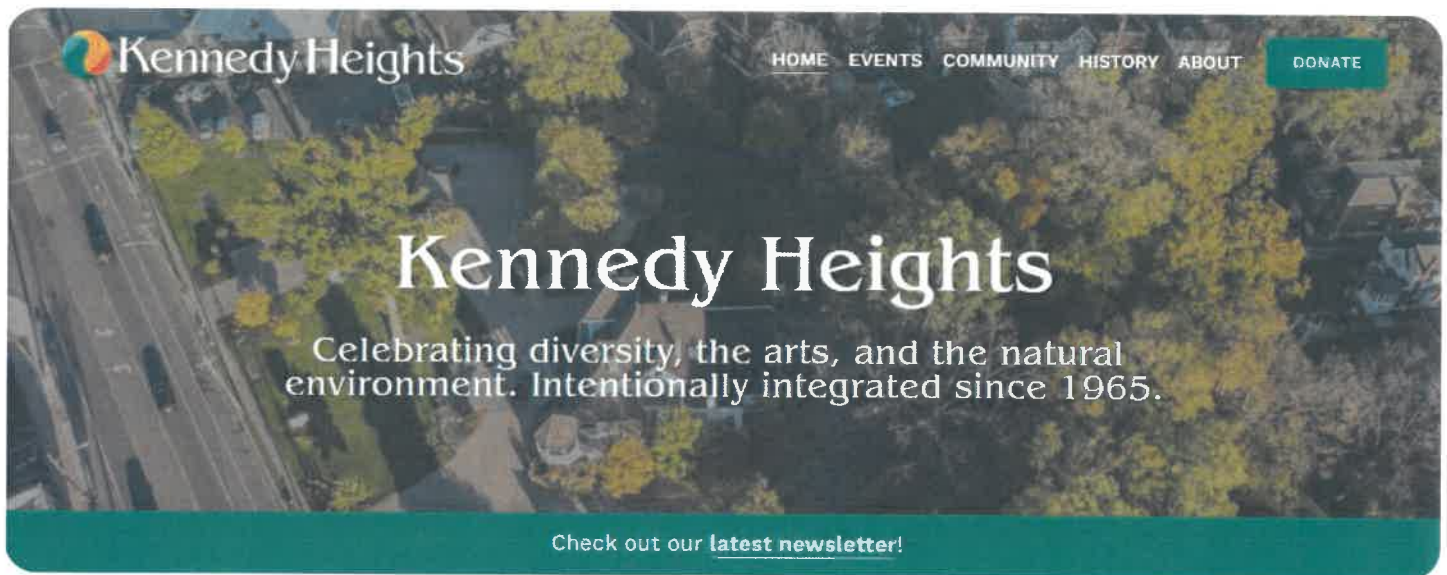
1. Identify likely properties/spaces that could be developed as indoor or outdoor spaces to gather, including working with the Kennedy Heights Development Corporation as the business district develops **[complements Community Development]**
 - Continue to pursue opportunities for an indoor community 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)

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

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

Engagement Partners

- 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 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*


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.

Appendix A Implementation Charts	_____	71
Appendix B Survey Response Summary	_____	88
Appendix C Draft Goal Feedback	_____	110
Appendix D MSD Implementation Feedback	_____	##
Appendix E Council Resolution	_____	##



Appendices

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	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, car, 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	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.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 Bikes 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	\$

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		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	High	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		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	Low	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	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		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	Low	Medium-term	Bonus project	High effort	Low impact	Funding, feasibility	KHCC PGE Committee	Parks, CRC, or relevant property owner	GOWW	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	Parks, CRC	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	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
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 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
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		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)	KHDC Communications Committee	KHDC	Grants	\$
1.C.2: Report code violations and track progress with CAGIS ezTrak	Medium	Short-term	Quick Win	Low	High	Coordinating the report (lack of volunteers)	B&I	KHDC	KHDC 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	KHDC 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	KHDC 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 Pledge 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												

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, LISC	KHCC Housing Committee	n/a	KHCC Housing Committee	KHCC	\$
Action Step 1.A.2: Identify opportunities for public/private collaboration on residential redevelopment projects	Low	Medium-term	Quick win	Low effort	High impact	Resistance from community	HOME, LISC	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	Low	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.B.1: Research alternative housing models such as co-ops, rent-to-own, home-matching, NDRCs, cohousing communities, senior only apartments, elder cottages, accessory dwelling units, etc.	Medium	Short-term	Quick win	Low effort	High impact	Volunteer power	UC, LISC, AARP	KHCC Housing Committee	KHDC	KHCC Housing Committee	n/a	n/a
Action Step 1.B.2: Identify areas where these innovative solutions meet the needs and character of the neighborhood	Medium	Medium-term	Quick win	Low effort	High impact	Volunteer power	UC, LISC	KHCC Housing Committee	KHDC	KHCC Housing Committee	n/a	n/a
Action Step 1.B.3: Initiate conversations with elected officials about the importance of these housing options	Medium	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.B.4: Advocate for zoning code changes that support these housing options	Medium	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	Low	Long-term	Major project	High effort	High impact	Funding availability	CNRDU	KHDC	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	Low	Medium-term	Quick win	Low effort	High impact	Predatory developers	Neighborhood-friendly developers	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	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	Medium	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	Medium	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

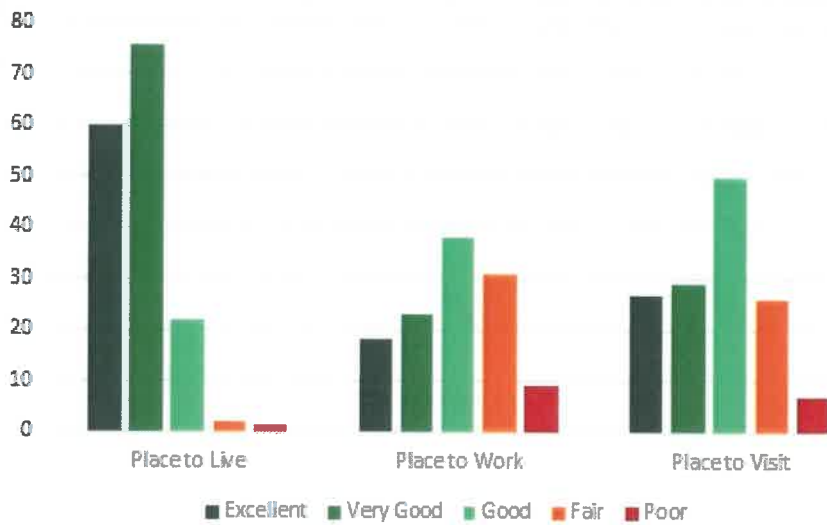
ACTION STEP	PRIORITY	TIME FRAME	TYPE	LEVEL OF EFFORT	IMPACT POTENTIAL	POTENTIAL OBSTACLES	PARTNERS	PRIMARY IMPLEMENTER	SECONDARY IMPLEMENTER	MAINTENANCE / OWNERSHIP RESPONSIBILITY	FUNDING	ESTIMATED COSTS
Goal #4: Redevelop the old Shroder School property using a hybrid approach that meshes new housing 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
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; 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	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

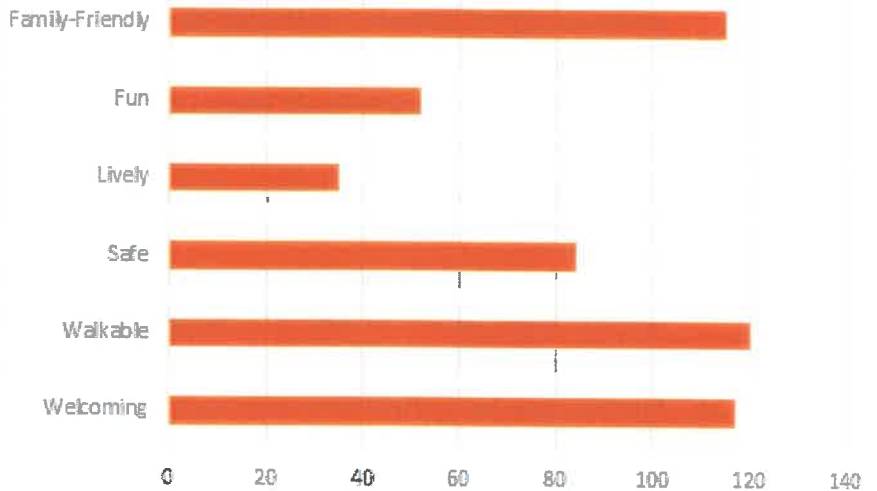
HOW WOULD YOU RATE YOUR SATISFACTION WITH KENNEDY HEIGHTS AS A...



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



- 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

- 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

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 dessert. 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

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.

- 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),

- 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

- 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,

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).

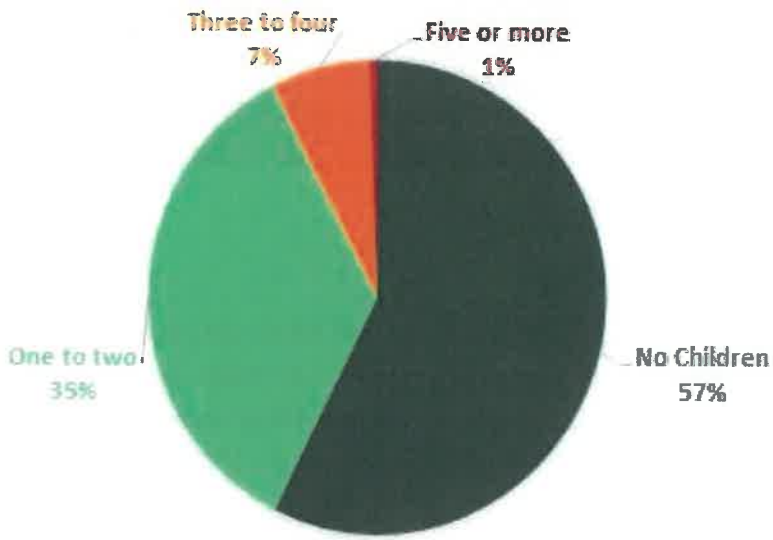
Schools

- 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

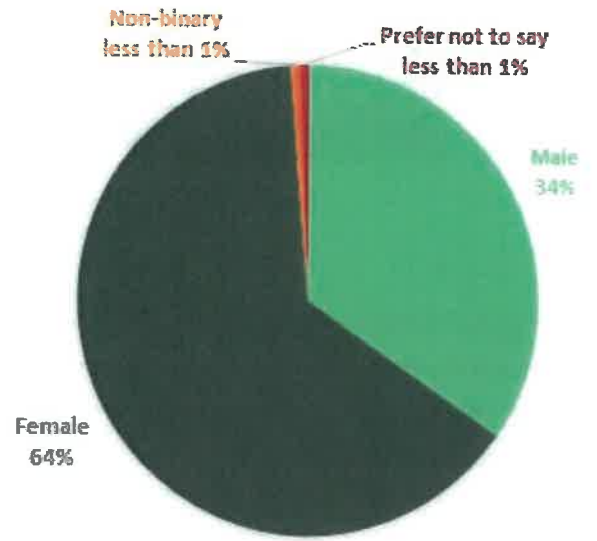
Other

- 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.

OF CHILDREN IN HOUSEHOLD



GENDER



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

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 to 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.

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.

- 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.

- 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

- 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

- 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.

- 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

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.

	<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

- 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

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:

- 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...



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.

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 that 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

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/MWWT			{Consultant}
		{WWC/MWWT}			{EM-ROW}
		{WWC/MWWT}			{EM-Planner}
		EM-QC	SM	Samantha McLean – Senior City Planner	
		EM-QA	TC	Tom Crawford - WWT	

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	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/WWWT			{Consultant}
		{WWC/WWWT}			{EM-ROW}
		{WWC/WWWT}			{EM-Planner}
		EM-QC	SM	Samantha McLean – Senior City Planner	
		EM-QA	TC	Tom Crawford - WWWE	

Section 14