



# West End Speaks

a quality-of-life plan for the  
**future of the West End**

October 19, 2016

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# Acknowledgments

The West End Speaks Plan was led by community members and reflects hundreds of volunteer hours committed to developing the plan.

A special thank you goes out to the following leaders in the community that helped make the West End Speaks Plan a reality:

## Work Team Co-Chairs and Community Leaders

<b>Business</b>	..... Alicia Townsend .....	..... Gloria Coleman
<b>Clean</b>	..... Mildred Godfrey .....	..... Melinda Butsch Kovacic
<b>Community</b>	..... Paula Sherman .....	..... Rev. Jeaninne Walker
<b>Employment</b>	..... Robert Killins, Jr. ....	..... Kim Davis
<b>Housing</b>	..... Kim Hale-McCarty .....	..... Vonnie Tawwab
<b>Safety</b>	..... Keith Blake .....	..... Pastor Jim Strayhorn
<b>Youth and Education</b>	..... Monica Keenon .....	..... Richara Richardson
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Andria Carter, <i>City of Cincinnati</i>	Kathy Schwab, <i>LISC</i>
Valerie Daley, <i>CBI</i>	Andrew Stahlke, <i>CBI</i>

And a special thanks to **Alicia Townsend from U.S. Bank** and **Robert Killins, Jr. from The Greater Cincinnati Foundation** for their leadership, energy, and commitment to the West End, demonstrated throughout the West End Speaks planning process.



Greetings from the Executive Director –

It has truly been a pleasure to embark on the development of the West Ends Speaks Plan for the West End Community in Cincinnati. This process and plan has been the collaborative work of dedicated residents, community leaders, organizations, business owners, institutions, and West End Community Council members. With this level of engagement and excitement, led by the residents and stakeholders, we believe the West End has a clear path which will lead to a bright future for the entire West End Community.

The journey has included months of conversations, surveys, and planning meetings. The West End Speaks Plan includes 7 themes: Business, Clean, Community, Employment, Housing, Safety, and Youth and Education. Each theme has one or more goals and the strategies needed to accomplish these goals.

We are grateful to the partnering organizations, businesses, and institutions that hosted conversations, attended meetings, and took leadership roles in the process. These hosts have included the West End Community Council, Taft High School, the West End Public Library, St. Marks, West End Faith Alliance, Community Land Co-op, the Carl H. Lindner YMCA, Hays-Porter School, and Artonomy. We also thank the Community Building Institute, under the leadership of Elizabeth Blume and Valerie Daley, for their assistance in facilitating the WE Speaks conversations and sessions. We also would like to recognize U.S. Bank, The Greater Cincinnati Foundation, LISC of Greater Cincinnati and Northern Kentucky, and PNC for their financial support of the planning process.

Our community is truly unifying to make the West End an even better place.

The West End has often been overlooked, passed by, and totally forgotten, but it is one of Cincinnati's best kept secrets that is ready to be told. We are home to CityLink Center, one of the most innovative service agencies in the region. Hope lives in St. Vincent de Paul as it looks to increase its magnitude of service to the West End and beyond by including gardening to grow and distribute fresh produce. Q-Kidz (the best dance team in the City) has opened up their studio and starred in 'The Fits,' a movie shot in Lincoln Center and featured at the 2015 Sundance Film Festival. Hays-Porter School will be the first high-tech elementary school in the state of Ohio. Businesses like Wegman Company, Nehemiah Manufacturing, and the National Flag Company continue to see the value and benefits of being located in the West End Community. Seven Hills Neighborhood Houses and the Carl H. Lindner YMCA collaborated and received one of the five inaugural Cincy Engage Challenge Grants awarded by the City of Cincinnati in 2016.

These are just a few of the great things happening in our Community and we look forward to sharing the future successes that are yet to come. Our future is bright and we are excited to see this plan in action.

Moving forward,



Alexis Kidd  
Executive Director  
Seven Hills Neighborhood Houses

# Background



# Introduction to the West End Community

The West End is the historic heart of the African American community in Cincinnati. It was the only place African Americans could live in the early days of Cincinnati, and so what grew up as the West End was a vibrant, boisterous, successful, diverse community where residents owned businesses, made music and art, fought for civil rights and raised their families. Just west of downtown, the West End was home to the stately mansions of Dayton Street, hundreds of row houses on John, Winchell, and Court streets, and the busy industries that were fueling the Cincinnati economy. Highway construction ravaged this neighborhood in the 1950s and 1960s: the construction of I-75 eliminated over 1,000 housing units and structures and displaced between 20,000 and 30,000 residents, mostly African American (source: [http://citybeat.com/cincinnati/article-33474-that\\_which\\_divides\\_us.html?src=longreads](http://citybeat.com/cincinnati/article-33474-that_which_divides_us.html?src=longreads)).

The West End is also home to some of the oldest public housing in the country. A portion of the original Laurel Homes was renovated. In recent years the transformation of over 2,000 public housing units in Lincoln and Laurel Homes created the City West project, a major re-investment in public housing by The Community Builders and the Department of Housing and Urban Development as part of the HOPE IV program.

Over the years the West End community has experienced the same challenges faced by other core neighborhoods—significant population loss and a decline in the vibrancy of its economy and institutions. It has always been a place where people from the outside, whether with good or bad intentions, have forced change. This plan is designed to be a clear picture of what the people who live in the West End in 2016 care about, what they want their community to look like, and their priorities for change.

The plan recommendations that follow represent the voice of residents of the West End and the community partners that work and serve in the West End. It reflects the assets that exist and the skills and talents of the people who live here. It focuses on what can be done to improve the community from the inside, with churches, schools, the West End Community Council, and the many other community partners that have stepped up to make a change. The Seven Hills Neighborhood Houses has been one of those community partners for over 50 years. It is stepping up in a big way to help facilitate and lead the changes that this plan recommends.

# Process Highlights

The West End Speaks Plan process was led by community members and reflects the voice of the community. Recommendations developed were based on community input gathered over a series of months through formal and informal engagement. The following summary includes objectives for each step in the process:

## Community Kick-Off Mtg

*September 12, 2015*

Introduce the process and host a community conversation.

## Community Conversations

*October - November 2015*

Residents connect in small community conversations hosted by neighborhood institutions and discuss what they value most in the West End and what they hope for the future of the West End.

## Community Priorities Meeting

*December 8, 2015*

Share the results of community conversations and ask the West End community to help set priorities.

## Strategies

*January - March 2016*

Community members meet to develop strategies that move the West End in a positive direction. They also identify partners and resources that can support the work of community organizations.

## Community Report Out Meeting

*April 4, 2016*

Community members present the strategies developed that move the West End in a positive direction. Begin implementation of strategies.

## Implementation

Plan recommendations, big and small, will be implemented by community residents and partners.



# Leadership and Partners

## Work Teams

Any resident or partner interested in making the West End an even better place to live and do work was invited to join a Work Team. Work Teams were led by co-chairs, usually residents of the West End.

Work Teams developed the strategy recommendations for the West End Speaks Plan. They were led by residents and included residents and partners that care about one of seven themes: Business, Clean, Community, Employment, Housing, Safety, and Youth and Education. Each of the seven Work Team first developed overall Goals, encompassing community feedback and representing where residents see their community in the future. Along with each Goal, the Work Teams also proposed actions steps to achieve those goals. Finally, they identified partners and resources that can support the work of community organizations towards achieving the recommendations.

Strategy recommendations that the Work Teams developed were presented to the community for feedback at a community meeting in April 2016.

## Partners

West End partners stepped up in a big way to make this plan possible.

Local businesses and non-profit agencies met during the plan process to network with one another and to discuss how they were interested in playing a larger role in increasing the vitality of the West End. They also met with Work Teams to help develop strategies.

Schools, the West End Community Council, churches, and resident groups played leadership roles in the Plan process. They participated as co-chairs and participated in Work Teams, constantly engaged the community in developing recommendations, and drove attendance at meetings and kept people coming back to have their voices heard.

## Role of Work Team Co-chairs:

- Facilitate Work Team meetings
- Maintain communication with Work Team members
- Prepare Goals Worksheet and Strategy Worksheet

## Role of Staff:

- Make sure process is on track
- Help connect with partners, resources
- Help connect Work Team with other Work Teams



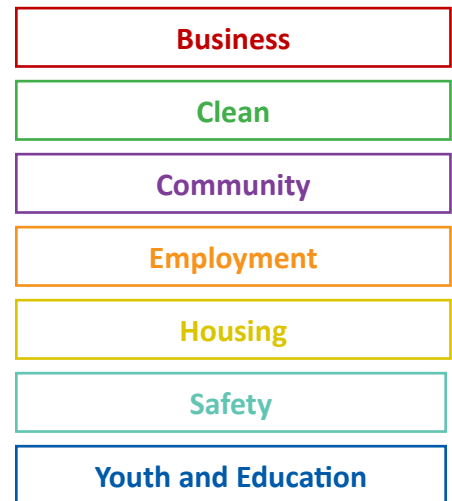
# Themes

The West End has developed a plan for the community, by the community. The plan was led by Seven Hills Neighborhood Houses in collaboration with community organizations and leaders. The Community Building Institute helped facilitate the planning process.

The development of a neighborhood quality-of-life plan is an important step to getting the community engaged and providing a community-based framework that can be implemented. The community vision is like a **roadmap to becoming a healthier, safer and economically stronger neighborhood**. It will help both public and private sector resources and funders to see that the West End has a plan that was created through a broad community planning process, with a community vision that speaks to the entire community! It can be a powerful tool.

## Plan Themes

These **themes**, as identified by the community, are the top priorities for the West End:



More specific topics under each theme were also set by the community, and provided the basis for final Plan recommendations. **Early Topics can be found in the Appendix.**

# Overall Goals

The West End Speaks Plan includes 18 goals across the seven themes. The goals, along with action steps and partners, were developed in Work Teams led by the community and presented and vetted at the Community Report Out Meeting in April 2016. *Detailed recommendations, including action steps for each goal and potential partners, is included in the **Recommendations** section of the Plan.*

## Business

Goal #1: The West End has a sustainable business retention and recruitment strategic plan for recruiting and supporting businesses that the community needs.

Goal #2: The West End Business Association brings connectivity and a unified voice to business owners in the West End.

Goal #3: West End residents have the opportunity to own and operate their own businesses in the West End.

Goal #4: The West End Business District is inviting and open, and has thriving businesses that meet the needs of the community.

## Clean

Goal #5: Keep it clean, and keep it going.

## Community

Goal #6: The West End has a communication system in place to reach all residents in the neighborhood.

## Community (cont.)

Goal #7: There are community-led, regular, sustainable events that bring the entire neighborhood together.

Goal #8: There are a variety of arts, culture, and agriculture activities and groups in the West End for everyone.

## Employment

Goal #9: The West End community knows what jobs are available in the West End, and knows the requirements needed to pursue them.

Goal #10: West End residents are supported in overcoming barriers to finding and keeping employment.

## Housing

Goal #11: The West End builds upon its rich history and is recognized as a great community in which to live, work, and play.

Goal #12: The condition of all West End properties is improved.

## Housing (cont.)

Goal #13: The quality of affordable units in the West End is upgraded.

Goal #14: The West End supports the expansion of homeownership in the neighborhood.

## Safety

Goal #15: The West End is one of the safest communities in Cincinnati.

## Youth and Education

Goal #16: All children in the West End have access to all they need to improve their academic performance and excel in school.

Goal #17: Children and their families in the West End have access to resources that help them be healthy, happy children.

Goal #18: The West End has the kind of parent and family support network that helps parents be the best for their children and themselves.

# Recommendations

This section includes detailed recommendations for the 18 Goals presented on the previous page, including action steps for each Goal and partners. These recommendations all fall within one of the following seven Plan themes:



## Goal Timelines

*SHORT-TERM, accomplished within 1-3 YEARS*

*MID-TERM, accomplished within 3-5 YEARS*

*LONG-TERM, accomplished within 5-10 YEARS*

Each Goal on the following pages includes one of three suggested timeframes (shown at left). These can be considered rough estimates or guidelines based on the scope of each Goal. Some action steps within each Goal, however, may be completed much more quickly, and some Goal timeframes may speed up as community energy builds around them.

## Future Land Use

This section also includes a Future Land Use Map that recommends future land uses and identifies the neighborhood center of activity. This map and its land use descriptions should inform future zoning changes and any changes to the community's business district.

# Business

## Recommendations

### Goals

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Goal #1:

*MID-TERM, accomplished within 3-5 YEARS*

**The West End has a sustainable business retention and recruitment strategic plan for recruiting and supporting businesses that the community needs.**

*The plan would include recruitment strategies, recommendations for space use, and the types of businesses needed in the community.*

#### Action Steps

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1. Identify a consultant to work with the Seven Hills Neighborhood House to complete a market/development plan for recruiting and supporting businesses that the community needs
2. Determine cost associated with the development of the plan - expect to spend \$2,500 - \$25,000
3. Identify funding sources
4. Form an Ad Hoc Business Committee to work with Consultant and CDC to ensure plan gets completed
5. Ad Hoc Business Committee with CDC will develop RFP for the scope of work to be completed

### Partners

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West End Community Council

Small business owners operating in the West End

Local Businesses:

Artonomy

National Flag Co.

Nehemiah Manufacturing

Tri-State Beef

Seamless Printing

Other organizations operating in the community

City of Cincinnati Economic Development Department

City of Cincinnati Planning Department

Cincinnati Metropolitan Housing Authority (CMHA)

The Community Builders (TCB)

West End Resident Associations – City West, Betts Longworth

Attorney

MORTAR

## Goal #2:

*SHORT-TERM, accomplished within 1-3 YEARS*

**The West End Business Association brings connectivity and a unified voice to business owners in the West End.**

### Action Steps

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1. Understand what is required to establish a business association
2. Meet with other business association/alliance leaders
3. Gather templates of formation/sample bylaws
4. Define a mission and vision statement for the business association
5. Ongoing connectivity meetings take place throughout the process

## Goal #3:

*MID-TERM, accomplished within 3-5 YEARS*

**West End residents have the opportunity to own and operate their own businesses in the West End.**

*This includes expanding opportunities for businesses owned by African-American residents of the West End.*

### Action Steps

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1. Connect with the right partner to do – small business/entrepreneurial service provider
2. Conduct vocal sessions – led by MORTAR to get more input from potential participants of small business classes/workshops
3. Develop marketing campaign/neighborhood activation strategy for businesses (coordinate with branding initiative led by the Housing Work Team)
4. Identify and secure space to deliver training
5. Identify space for “pop-up shop,”
6. Develop operations budget detailing start up and ongoing cost to implement small business resident program

## Goal #4:

*LONG-TERM, accomplished within 5-10 YEARS*

**The West End Business District is inviting and open, and has thriving businesses that meet the needs of the community.**

*This includes revitalizing the West End Business District to ensure its boundaries are those agreed upon by the businesses and residents that reside in the West End. The Business District should be developed in such a way as to attract businesses and consumers to the West End.*

### Action Steps

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1. Create an inventory tool – that includes the following:
  - Existing WE businesses
  - Existing Queensgate businesses
  - Identify type of business
  - Identify business owner
  - Contact information for the business
  - Business size based on # of employees
  - Explanation of what each business does
  - Include where possible – home-based businesses
  - Other organizations operating in the community
2. Connect business owners to other business owners (community related) on a regular basis to create business community – also ties to the creation of a WE Business Association

# Clean

## Recommendations

### Goals

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Goal #5:

*SHORT-TERM, accomplished within 1-3 YEARS*

**Keep it clean, and keep it going.**

*This includes finding ways for residents and visitors to the neighborhood to take care of their trash and not litter, and also to bring the community together for cleanups and to take care of the neighborhood.*

#### Action Steps

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1. Plan and share news of clean-ups and make them more fun for community members (residents, businesses, organizations, etc.) by pairing clean-up activities with parties, cook-outs, prizes, and giveaways and other incentives that encourage people to want to participate in clean-ups
  - Publicize events inside the neighborhood
  - Connect clean-up events with Engage Cincy activities
  - Conduct resident interviews to show their value and take photos
  - Work with local artists
2. Work with Keep Cincinnati Beautiful and other partners to identify ways that they can help support community cleanups and promote recycling
3. Start a community-wide Adopt-A-Spot campaign in partnership with West End businesses and encourage all community partners and groups of residents to participate and adopt their own spot (with the goal of having the most Adopt-a-Spots in the City)

### Partners

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All Residents  
West End Stakeholders  
West End Community Council  
Non-profit organizations  
Local schools  
Businesses  
Keep Cincinnati Beautiful  
Community ToolBank  
Youth service programs  
Artists  
Seven Hills Neighborhood Houses

4. Create “clean street teams” and encourage residents to report violations using the City of Cincinnati mobile app (Fix it Cincy!) and get them addressed by the City or the property owner.
  - Residents can report issues like litter, tall grass, building maintenance issues and others property and building conditions to the City of Cincinnati. Issues are more likely to be addressed if they are reported.
5. Explore ways to increase accountability of residents (like enforcing laws and fines)
6. Take back small community spaces by making small improvements that increase the active use of those spaces (long term: add space amenities like gardens, benches, art and play structures such as slides where children could play)
7. Work with schools and youth programs in the West End to involve youth in keeping the neighborhood clean and provide them education on the health effects of litter and pollution, on how they can make changes, reduce littering, encourage recycling and provide them with simple how-to's (like using the City of Cincinnati mobile app (Fix it Cincy!) to report issues, and then see them resolved)



# Community Recommendations

## Goals

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Goal #6:

*SHORT-TERM, accomplished within 1-3 YEARS*

**The West End has a communication system in place to reach all residents in the neighborhood.**

*This includes finding ways for residents and visitors to the neighborhood to take care of their trash and not litter, and also to bring the community together for cleanups and to take care of the neighborhood.*

### Action Steps

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1. Form a Communications Team
  - Develop a consistent message to unify all forms of communication
  - Build a resident contact list
  - Start to communicate using a variety of media formats, both online and offline
  - Create a regular newsletter for residents
2. Build relationships with other West End organizations and groups
  - Create an organization contact list, including churches, non-profits, large employers, councils and resident associations
3. Connect with other W.E. Speak Work Teams
  - Find ways that the Community team can help other teams achieve their goals, and how other teams can help the Community team reach its goals

## Partners

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Seven Hills Neighborhood Houses  
Neighborhood youth  
Neighborhood churches  
Local schools  
West End Community Council  
Local businesses  
OneTouchPoint  
Robin Imaging  
West End Faith Alliance  
The WIZ  
U.S. Post Office  
Nehemiah Manufacturing Company  
Kaiser Foods  
Wegman Company  
Cincinnati Public Radio and Television  
Carl H. Lindner YMCA  
Lincoln Recreation Center  
Avondale Youth Council  
Food Truck Association  
St. Vincent de Paul  
Public Allies  
Museum Center  
Boys and Girls Club  
Cincinnati Police and Fire Departments  
Cincinnati Human Relations Commission

## Goal #7:

*SHORT-TERM, accomplished within 1-3 YEARS*

**There are community-led, regular, sustainable events that bring the entire neighborhood together.**

### Action Steps

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1. Organize a volunteer corps
  - Build a core leadership team to plan and coordinate
2. Survey residents on what events they are interested in
  - Distribute survey online and offline, incorporated with newsletter
  - Get feedback on what interests residents
3. Host events that bring the community together
  - Consider friendly competition (such as basketball), interactivity, a carnival/festival or block party, a jazz/blues concert, movie night, poetry night
  - Use event to reach people, build relationships, and build a neighborhood contact list
  - Incentivize attendance by giving out tokens at other groups or for volunteering, redeemable at future event

## Goal #8:

*MID-TERM, accomplished within 3-5 YEARS*

**There are a variety of arts, culture, and agriculture activities and groups in the West End for everyone.**

*This means that everyone, from children to seniors, has opportunities to gather together in existing or new places in the West End to learn and grow.*

### Action Steps

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1. Determine what people in the neighborhood are passionate about

## Partners (continued)

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Tailored Made

Urban League

Cute Kids

Bi-Okoto Dance Co.

Elementz

Cincinnati Ballet

Cincinnati Opera

Exhale Dance Tribe

Nouveau Chamber Players

concert:nova

Cincinnati Contemporary Jazz

Orchestra

Cincy Brass

Ohio Valley Jazz Band

School for Creative and  
Performing Arts

Cincinnati Symphony Orchestra

Art Academy of Cincinnati

2. Connect people to art, music, drama, urban gardening, and cultural exploration
  - Invite in professional performers, troupes, and clubs
  - Organize field trips for youth
  - Use regular event series to grow different interests (e.g. athletics, music, drama, agriculture)
3. Encourage activities and interests that lead to mentor relationships and learning opportunities (e.g. etiquette and life skills)

# Employment

## Recommendations

### Goals

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Goal #9:

***SHORT-TERM, accomplished within 1-3 YEARS***

**The West End community knows what jobs are available in the West End, and knows the requirements needed to pursue them.**

*This includes identifying and developing relationships with businesses in the West End so that the community can understand business expectations and policies for hiring and recruitment.*

#### Action Steps

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1. Build relationships with West End businesses
  - Inventory businesses in the West End
  - Go door-to-door
  - Create a pipeline connecting community members and businesses
  - Monthly newsletter
2. Create West End Work Coalition
  - Facebook page and Monthly newsletter
  - Computer lab and job hot line
  - Van and temp service
  - Determine costs and prioritize based on community needs
3. Hold job fairs and workshops

### Partners

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West End Community Council  
City of Cincinnati Planning Department  
West End businesses  
Seven Hills Neighborhood Houses  
Local schools  
Neighborhood churches  
Judges  
Cincinnati Works  
Recreation Centers  
Job Corp  
Cincinnati Metropolitan Housing Agency (CMHA)  
Other successful West End employment-related organizations  
University of Cincinnati and other colleges  
United Way  
CityLink Center

Goal #10:

**MID-TERM, accomplished within 3-5 YEARS**

**West End residents are supported in overcoming barriers to finding and keeping employment.**

*This might include supports like connecting residents with internships, men's support groups, or child care to address the barriers faced by residents, especially returning citizens and youth.*

## Action Steps

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1. Create mentorship and support system for residents
  - Individuals who have overcome barriers share
  - West End Work Coalition to help attack barriers
2. Hold workshops to build skills, self-esteem and work ethic
  - Resume building
  - CPR training
  - Cooking classes
  - Communication skills
  - Sewing and art classes
3. Hold community events (cook-outs, block parties, etc.) to engage with residents

# Housing

## Recommendations

### Goals

Goal #11: **MID-TERM, accomplished within 3-5 YEARS**

**The West End builds upon its rich history and is recognized as a great community in which to live, work, and play.**

*Great architecture, people, history, impact of I-75; when built, Laurel Homes was the place to live. We need to tell our story. We need to give people a reason to come to the West End to live. Center for Closing the Health Gap created a story board about the West End.*

#### Action Steps

1. Create documentary and videos to tell the story of the neighborhood
2. Get story boards from Center for Closing the Health Gap
3. Create events that bring people here
4. Build upon the Dayton Street housing tours – spring/summer 2017
5. Festival along Linn Street with Creative Placemaking – goal of 2017 when more storefronts are filled

Goal #12: **LONG-TERM, accomplished within 5-10 YEARS**

**The condition of all West End properties is improved.**

*This would include strategies for how to deal with the large, structurally expensive properties to rehab and strategies to reduce the number of vacant and blighted land and buildings (new infill, parks, gardens etc.).*

### Partners

Museums (Union Terminal/Taft)

ArtsWave

Dayton Street Historic District

City of Cincinnati

University of Cincinnati Design, Architecture, Art, and Planning (DAAP)

Land Bank

Local Initiatives Support Corporation (LISC)

Cincinnati Development Fund

Cincinnati Metropolitan Housing Authority (CMHA)

The Community Builders (TCB)

Resident and tenant associations  
Model/Brickstone

West End Community Council

Small homebuilders

Developers for new infill

Habitat for Humanity

Hamilton County Home Improvement Program (HIP)

Cincinnati Preservation Association

City of Cincinnati Department of Community Development

City of Cincinnati Department of Buildings & Inspections and Urban Conservator

## Action Steps

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1. Become a Neighborhood Enhancement Program targeted neighborhood (goal: 2017)
2. Create a property map of ownership and use and a conditions assessment of all properties in the neighborhood
3. Create a Housing strategy – expansion of the housing team to be done after the map
4. Identify developable sites for infill
5. Work with developers to figure out how to get Bloom and Heberle properties into condos and market rate housing

### Goal #13:

**LONG-TERM, accomplished within 5-10 YEARS**

### **The quality of affordable units in the West End is upgraded.**

*This will ensure housing options at different price points. It will also include strategies that seek to maintain safe & clean housing that meets the needs of the both the occupant and the community-at-large.*

## Action Steps

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1. Communicate with the Cincinnati Metropolitan Housing Authority (CMHA), The Community Builders (TCB), and resident and tenant associations regarding the community's wants and needs as well as current and/or future plans in the community for subsidized or affordable units
  - Strengthen/enforce CMHA's Good Neighbor Agreement to address issues like unruly tenants allowing non-lease members to occupy their unit, leaving common doors unlocked, permitting illegal activity, exterior blight, etc.
2. Encourage tenant and homeowner education
3. Create partnerships with Model Management/ Brickstone Properties, and other affordable housing providers in the community; obtain point-person for each to build strong communication/partnerships
4. Provide more assisted living units for seniors so that they can continue to live in the West End

## Goal #14:

**SHORT-TERM, accomplished within 1-3 YEARS**

## **The West End supports the expansion of homeownership in the neighborhood.**

*This might include strategies for helping current residents stay in and maintain their homes, helping current residents interested in transitioning from being renters to homeowners, and attracting new homeowners into the community (the resource idea and mentorship that was discussed).*

### Action Steps

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1. Support professional capacity to achieve the community's housing and branding goals to accomplish the following:
  - Rebrand community
  - Extensively market community
  - Inventory housing units
  - Create/strengthen partnerships
  - Coordinate between neighborhood groups, stakeholders, etc.
  - Become the "face" of the community – to go to organization
  - Create/implement education classes on rehabbing, lending, Explore creating a community housing fund (a fund where the better off homeowners donate to the less fortunate)
  - Create a program from housing inventory that could be used for economy of scale renovations
  - Understand the committees' true intent of its goals and not to stray (see goals)
  - Build and maintain an all-in-one website
  - Buy, rehab, sell or rent properties as feasible
2. Work with Community Land Co-Op to bring their vacant units online
3. Connect/assist residents with CMHA's Family Self-Sufficiency program (homeownership)
4. Find a project to apply for the city NOFA funding (gap funding)
5. Identify new infill construction opportunities



# Safety

## Recommendations

### Goals

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Goal #15:

**LONG-TERM, accomplished within 5-10 YEARS**

**The West End is one of the safest communities in Cincinnati.**

*This can be accomplished through a significant reduction in drug use and violent crime, securing vacant buildings, increasing youth involved in organized activities after school, and improving police/community relationships.*

*Safety is about people feeling safe. Perception of safety, regardless of reality, can often impact how safe a person feels and also how they interact within their community. People feel safer when they are connected with their community, when they have confidence in laws and policing, and when they are well informed, engaged in making their own choices, and confident in their own abilities and actions and being empowered.*

*Community safety influences all aspects of daily life: where we live, recreate, socialize, learn, work, and participate. "It provides a foundation for our long term choices and decision-making processes at the individual, family, community and societal levels." (Dr Carolyn Whitzman, 2006, University of Melbourne)*

*We believe these safety recommendations provide an opportunity to coordinate community safety and crime prevention initiatives, identifying, prioritizing and addressing issues locally. The overall objective of these recommendations is "To have a connected, safe and empowered community, where people feel safe and are informed to make choices for their own safety and the safety of others."*

*Key priority areas would be identified and developed through research, community and local consultation, consistent with*

### Partners

---

Cincinnati Police Department  
Cincinnati Metropolitan Housing Authority (CMHA)  
The Community Builders (TCB)  
TWG (The Whitsett Group)  
Brickstone Properties  
Seven Hills Neighborhood Houses  
Local stores  
Property owners  
Community Building Institute  
Sister Link Women's Group  
Local Schools  
Neighborhood Churches

## Action Steps

---

1. Create a West End Community Mediation Program/ Process: a peer to peer mediation program that will serve adults, teens, and families
  - We will utilize the models and expertise provided by CBI and other successful models.
2. Improve police and community relations through intentional interactions
  - Through talks, safety sector meetings, interactive recreation, hiring hearings for community officers, etc.
3. Place cameras strategically throughout our community to improve safety through monitoring
  - Partner with Police Department, organizations, and property owners to install cameras throughout the West End

# Youth and Education

## Recommendations

### Goals

---

Goal #16:

*LONG-TERM, accomplished within 5-10 YEARS*

**All children in the West End have access to all they need to improve their academic performance and excel in school.**

#### Action Steps

---

1. Create a mentoring and tutoring program between West End schools to support the transition from middle school to high school
  - All student tutors would need to be trained
  - Tutoring should include problem solving and critical thinking skills
2. Encourage parent involvement with their children through power school and inviting direct participation with teachers and at schools (parents inviting parents)
3. Support any preschool initiative that meets the community's goals in the West End to ensure all West End students have access to quality early childhood education
4. Promote and encourage use of free internet services to enhance access to academic support services (i.e., Khan Academy)
  - Make access to computers to use for this tutoring available all throughout the neighborhood
  - Work with high school students to express the importance of these tests to long term success, raise expectation of our students

### Partners

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Local schools  
Students  
Parents  
University of Cincinnati and Xavier students  
Big brother-Big sister  
West End Family Center (at Seven Hills Neighborhood Houses)  
Urban League  
Cincinnati-Hamilton County Community Action Agency  
CCY  
Taft High School  
West End businesses  
West End residents who have been successful  
West End parents  
Carl H. Lindner YMCA  
Lincoln Recreation Center  
Seven Hills Neighborhood Houses  
Toyota  
Library  
Boys & Girls Club  
Cincinnati Job Corps  
Cincinnati Health Department

Goal #17:

*SHORT-TERM, accomplished within 1-3 YEARS*

**Children and their families in the West End have access to resources that help them be healthy, happy children.**

*This includes access to enough healthy food, awareness of appropriate sex education, and healthy relationships, and the emotional and social supports they need to grow up strong.*

## Action Steps

---

1. Create a life skills program for young people in the West End
  - The program will include training for middle schoolers, and as students accomplish training units and get older they will be eligible for employment with participating area businesses
  - Program should include critical thinking and problem solving in everything we do
  - Modules in the program would include health and wellness, healthy relationships, sex education, budgeting, cooking, life skills, computer gaming and coding
  - Program modules would be solicited from the skills of West End residents and community based organizations, and they would be ask to teach some of the modules
  - Field trips in and outside of the neighborhood would be included to expand the student's world view and create relationships and networks

## Goal #18:

*MID-TERM, accomplished within 3-5 YEARS*

**The West End has the kind of parent and family support network that helps parents be the best for their children and themselves.**

*This includes providing good role models around co-parenting, healthy relationships, and a strong community support network of coaches, teachers, and others in the community who care about and support children.*

### Action Steps

---

1. Expand initiatives similar to the Toyota Family Learning Center Program to more families and more schools (have multiple groups meeting and encourage groups with children in the same classes)
  - Use the existing web site to highlight successful parent stories
2. Create a Family Center at Seven Hills Neighborhood Houses
  - Center should have space for meetings, relaxing, be equipped with computers, family resources, access to the kitchen, and be a place for teaching and learning, and also socializing and networking
  - Host at least monthly events for families
  - Create things for parents to do WITH their children
  - Provide good co-parenting support and models of success

# Future Land Use Map

The map on the following page reflects the communities' preferred future land use pattern. This map does not deviate significantly from existing zoning or preliminary land development code updates in most areas, but should be used to guide potential zoning changes and redevelopment, and to encourage a land use planning process that emphasizes community input.

## Future Land Use Map Key

### **Neighborhood Center of Activity**

An area of retail, institutions, and landmarks that are important to the character of the neighborhood. Traffic calming, streetscaping, vacancy reduction, and other improvement efforts should be focused on specific nodes and sub-areas within the Neighborhood Center of Activity.

### **Single-Family Residential**

Residential areas of small-lot size single-family homes

### **Low Density Multi-Family Residential**

Mix of single-family homes, two-family, three-family, and four-family buildings

### **Moderate Density Residential**

Multi-family apartment buildings and complexes

### **Neighborhood Mixed Use**

Neighborhood-serving retail, commercial, and office uses at intensities compatible with abutting residential development. Also includes residential uses. Higher-density commercial and office uses conditionally permitted with review and approval.

### **Pedestrian Mixed Use**

Smaller scale buildings that are close to the sidewalk and engage the street, with a pedestrian-oriented mix of ground floor commercial or office uses, sometimes with residential or office above. These are the pedestrian-friendly commercial centers of activity in the West End.

### **Downtown Commercial**

High density, large-scale urban mixed use

### **Industrial**

Predominately manufacturing and other light or heavy industrial uses, as well as some limited commercial and residential loft uses.

### **Community**

Schools, recreation, and community

### **Parks/Greenspace**

Public and private parks and large areas of greenspace














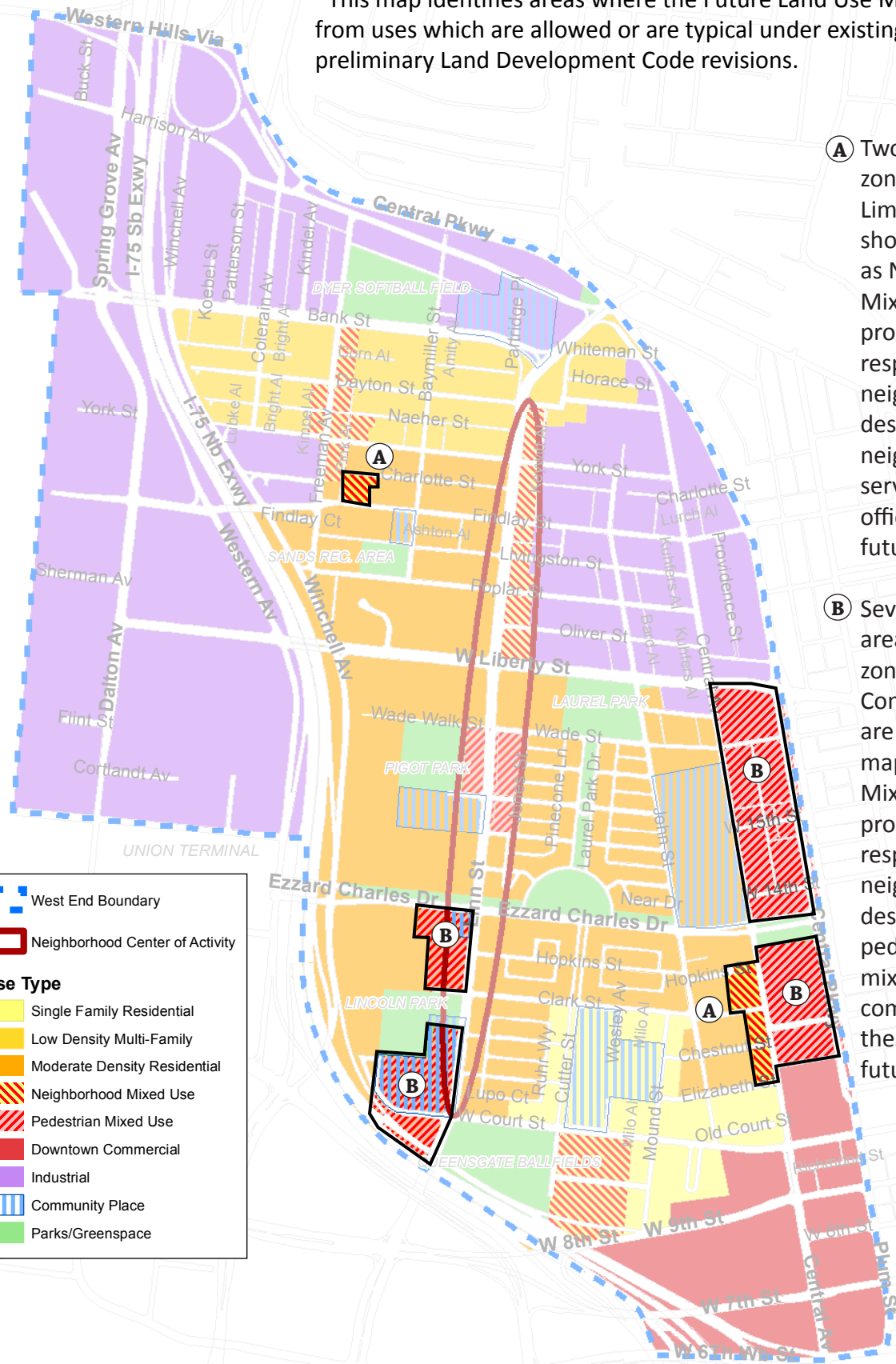
# Notable Future Land Use Changes\*

\*This map identifies areas where the Future Land Use Map may deviate from uses which are allowed or are typical under existing zoning or preliminary Land Development Code revisions.

**A** Two areas currently zoned as Office Limited (OL) are shown on this map as Neighborhood Mixed Use. The proposed change responds to the neighborhood's desire to see more neighborhood-serving business and office uses in the future.

**B** Several commercial areas currently zoned as Commercial Community (CC-A) are shown on this map as Pedestrian Mixed Use. The proposed change responds to the neighborhood's desire to see more pedestrian-oriented mixed-use and commercial uses in these areas in the future.

	West End Boundary
	Neighborhood Center of Activity
<b>Use Type</b>	
	Single Family Residential
	Low Density Multi-Family
	Moderate Density Residential
	Neighborhood Mixed Use
	Pedestrian Mixed Use
	Downtown Commercial
	Industrial
	Community Place
	Parks/Greenspace





# Appendix

# Survey Results

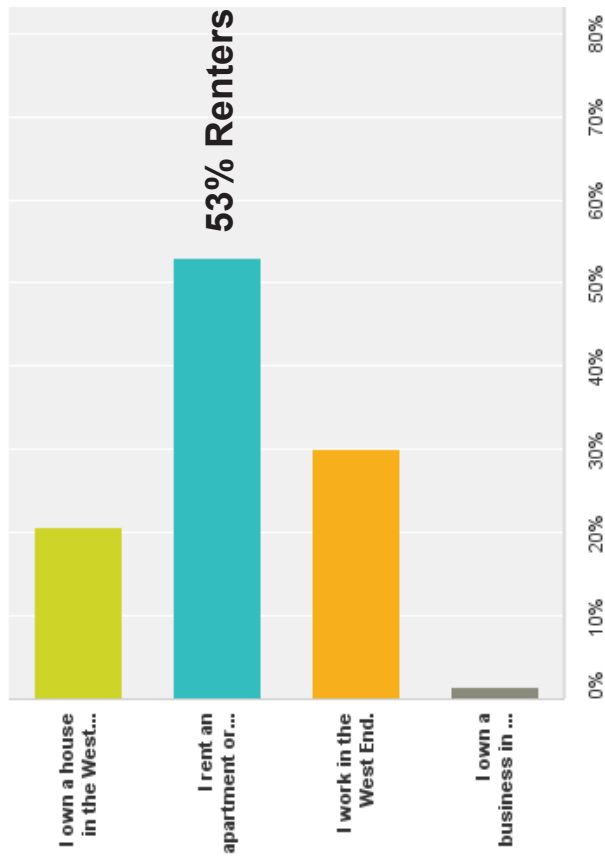
## (Appendix)

*136 social capital surveys were collected in the fall of 2015 in the West End. The following summary of survey results were presented at the Community Priorities Meeting on December 8, 2015 and helped to inform priority topics for each Theme.*

# SURVEY RESULTS – WHO TOOK THE SURVEY?

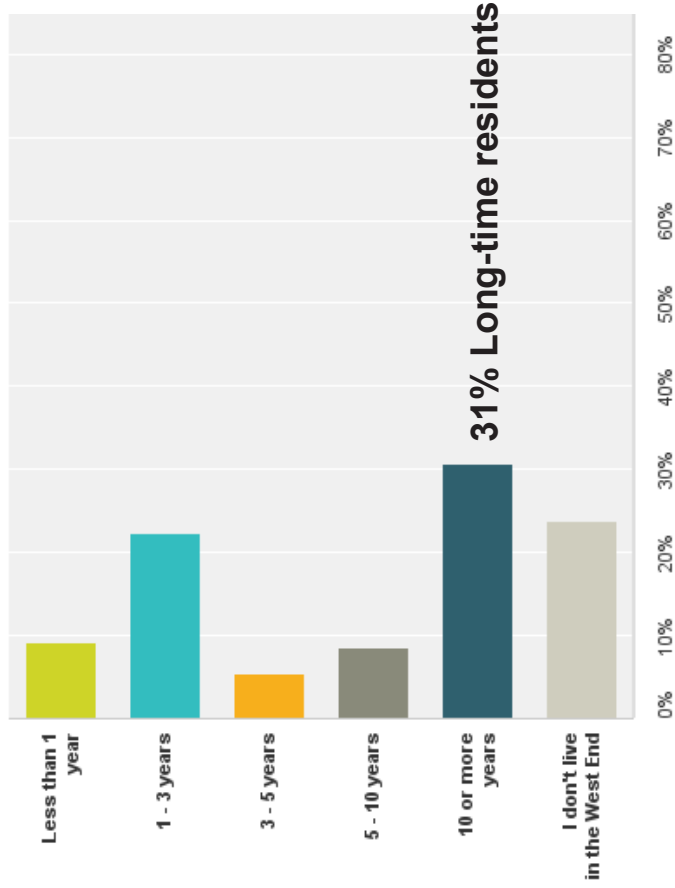
Q1 Which best describes you? (Check all that apply)

Answered: 136 Skipped: 0



Q2 How long have you lived in the West End?

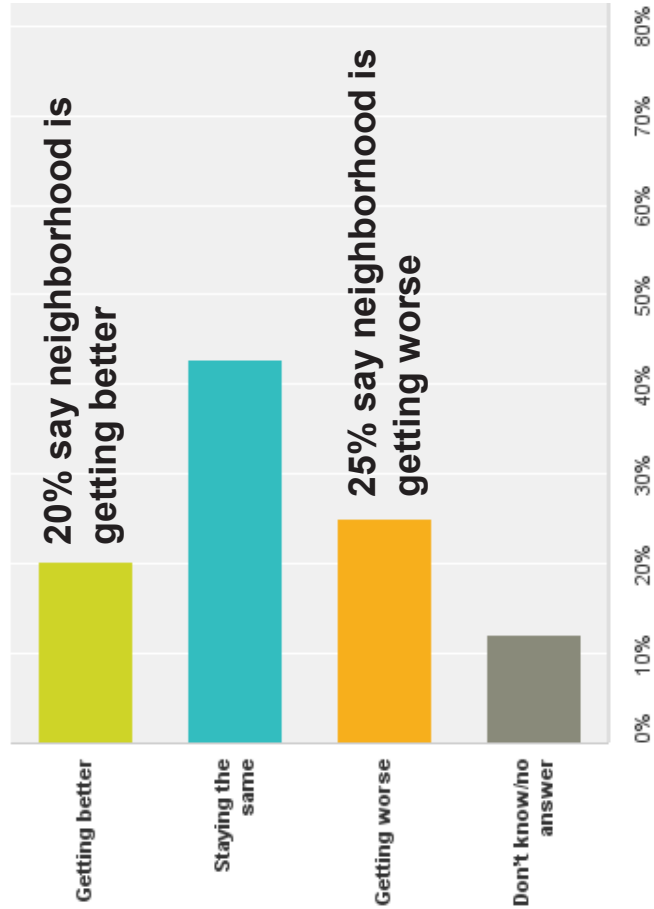
Answered: 130 Skipped: 6



# SURVEY RESULTS – HOW ARE THINGS GOING?

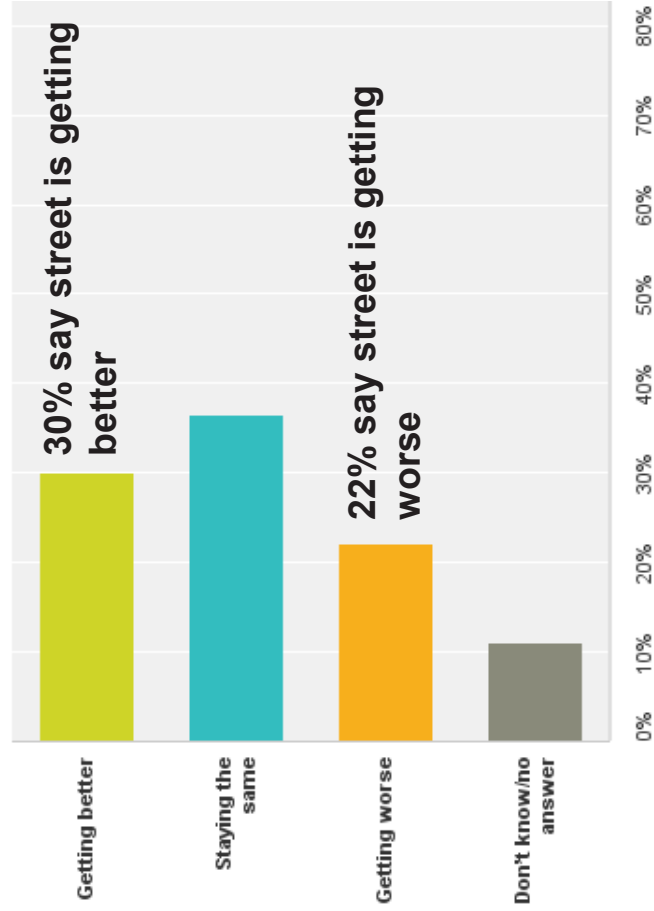
**Q19** All things considered, over the past 12 months would you say your neighborhood is

Answered: 124 Skipped: 12



**Q18** All things considered, over the past 12 months would you say your street is

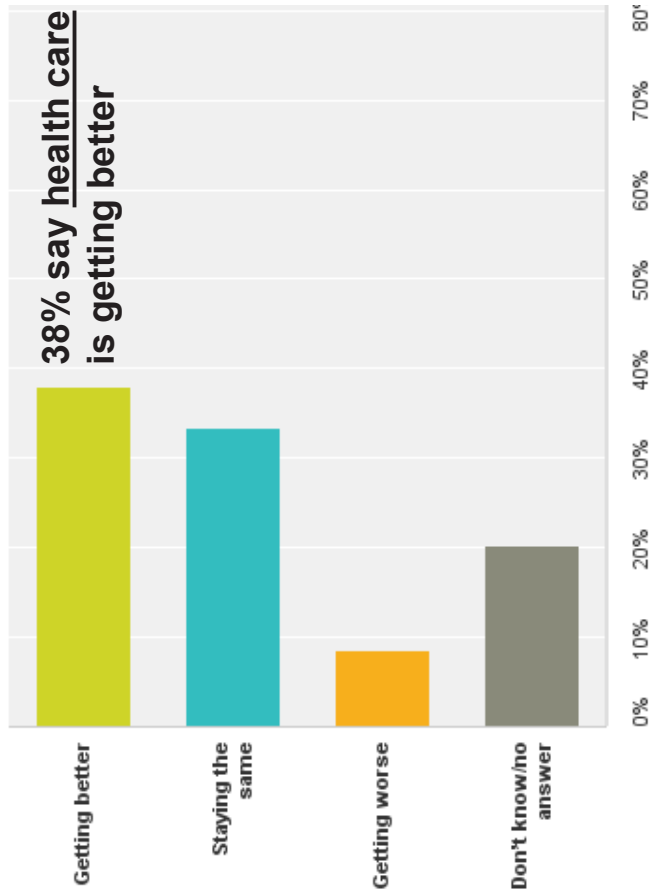
Answered: 126 Skipped: 10



# SURVEY RESULTS – HOW ARE THINGS GOING?

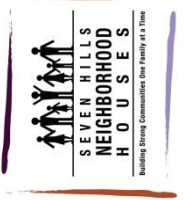
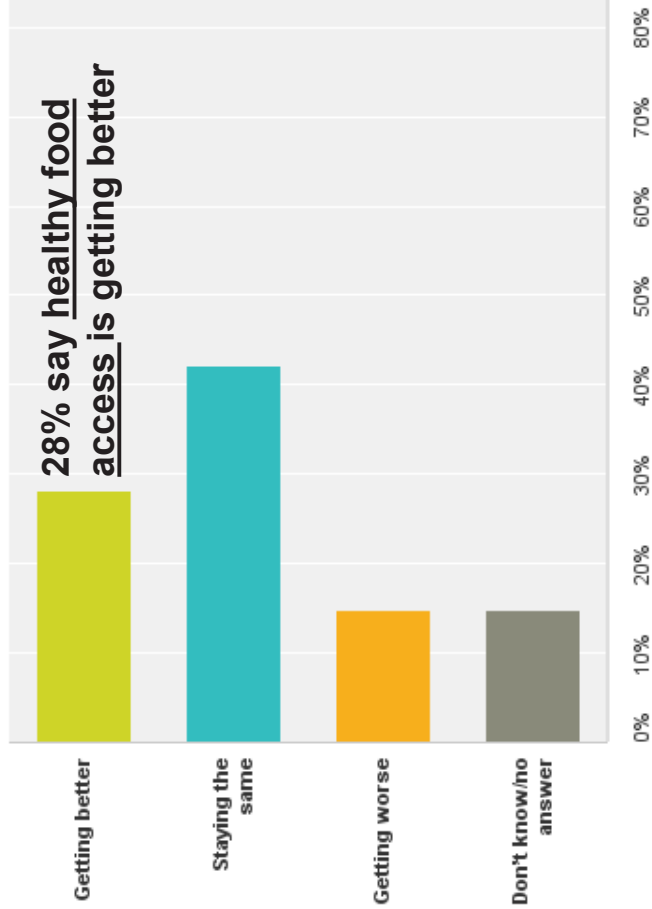
Q7 Over the past 12 months, would you say access to health care in your neighborhood is

Answered: 129 Skipped: 7



Q8 Over the past 12 months, would you say access to healthy food in your neighborhood is

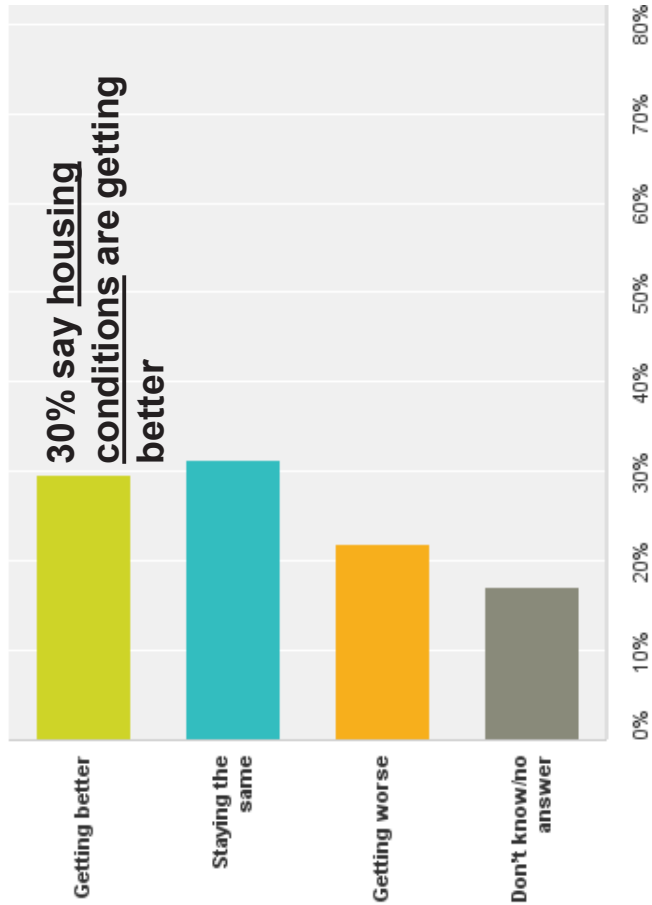
Answered: 128 Skipped: 8



# SURVEY RESULTS – HOW ARE THINGS GOING?

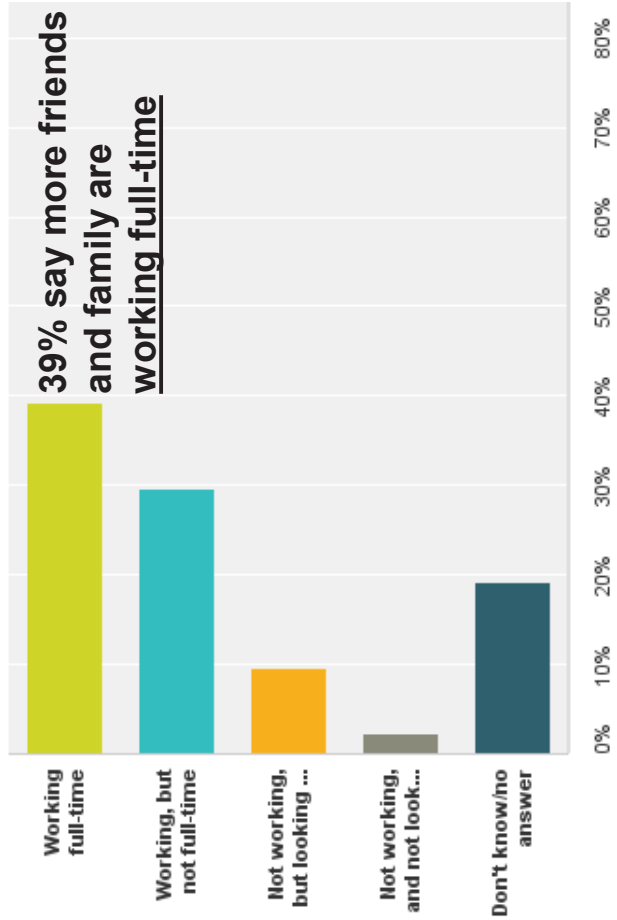
**Q5** Over the past 12 months, would you say housing conditions in your neighborhood are

Answered: 128 Skipped: 8



**Q9** Over the past 12 months, would you say more of your friends and family are

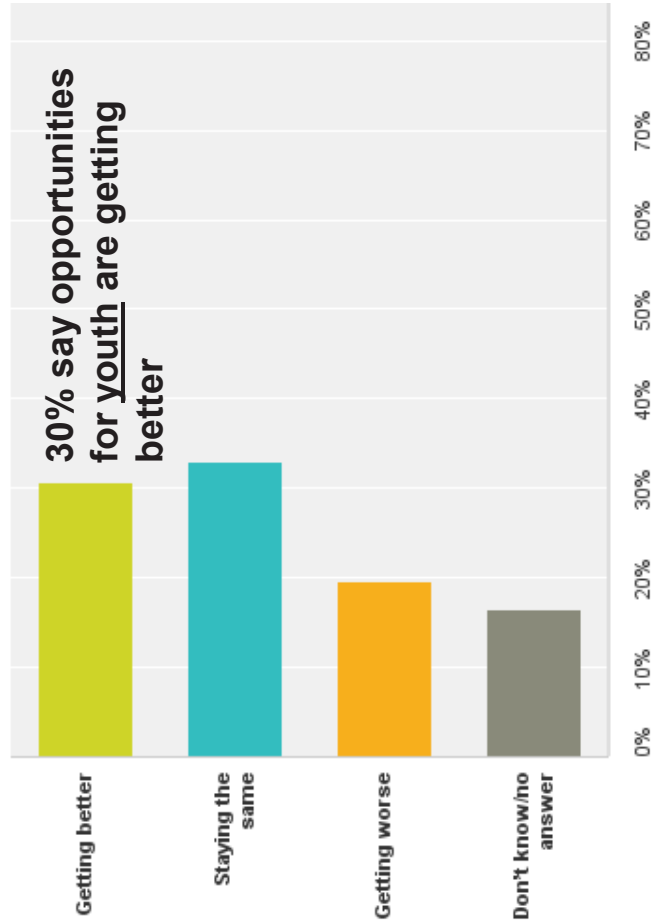
Answered: 125 Skipped: 11



# SURVEY RESULTS – HOW ARE THINGS GOING?

Q6 Over the past 12 months, would you say opportunities for youth in your neighborhood are

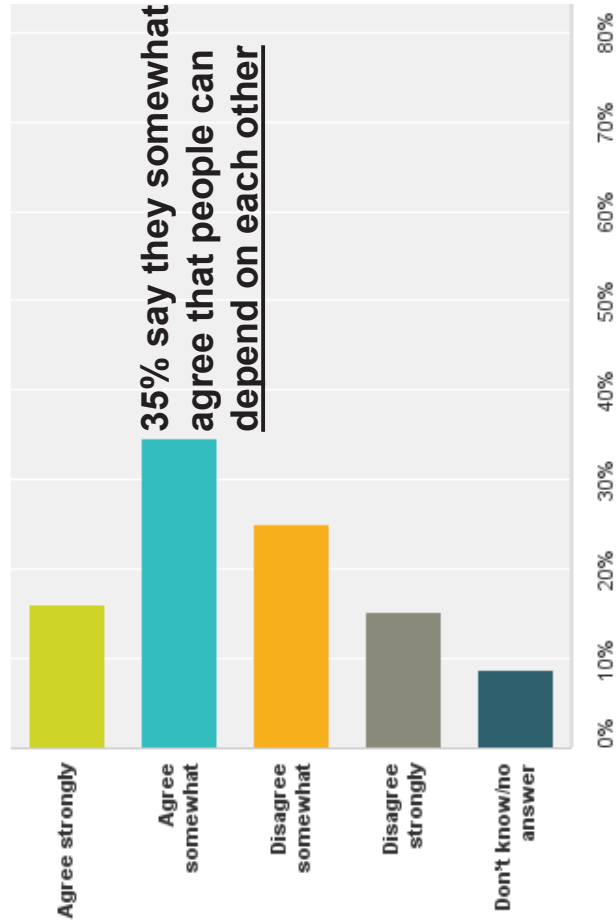
Answered: 127 Skipped: 9



# SURVEY RESULTS – COMMUNITY

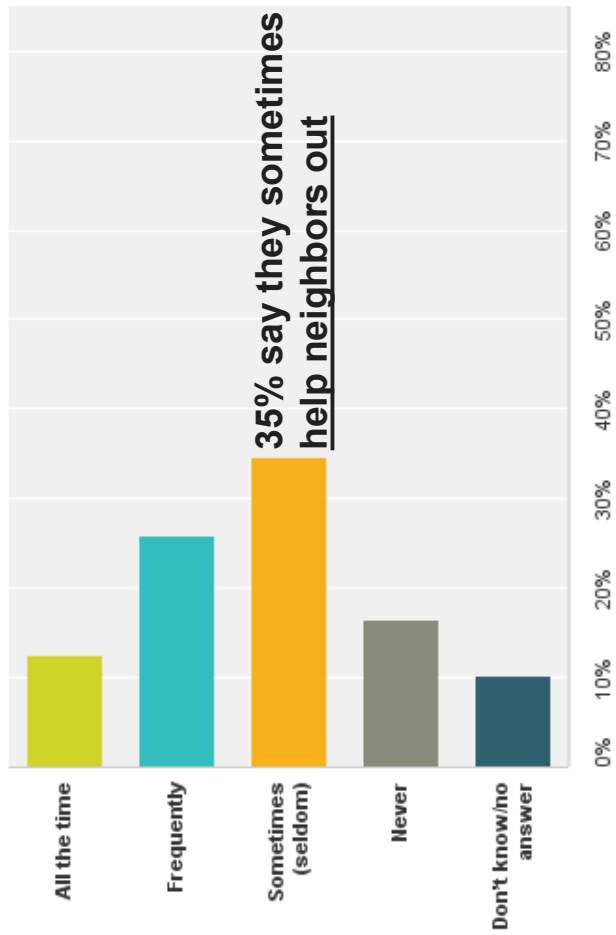
**Q16 Do you agree or disagree with this statement: People can depend on each other in my community.**

Answered: 124 Skipped: 12



**Q10 Do you and any of your neighbors help each other out (getting mail, taking care of trash, watching each other's kids, mowing lawns, etc.)?**

Answered: 127 Skipped: 9

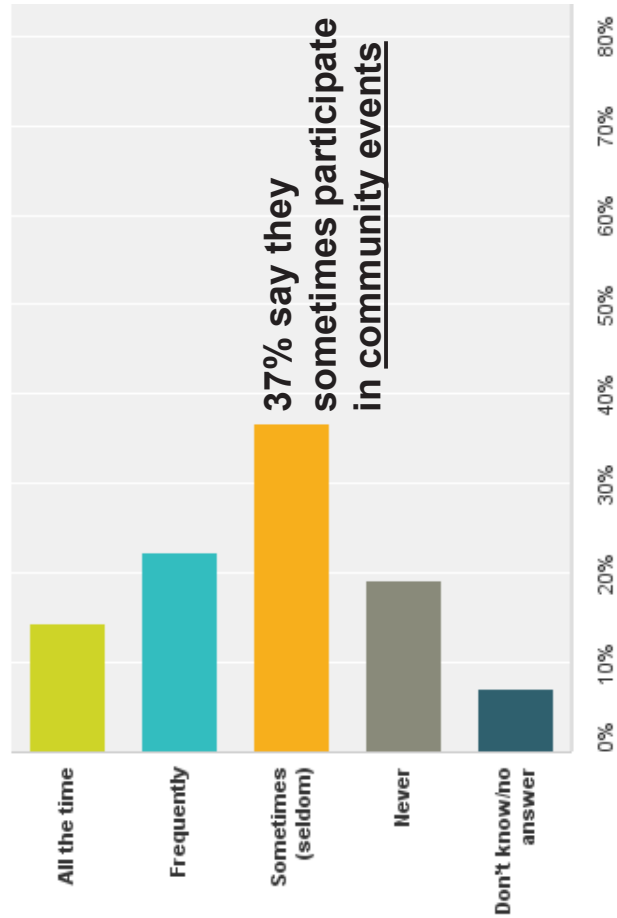




# SURVEY RESULTS - COMMUNITY

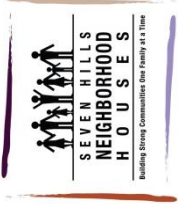
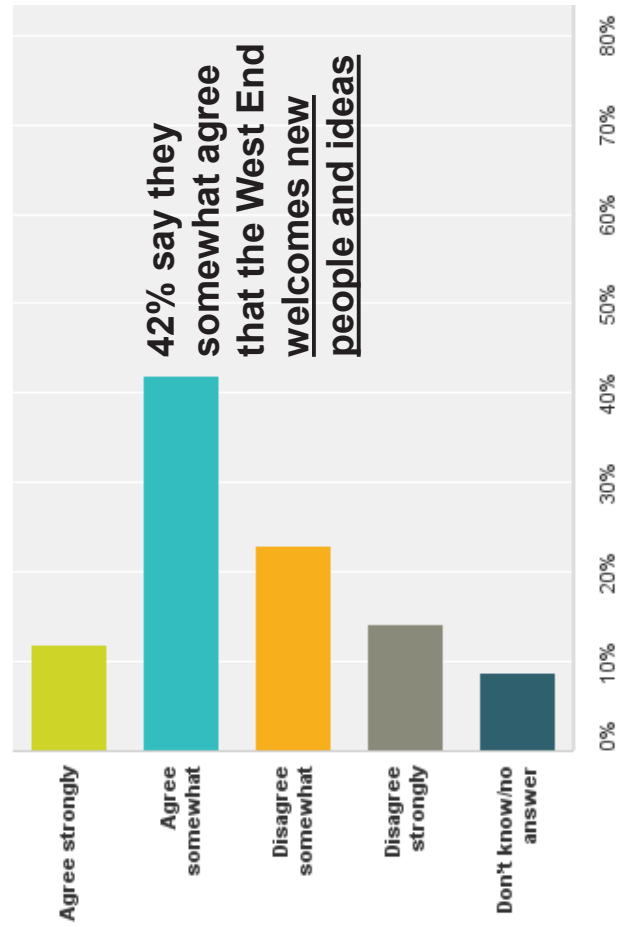
**Q12** How often do you participate in community events (community council, public meeting, cleanup, parade, festival, volunteer, club or organization meeting, other neighborhood event)?

Answered: 125 Skipped: 11



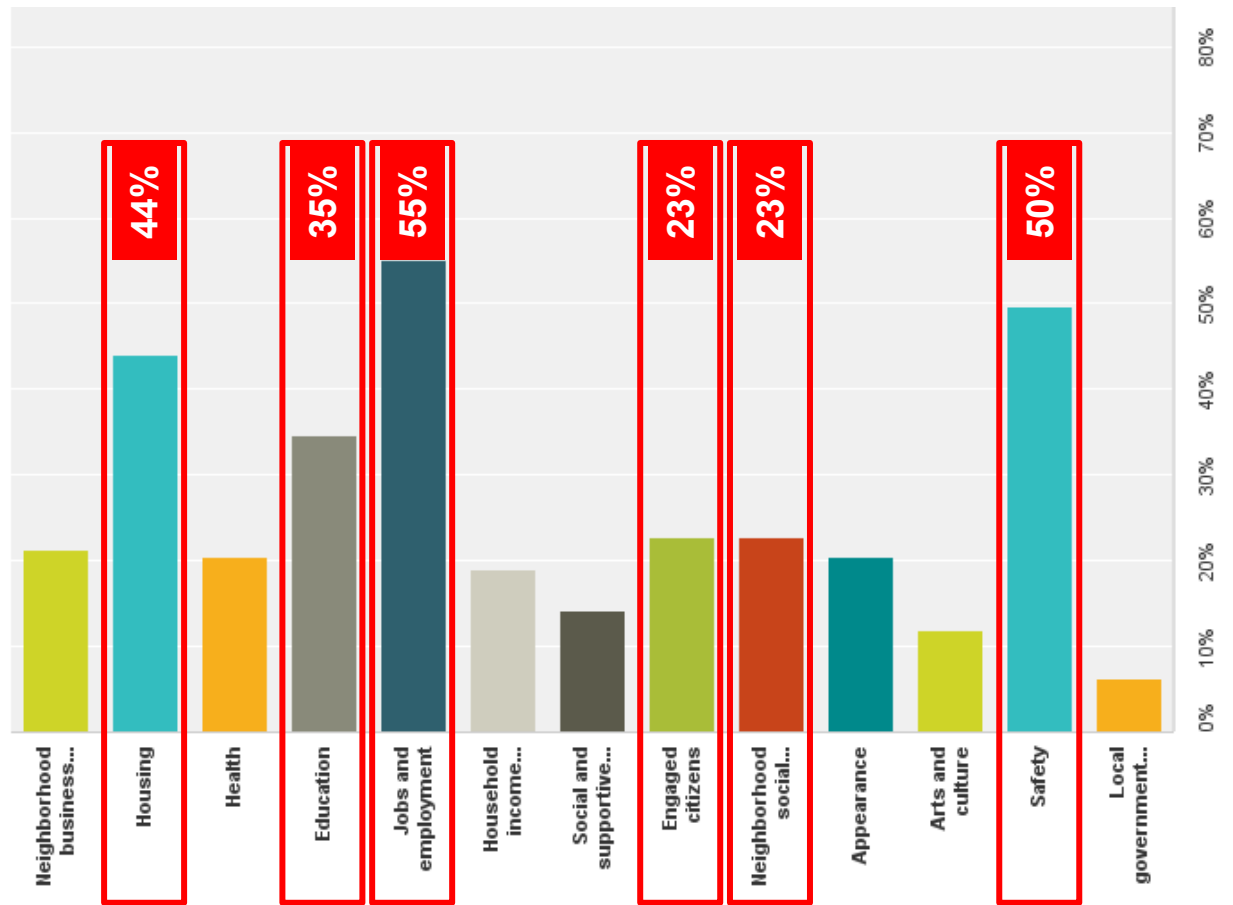
**Q17** Do you agree or disagree with this statement: My neighborhood is a place that welcomes new people and new ideas.

Answered: 126 Skipped: 10



**Q20 What three things do you think need the most change to make your neighborhood great? (Check three)**

Answered: 127 Skipped: 9



# SURVEY RESULTS - PRIORITIES



# Population Data

## (Appendix)

*The following data was prepared during the plan process and was used by Work Teams to help shape their recommendations.*



Building Strong Communities One Family at a Time

# WEST END SPEAKS

a quality-of-life plan for the future of the West End

## Population Data

The Census data summarized below provides basic population and demographic information about who lives in the West End.

Population	<u>West End</u>				<u>2000-2010 % Change</u>	
	<u>2000</u>	<u>2010</u>	<u>2013 (est.)</u>	<u>2014 (est.)</u>	<u>West End</u>	<u>Citywide</u>
Overall	8,115	6,627	6,032	5,716	-18%	-10%
By Race/Ethnicity						
Black	7,066	5,814	5,178	4,820	-18%	-6%
White	850	635	712	719	-25%	-17%
Other	112	76	65	47	-32%	+25%
Two or More	87	102	77	130	+17%	+33%
Hispanic	119	83	41	46	-30%	+96%
By Age						
Under 18	2,511	1,819	1,397	1,307	-28%	-19%
Under 5	712	655	579	556	-8%	-8%
18 and Older	5,604	4,808	4,635	4,409	-14%	-8%
Families	1,689	1,423	1,271	1,159	-16%	-14%
Married Couple Families	378	268	187	159	-29%	-21%
Single-parent Families	1,311	1,155	1,084	1,000	-12%	-5%
Percent Single-parent	78%	81%	85%	86%		

Data Sources: U.S. Census Bureau Census 2000, 2010 (SF1, SF3);  
 American Community Survey 2010, 2013, 2014 (5-year Estimate);  
 City of Cincinnati

Housing	2000			2010			2014		
	<u>West End</u>		<u>Citywide</u>	<u>West End</u>		<u>Citywide</u>	<u>West End</u>		<u>Citywide</u>
	Total	Percent	Percent	Total	Percent	Percent	Total	Percent	Percent
Total Housing Units	5,141			4,094			4,163		
Occupied	3,958	77%	89%	3,327	81%	83%	3,082	74%	81%
Owner-Occupied	408	10%	39%	407	12%	39%	397	13%	39%
Renter-Occupied	3,550	90%	61%	2,920	88%	61%	2,685	87%	61%
Vacant	1,183	23%	11%	767	19%	17%	1,081	26%	19%
Housing Units (Est.)	5,191			4,788			4,163		
Single-Family	723	14%	39%	1,408	29%	43%	1,256	30%	43%
2-Family	307	6%	10%	315	7%	10%	341	8%	10%
3 or 4-Family	767	15%	14%	679	14%	13%	382	9%	12%
Multi-Family	3,394	65%	37%	2,386	50%	35%	2,160	52%	35%
Other	0	0%	0%	0	0%	0%	24	1%	0%

Revised 1/29/16



**SEVEN HILLS  
NEIGHBORHOOD  
H O U S E S**

Building Strong Communities One Family at a Time

# WEST END SPEAKS

a quality-of-life plan for the  
future of the West End

## Population Data (continued)

### Educational Attainment

	2000			2010			2014		
	<u>West End</u>		<u>Citywide</u>	<u>West End</u>		<u>Citywide</u>	<u>West End</u>		<u>Citywide</u>
	Total	Percent	Percent	Total	Percent	Percent	Total	Percent	Percent
Population 25 and older	4,798			4,276			3,582		
Less than Diploma/GED	2,165	<b>45%</b>	23%	1,402	<b>33%</b>	16%	910	<b>25%</b>	15%
Diploma/GED	1,231	<b>26%</b>	26%	1,570	<b>37%</b>	27%	1,275	<b>36%</b>	26%
Some College	805	<b>17%</b>	24%	825	<b>19%</b>	25%	968	<b>27%</b>	27%
Bachelor's Degree	386	<b>8%</b>	16%	317	<b>7%</b>	19%	265	<b>7%</b>	19%
Graduate/Prof Degree	211	<b>4%</b>	10%	162	<b>4%</b>	12%	164	<b>5%</b>	13%

### Income and Poverty

	2000		2010		2014	
	<u>West End</u>	<u>Citywide</u>	<u>West End</u>	<u>Citywide</u>	<u>West End</u>	<u>Citywide</u>
Median Household Income	<b>\$12,268</b>	\$29,493	<b>\$12,808</b>	\$33,681	<b>\$13,220</b>	\$34,002
Families for whom poverty is determined	<b>1,705</b>		<b>1,546</b>		<b>1,159</b>	
Families in Poverty	<b>830</b>		<b>795</b>		<b>580</b>	
Family Poverty Rate	<b>49%</b>	18%	<b>51%</b>	22%	<b>50%</b>	25%
Unemployed Population	<b>573</b>				<b>805</b>	
Unemployment Rate	<b>21%</b>	7%			<b>32%</b>	13%

### Part 1 Crime (per 1000 people)

	West End		Citywide	
	<u>2014</u>	<u>2015</u>	<u>2014</u>	<u>2015</u>
Part 1 - Violent	<b>16.8</b>	<b>18.0</b>	7.9	7.8
Part 1 - Property	<b>74.9</b>	<b>66.8</b>	59.6	55.6
Total Part 1	<b>94.6</b>	<b>84.8</b>	67.5	63.4

Data Sources: U.S. Census Bureau  
Census 2000, 2010 (SF1, SF3); American  
Community Survey 2010, 2013, 2014  
(5-year Estimate);  
City of Cincinnati

Revised 1/29/16

# Common Threads

## (Appendix)

*The following networking exercise was completed by Work Team leadership during the development of the plan. It represents major common threads between goals of different Work Teams.*

# Goals: Common Threads

**Businesses Goal #1**  
The West End has a sustainable business plan for recruiting and supporting businesses that the community needs.

**Businesses Goal #2**  
The West End Business District is inviting and open, and has thriving businesses that meet the needs of the community.

**Businesses Goal #3**  
The West End Business Association brings connectivity and a unified voice to business owners in the West End.

**Businesses Goal #4**  
West End residents have the opportunity to own and operate their own business in the West End.

**Clean Goal #1**  
Keep it clean, and keep it going.

**Community Goal #1**  
The West End has a communication system in place to reach all residents in the neighborhood.

**Community Goal #2**  
There are community-led, regular, sustainable events that bring the entire neighborhood together.

**Community Goal #3**  
A variety of arts, culture, and agriculture activities and groups exist in the West End for everyone.

**Employment Goal #1**  
The West End community knows what jobs are available in the West End, and knows the requirements needed to pursue them.

**Employment Goal #2**  
West End residents are supported in overcoming barriers to finding and keeping employment.

**Housing Goal #1**  
The West End builds upon its rich history and is recognized as a great community to live, work, and play.

**Housing Goal #2**  
The condition of all West End properties is improved.

**Housing Goal #3**  
The quality of affordable units in the West End is upgraded.

**Housing Goal #4**  
The West End supports the expansion of homeownership in the neighborhood.

**Safety Goal #1**  
The West End is one of the safest communities in Cincinnati.

**Youth and Education Goal #1**  
All children in the West End have access to all they need to improve their academic performance and excel in school.

**Youth and Education Goal #2**  
Children and their families in the West End have access to resources that help them be healthy, happy children.

**Youth and Education Goal #3**  
The West End has the kind of parent and family support network that helps parents be the best for their children and themselves.

Directions: Draw lines to connect goals with emerging common threads

**leverage community assets**  
**need to tell West End story**

building on the positive

**taking responsibility (raising expectations)**  
**vacancy and blight**

addressing challenges

**communication**  
**getting youth involved**  
**connecting with businesses and orgs**  
**stronger resident connections**  
**community-wide events**  
**connecting residents with resources**

connecting and engaging

**inventory (find out what is here now, identify what is missing)**

knowing what we have

**focusing on current residents first**  
**bringing in new people (residents, shoppers, etc.)**

growing

# Prioritization Results

## (Appendix)

*The table on the following page shows the results of a prioritization exercise that the public participated in during the April 7th public meeting. Each attendee was given 5 stickers representing their vote. By affixing the stickers to posters displaying the 18 Goals, each person voted for the goals that were a priority to them. All 5 stickers could be placed on a single goal, or spread out among several goals.*



Choose up to 5 Goals that are most important to you. If you choose fewer than 5, those will have a higher importance.			Public Presentation "Dot Exercise"			TOTAL (by Theme)		
			Count	%	Rank	Count	%	Rank
Goal #	Description							
Businesses	#1	The West End has a sustainable business retention and recruitment strategic plan for recruiting and supporting businesses that the community needs.	29	5.4%	7	72	13.3%	4
	#2	The West End Business Association brings connectivity and a unified voice to business owners in the West End.	18	3.3%	16			
	#3	West End residents have the opportunity to own and operate their own businesses in the West End.	25	4.6%	9			
	#4	The West End Business District is inviting and open, and has thriving businesses that meet the needs of the community.	0	0.0%	18			
Clean	#1	Keep it clean, and keep it going.	58	10.7%	1	58	10.7%	6
Community	#1	The West End has a communication system in place to reach all residents in the neighborhood.	25	4.6%	9	60	11.1%	5
	#2	There are community-led, regular, sustainable events that bring the entire neighborhood together.	20	3.7%	14			
	#3	There are a variety of arts, culture, and agriculture activities and groups in the West End for everyone.	15	2.8%	17			
Employment	#1	The West End community knows what jobs are available in the West End, and knows the requirements needed to pursue them.	57	10.5%	2	107	19.8%	1
	#2	West End residents are supported in overcoming barriers to finding and keeping employment.	50	9.2%	4			
Housing	#1	The West End builds upon its rich history and is recognized as a great community in which to live, work, and play.	32	5.9%	6	98	18.1%	2
	#2	The condition of all West End properties is improved.	26	4.8%	8			
	#3	The quality of affordable units in the West End is upgraded.	21	3.9%	12			
	#4	The West End supports the expansion of homeownership in the neighborhood.	19	3.5%	15			
Safety	#1	The West End is one of the safest communities in Cincinnati.	56	10.4%	3	56	10.4%	7
Youth and Education	#1	All children in the West End have access to all they need to improve their academic performance and excel in school.	44	8.1%	5	90	16.6%	3
	#2	Children and their families in the West End have access to resources that help them be healthy, happy children.	25	4.6%	9			
	#3	The West End has the kind of parent and family support network that helps parents be the best for their children and themselves.	21	3.9%	12			
			541			541		

# Early Topics

## (Appendix)

*The following topics for each theme were developed early on in the process, and provided a foundation for early Work Team discussions as they worked to develop recommendations.*



# WEST END SPEAKS

a quality-of-life plan for the future of the West End

## Themes

These themes and priorities were developed by the West End community based on feedback from community conversations, surveys, and community meetings. Work Teams will come up with strategies for each theme in early 2016.

### Businesses

- Business association (as a voice for small business issues)
- Opportunities for Black-owned businesses
- Service/consumer businesses (laundry, coffee shop, etc.)
- Better networking between the agencies in the community
- Safety focus throughout

### Clean

- Garbage collection
- Education about recycling
- Community clean ups
- Beautification and care of empty lots
- Promotion of a green neighborhood

### Community

- Finding how to get the word out (communication)
- Collaboration between the different community groups to solve problems together
- Finding the common link within a diverse community
- Active engagement of neighborhood
- Finding what incentives work to bring people together

### Employment

- Removing barriers for formerly incarcerated
- Getting the information out (speak out)
- Job training and job preparation (including second chance job prep)
- Identifying local businesses to hire people with felonies
- Summer jobs for youth

### Housing

- Homeownership
- Affordable housing
- Financing
- Community action/organizer
- Blight removal

### Safety

- Less guns on the street
- Less hanging around the stores
- Vacant building maintenance or renovation
- Less crimes/clean and safe environment now
- Develop community/police relations
- Education and mentorship for our youth

### Youth and Education

- Parent involvement
- Sex education
- Start young
- Communication and accountability
- Networking between programs

*This plan has been made possible by the financial contributions of the following...*

