HEALTHY HILLTOPS

A guide to revitalizing Mt. Healthy's Hamilton Avenue Corridor

MOUNT HEALTHY 2021

Mount Healthy is a hilltop haven just minutes from downtown Cincinnati. Well kept homes, apartments and senior living shelter both families which have been in the community for generations and those who've recently discovered the range of local amenities. Small shops populate the historic downtown, centered around the Main Theatre, an early 20th century gem which now hosts movies, concerts, school science fairs and a host of other activities and gatherings. Ethnic restaurants combine in a lively mix with old school cafes, a family owned bakery, friendly neighborhood pubs and an award-winning local brewery. In summer there's an ice cream stand, swimming pool, farmer's market and concerts on the green. A regional center for sustainiculture and home schooling, Mount Healthy offers both small town warmth and big city opportunities for those lucky enough to discover it.

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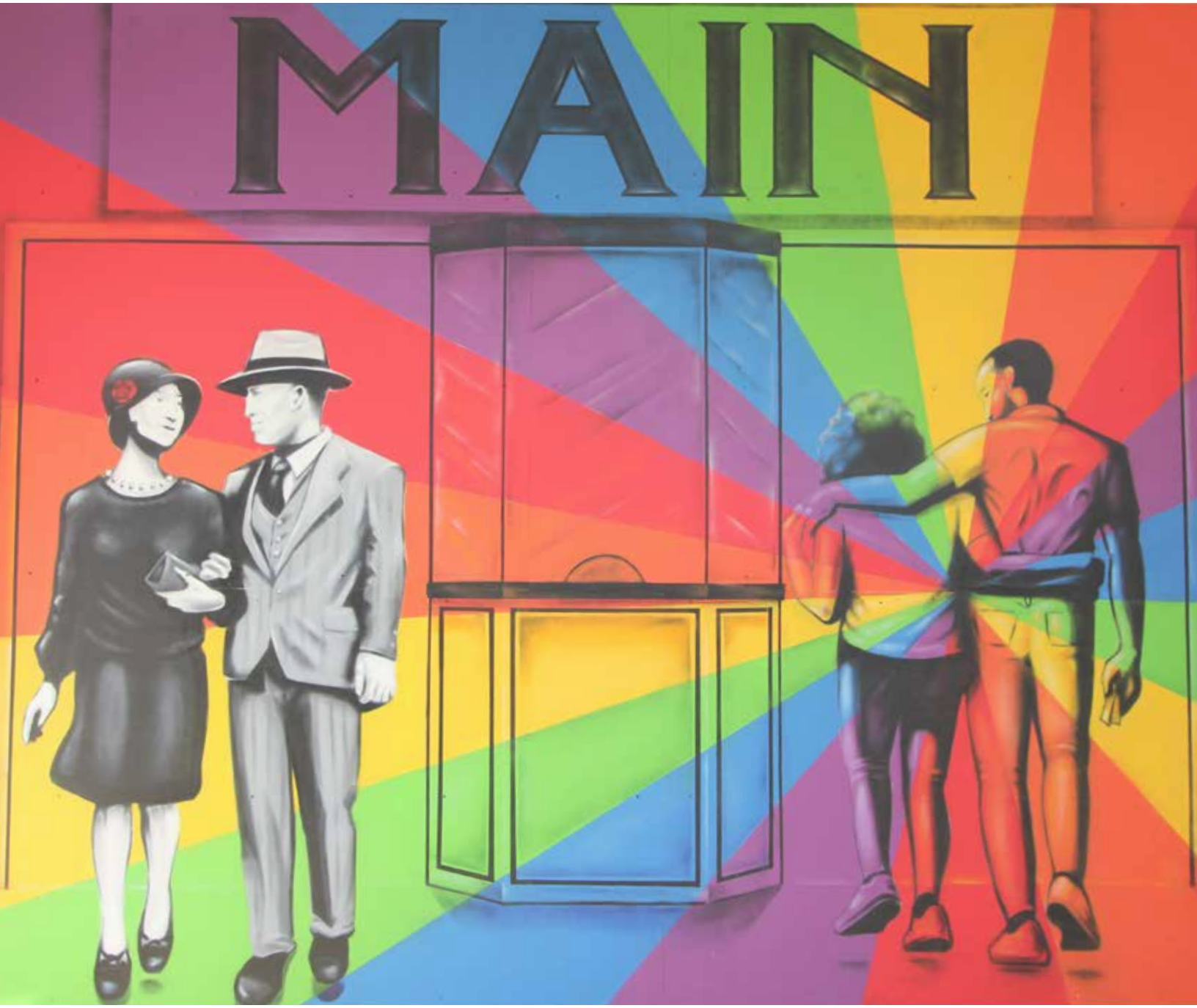
EXISTING CONDITIONS REPORT

CITY OF MT. HEALTHY



City of Mt. HEALTHY

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Mt. Healthy is an idyllic small city located in Hamilton County. To its north is Springfield Township and Mt. Healthy Heights, east is Finneytown, south is North College Hill and west is Northbrook and Colerain Township. It is ten miles north of downtown Cincinnati. With a population of just over 6,000 and 1.4 mi.² the town resembles the quintessential American community seen in classic Hollywood movies. Hamilton Avenue is the main artery of the community, originating in Cincinnati and running north to Hamilton Ohio.

Founded in 1817 as Mt. Pleasant, the city was renamed following a cholera epidemic during which residents fared much better than those in surrounding communities. Mt. Healthy prospered with the completion of the Cincinnati and Lake Erie (C&LE) interurban train network in the middle of the 19th century, establishing a network of connections to surrounding areas and running as far north as Flint Michigan. By 1939 the railroad had closed but subsequent decades brought major road improvements as automobile ownership increased, sustaining the community's connectivity.

Through the middle of the 20th century, as people left the historic center cities, suburban places like Mt. Healthy became ideal for families to plant roots. However; as suburban sprawl pushed growth further from city boundaries, wealth and population began to flee first ring suburbs such as Mt. Healthy for even greener pastures further out.

But everything old is new again. Trend data for the Millennial generation shows elevated interest in moving into the urban core. As this demographic matures and begins to form families, Mt. Healthy could be and attractive option.

This report outlines the existing conditions and trend lines for the Mt. Healthy community. It is the culmination of data gathering, public input from the community and other stakeholders as well as analysis by the Urban Fast Forward planning team. The team utilized the information gathered in this document to prepare a set of recommendations, steps and action items for the community to help focus its energies towards the path of revitalization. Those recommendations can be found in Part II of this report.

Mt. Healthy Quick Facts

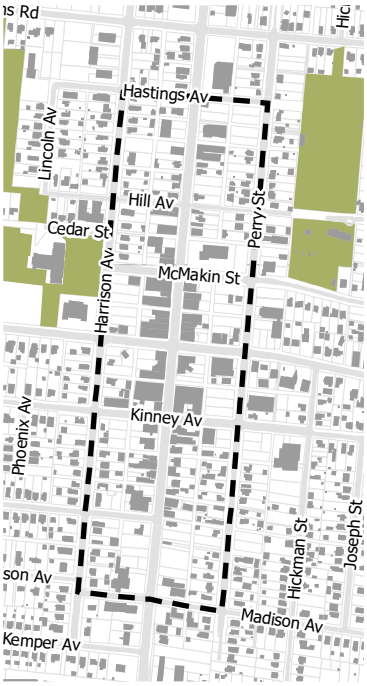
Size (square miles): **1.48**

Population (2010) **6,098**

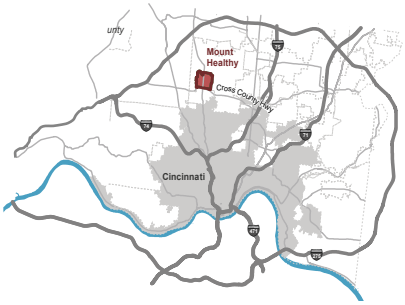
Median Age: **40.2**

Median Household Income: **$34,404**

Projected Population Change (2010-2020): **-3.4%**



Hamilton Avenue Business District



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ASSETS

1. location
2. historic identity
3. walkability
4. local cuisine

Additional Responses

- home schooling program
- urban farming program
- access to highway
- senior centers
- small town
- environmentally conscious

CHALLENGES

1. lack of wayfinding
2. negative perceptions/ civic disengagement
3. lack of zoning regulation
4. Demographic Variety

Additional Responses

- marketing
- communication
- lack of coffee shop
- a through town
- loss of destination
- hilltop plaza issues

OPPORTUNITIES

1. homeschooling
2. urban agriculture
3. city-owned properties
4. Local Food Establishments

Additional Responses

- affordable neighborhood
- store front vacancies
- food truck event
- social media promotion
- highway access a gateway
- "third space"

The Urban Fast Forward team engaged over 40 community stakeholders in a series of input workshops, including ten one on one interviews with business owners. The period of public input lasted from October 2017 to January 2018.

Stakeholders providing input included:

- City staff
- Mt. Healthy Renaissance Project
- Members of Mt. Healthy Business Association
- Homeschoolers
- Individual business owners

Additionally, the consulting team distributed an online survey to students attending Mt. Healthy school district. There were more than 45 responses to the survey. Questions focused on the assets, challenges and opportunities presented to the business district. A complete list of responses is the appended.

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To facilitate maximum response, small group and survey participants were asked to identify three aspects:

1. Core assets of Mt. Healthy
2. Key challenges facing the community
3. Significant opportunities for momentum and growth

Top three asset responses included historic identity, location and walkability. Follow up interviews with existing and former business owners, and other stakeholders confirmed these rankings.

Top challenges include a lack of wayfinding, zoning regulations, and negative perceptions along with civic disengagement. Wayfinding opportunities can be easily addressed in the short term and for reasonable cost. Engagement/disengagement is currently the province or a passionate few including long-time stakeholders and new transplants who have proactively chosen this community. There is a strong negative perception among many former and long-time residents. Zoning was also identified as a challenge and will be further addressed later herein.

Home-schooling, urban agriculture and city-owned properties were identified as three of the top opportunity areas for the community. The team interviewed the leaders of the Mt. Healthy Homeschooling Co-op and found that there is considerable opportunity to tie these efforts to the community's brand. Urban Agriculture is a major growth opportunity and already associated with community identity. This should be encouraged and expanded upon.

Finally, the city has purchased various properties along the business district for potential redevelopment. Those include properties among the core business district and the Main Theater, which is currently in process of receiving a designation on the National Register of Historic Places.

Access to Ronald Reagan Highway along Hamilton Avenue

Mt. Healthy's accessible location is a great asset to the community

US Bank of Mt. Healthy

One of the most historic buildings in Mt. Healthy

Tikkun Farm, one of many agricultural assets to the community

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EXISTING CONDITIONS - CITY OWNED PROPERTIES ON HAMILTON AVE

CITY OWNED PROPERTY

GARRY & JODIE PERKINS
3236 GALBRAITH RD.
CINTI., OH 45239
385-6789

DONALD & JOANNE HERING
1906 COMPTON RD.
MT. HEALTHY, OH 45231

FRANK PROPERTIES LLC
7356 JOSEPH ST
MT. HEALTHY, OH 45231
SUSAN FRANK / KEN WEAVER
532-5929 / 256-9613

BENTON SAUER & MISSY SAUER
2031 ARROWOOD PL.
CINCINNATI, OH 45231
658-9164 / 674-0531

Map from Urban Land Institute TAP Packet, provided by the City of Mt. Healthy

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Hamilton Avenue, part of the U.S. Highway System Route 127 which runs from Tennessee to Michigan. It bisects the city and serves as its Main Street. The historic center is filled with late 19th and early 20th century era buildings, charming reminders of the community's long history and still populated with an array of independent businesses. Yet within a few blocks north or south, the built environment begins to be dominated by mid to late 20th century auto-oriented development. The city is bounded to the south by Reagan Highway and to the north by Hilltop Plaza.

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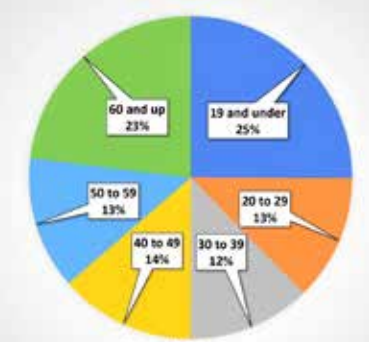
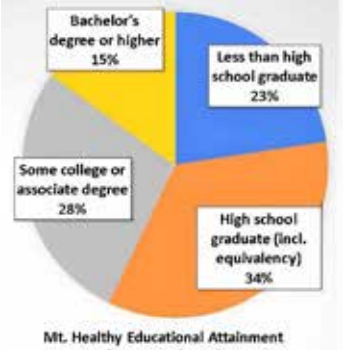
Present day Mt. Healthy is a community with its primary population segment being workforce age residents. As the chart to the right indicates, the population is two-thirds white, one third African American and less than 5% other race, including 2% of that as Latino and Hispanic populations.

In 2016 the average age of the citizens of Mt. Healthy was 40.2 years, an increase from 40 years in the 2010 Census. As of 2010 over half the population is working age with 25% school age and less than 25% over 65 and up.

In 2016, data from the 2012-2016 American Community Survey's (ACS) 5-year estimate showed more than 30% of the population finished high school with 14.8% obtaining a bachelor's degree and 6.7% of population receiving a graduate degree or higher. The chart below shows educational attainment levels from the 2000 Census. Since then, the number of people with bachelor's degrees or higher has increased, as the number for people with less than a high school diploma dropping from 23% to an estimated 4%.



Mt. Healthy Age Range per 2010 Census

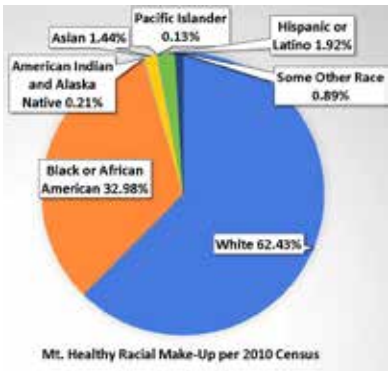


Mt. Healthy Educational Attainment (Age 18 and over) per 2000 Census

According to the 2016 ACS median household income is $34,404, compared to $41,841 for neighboring North College Hill and $34,629 for City of Cincinnati. 14.3% of Mt. Healthy households are at or below the poverty level.

Half of the working population has jobs classified as white-collar, in management, professional sales, and information technology support sectors of the economy. 21.4% of the workforce is blue-collar, in classifications such as the farming, construction, production, and other physically intense occupations.

As of 2015, the U.S. Census reports that there are 277 businesses in Mt. Healthy employing 1,885 people. The employee to resident ratio is .30 to 1, indicating that most residents work outside the city, with the most likely concentration being in major employment centers such as downtown and uptown Cincinnati and Blue Ash, Ohio a nearby Cincinnati suburb.



Mt. Healthy Racial Make-Up per 2010 Census

Mt. Healthy Dairy Bar is a regional draw for the city

Mt. Healthy stakeholders address participants of 2016 ULI event

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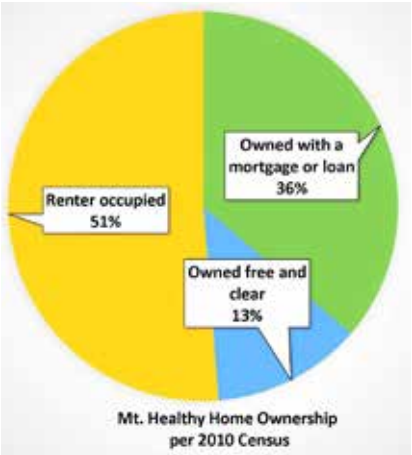
According to the 2010 Census, the residential vacancy rate in Mt. Healthy is 10.5%, with a total of 318 vacancies. The 2016 ACS, which is an estimate based on a smaller sample size shows improvement in both the number of units and vacancy rate. Increasing the number of units to 3,046 and a vacancy rate down to 4.8% or 145 vacant housing units.

The 2016 ACS shows that 27.7% of housing in Mt. Healthy was built prior to 1939 and approximately half of the housing in the city is single family detached. 19.4% of total housing is in 10-unit or more structures, while 17.9% is in 3 to 9-unit multifamily buildings. Out of 2,901 occupied units, 43.6% are owner-occupied (1,267 units) and 56.3% are renter occupied (1,634 units).

Housing sales in Mt. Healthy have been on the rise. Tracking information gathered yearly by the Cincinnati Enquirer shows that the number of houses sold has increased and the value has increased substantially. The chart below shows the changes between 2012 to 2016. Yet despite these increases 71.2% of the city's occupied housing units are valued below $100,000 per the 2016 ACS , an estimate with a percentage of error between 7.1-7.7%.



Mt. Healthy Home Sales Trends, 2012-2016

Median home sale prices have improved significantly over the last 5 years. The number of home sales has been inconsistent, but overall has seen an increase since 2012.

Year	*# of Sales*	*Median Price*	*# of sales Change*	*Price Change*
2012	43	$43,020	-	-
2013	73	$41,299	70%	-4%
2014	46	$58,523	-37%	42%
2015	69	$67,302	50%	15%
2016	78	$78,900	13%	15%

Data Source: Cincinnati Enquirer

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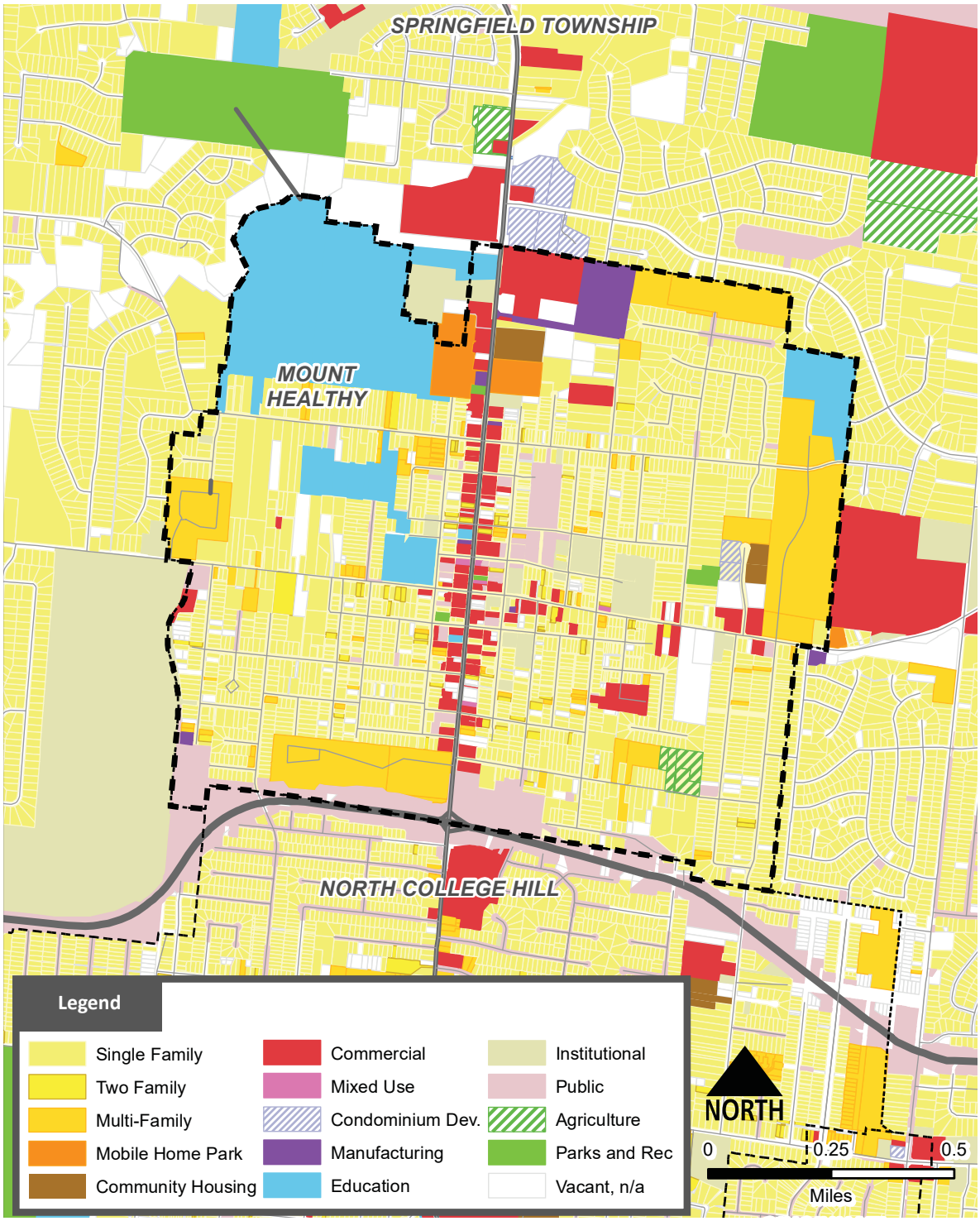

Reflected above in the Current Land Use Map, the primary land usage for Mt. Healthy is residential. Other significant usage is Commercial and Educational, as shown here. The community has little manufacturing and industrial usage on the map which confirms its status as a bedroom community. A storage container facility located in the north part of the city, behind Hilltop Plaza is the largest Manufacturing parcel. The main economic driver and opportunity for community growth is the Hamilton Avenue Corridor which shows mostly commercial and some mixed-use usage. There are two mobile home parks in the community, and a JEDD with Finneytown in the commercial area that provides tax dollars to the city.

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The central corridor for Mt. Healthy is Hamilton Avenue. It connects the city to the Ronald Reagan Cross-county Highway to the south. To the north it extends to Interstate 275, to Hamilton Ohio and beyond. Compton Road bisects the city from east to west. It travels west through Northbrook and Colerain Township to Northgate Mall. To the east it goes through Finneytown and eventually to Wyoming, Ohio.

Hamilton Avenue
Challenge : Traffic volume is high and roads are used as thoroughfares instead of a destination into the business district.

CHALLENGES

Hamilton Avenue
Assets : Easy Access to highway, allowing for entry by outside residents

ASSETS

Hamilton Avenue
Opportunity : Build on the existing public transit access within the downtown corridor

OPPORTUNITIES

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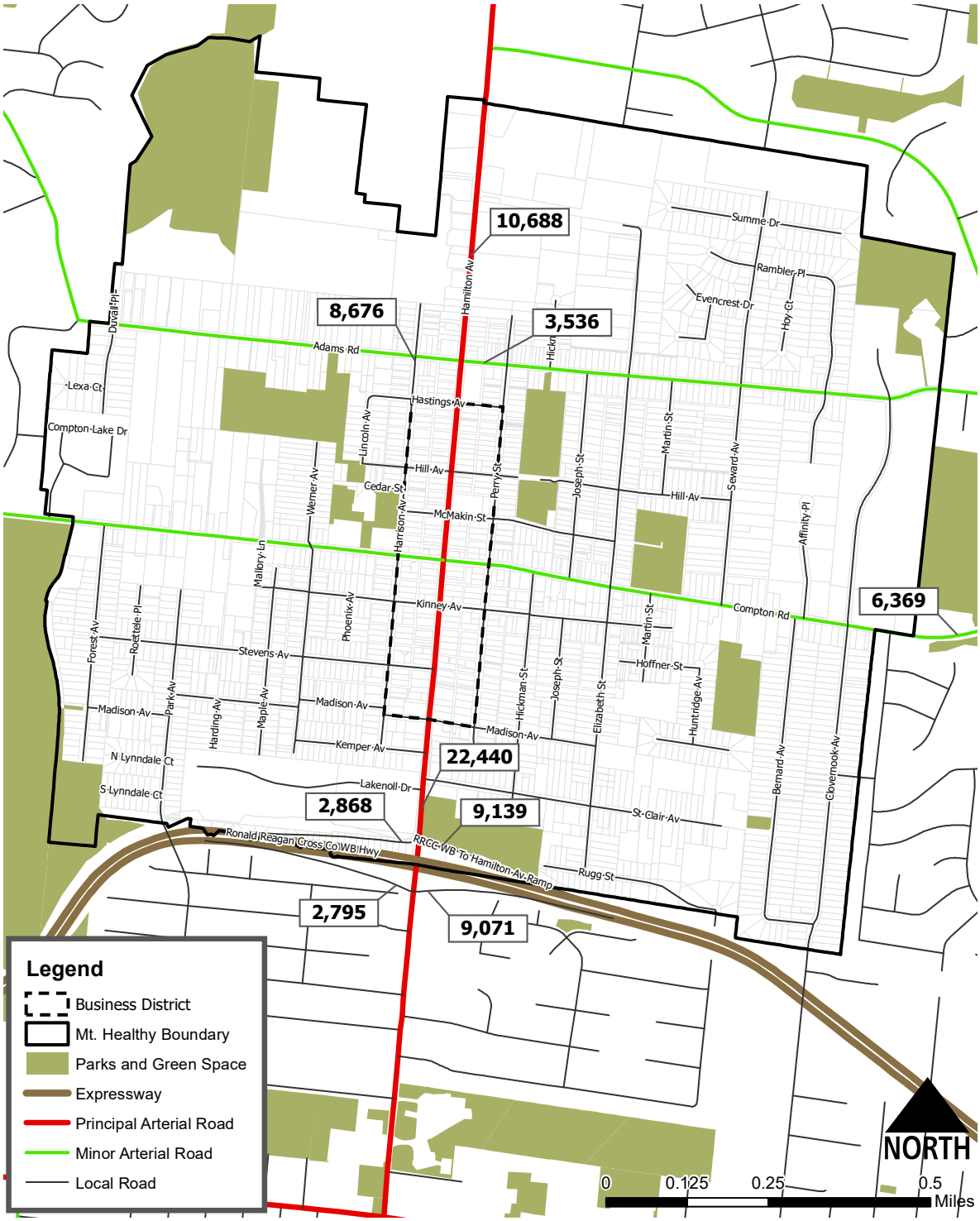

This map shows traffic counts obtained from the Ohio-Kentucky-Indiana (OKI) Metropolitan Planning Organization's database from 2005-2015. The data shows that the annual average daily traffic (AADT) count on Hamilton Avenue range from 22,440 to 10,688. Anecdotal observation shows that there is significant rush hour traffic along Hamilton Avenue. For comparison, Farifield Avenue in Bellevue, KY, a street of similar size and character is measured as having an AADT of 27,614. Other communities that see this volume of traffic have used it to generate positive impacts on their business district.

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Mt. Healthy is part of the Southwest Ohio Regional Transit Agency (SORTA) providing bus service to the Cincinnati region. The community is in Zone 2, which is all areas of the bus system that are outside of Cincinnati but in Hamilton County. The bus fare for this zone is $2.65. Transit ridership is important to the community as data from the 2016 ACS shows that 722 or 24.9% of the households living in Mt. Healthy do not have vehicles available and may rely on transit for most of their trips.

Currently Metro has no plans for modifications or enhancements to routes serving Mt. Healthy. Any route additions would be explored further only if a county level sales tax is adopted by Hamilton County residents for support of transit.

Average Daily Bus Boardings
Weekday

The most heavily frequented stop is the Hamilton Ave & Kinney Ave stop with an average of 13.35 people. This number was derived from the average number of daily boardings taken over weekdays on the week of August 17, 2017. This stop services almost all of the bus routes that go through Mt. Healthy. Three of the four branches of the #17 along with the Mt. Healthy 15x express stop here. The #16 stop is a block away, and is a potential transfer point.

Metro Bus Route #16 bound for Mt. Healthy seen here in Cincinnati's Over-the-Rhine Community, adjacent to downtown

Hilltop Plaza acts as a Park and Ride Facility for the #17 bus route

A Bus stop sign in Mt. Healthy

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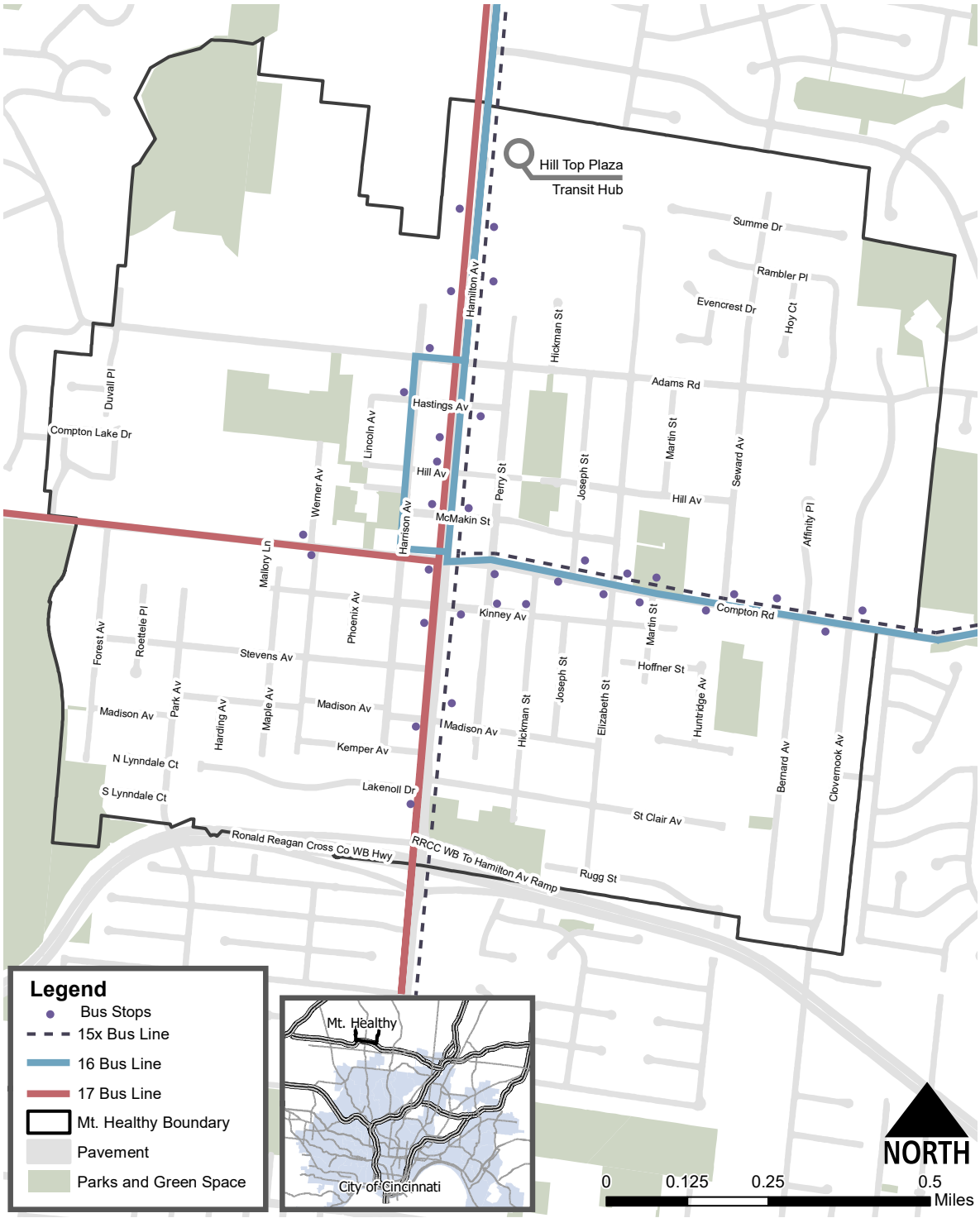

This map shows the relevant Cincinnati Metro bus lines that travel to and through Mt. Healthy as of the time of this report. Bus stops are frequent and there is a layover stop at Hilltop Plaza for the #17 and #16 buses. All of these routes connect Mt. Healthy to downtown Cincinnati. The #17, one of the busiest and most frequently used bus routes in the system, runs primarily down Hamilton Avenue, through Clifton and Uptown to Downtown. The #16 runs to Finneytown, Winton Terrace, Northside, and Camp Washington before arriving downtown. The #15x is an express bus that runs at rush hour service to Finneytown and then back to Hamilton Avenue to run express from Spring Grove to downtown.

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This map shows areas that are within walking distance of Mt Healthy's historic business district. Half of the total properties in Mt. Healthy are captured. Most of the community and potential customers to the business district along Hamilton Avneue would not need to use an automobile to patronize businesses in the district. Strategies to harness this potential customer base for the business district are explored in phase two.

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EXISTING CONDITIONS - PARKING

The map to the right shows the total areas of the existing Mt. Healthy Business District dedicated to parking. Parking in the rear of existing buildings is available in almost every block. The total number of spots within the business district boundaries is a staggering 877 spaces. This is the equivalent of having two parking garages the size of the ones under Washington Park in Over-the-Rhine.

The image below shows city-owned public parking lots along the business district corridor of Hamilton Avenue. There is a total of 155 public off-street spots on the east side of the district and 145 spaces on the west side of the district for a total of 300 spaces.

There are a total of 659 off-street parking spaces, this includes public parking lots and parking lots in the rear of stores. 45.5% of total off-street spots are public. There are 121 on-street parking spaces within the district along Hamilton Avenue. 97 marked on-street spaces exist along cross streets McMakin, Compton, and Kinney Avenue. There is no parking along three cross streets. Perry Street provides 16 marked spaces at two blocks, but they are for the Post Office and the City Building. Parking is equally distributed on both sides of the street with 315 off-street spots on the west side and 344 off-street spots on the east side. Two lots could not be measured since they are unimproved dirt lots.

Of all spaces counted, 48% of the total parking capacity in the corridor is under public control, either through public lots or on-street parking.

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The Urban Fast Forward team conducted a Built Form Analysis of all the parcels along Hamilton Avenue from the Hilltop Plaza to Lakenoll Drive. The analysis was used to identify existing conditions in regard to use conformance and contribution to corridor activation, pedestrian accessibility, as well as the overall condition of the structures. Reviewing these characteristics on a detailed, parcel-by-parcel level allowed the team to develop a visual guide to identifying contributing properties and potential intervention areas. A focused strategy based on this analysis is in the implementation section of Phase II of this report.

The measurements used to scale each attribute (walkability, structure, and use) range from 0 to 3, where a 3 delineates the highest score achievable for each category and a 1 is representative of the lowest possible score. A 2 depicts a structure that falls somewhere in between the highest and lowest score. 0's were given to vacant lots that have no structure or present use. After analyzing the buildings through each of these respective categories, the sum of the score for each parcel was totaled to create the final map at the end of this analysis.

For walkability, the team analyzed the relationship between the built form and pedestrian access for each parcel. For example, a building with a frontage and entrance that is adjacent to the sidewalk would receive a 3, whereas one with a large parking lot between the sidewalk and the entrance would receive a 1.

The observed level of maintenance seen from the street was the criteria for the physical structure analysis. A building with intact siding, roofing, windows, and/or some level of adornment would receive a 3, whereas a structure that has broken siding or windows, trash in front, or is in need of a fresh coat of paint would receive a 1.

Finally, the land use of each parcel was evaluated based on whether or not it was contributing vitality to the business district. Most businesses work well in the district and received a 3. Auto-oriented uses received a 1 due to the drive-in and drive-out aspect of their business model.

Walkability

Example - Rating 3 - Built to street (Good Walkability)

Example - Rating 0 - Parking Lot (Poor Walkability)

Physical Structure

Example - Rating 3 (Good Physical Structure)

Example - Rating 1 - Rehab Needed (Poor Physical Structure)

Use

Example - Rating 3 - Retail (Good Use)

Example - Rating 1 - Gas Station (Poor Use)

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Within the business district, 62% of the parcels along Hamilton Avenue received a 3 for walkability indicating properties built close to the sidewalk and easy for pedestrians to access. This is an asset that many communities would love to have. An additional 11% of parcels are still fairly walkable and received a rating of 2. The remaining 27% of properties are rated at either a 1 or 0. This map helps to identify ranked locations so that improvements can be made strategically.

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A majority of the buildings in the business district (68%) have been rated at either a 2 or 3 for the condition of their physical structure, meaning that they are either in good shape but could use some small improvements or they're in excellent condition already. 12% of buildings were given a score of 1 for being in very poor condition and 20% have been identified as vacant land with no building to rate. Given that a majority of buildings are in good condition, our team believes that a facade improvement grant would incentivize upgrades that could dramatically improve the look and feel of the central business district.

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Most of the buildings in the business district (55%) were given a rating of 3 for compatible usage which is expected, seeing as the built environment was mostly constructed for commercial and retail uses and has been filled out as such. About 10% of properties were given a rating of 2, as uses that are not typical of a business district, but seem to fit well enough into the fabric of the district. These included properties such as funeral homes and residences. 12% of the parcels received a rating of 1 for being car-centric uses or vacant, and 20% were rated at 0 as vacant lots.

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The final map combines analysis of all the preceding maps. The scores are totals from; walkability, physical structure, and uses. The highest possible score is 9 points. The map shows a strong intersection at Kinney and Hamilton Avenue. Most of the lots within the business district are highly rated despite vacant lots which impair district cohesion. Infill development on these sites represent a crucial opportunity for the city.

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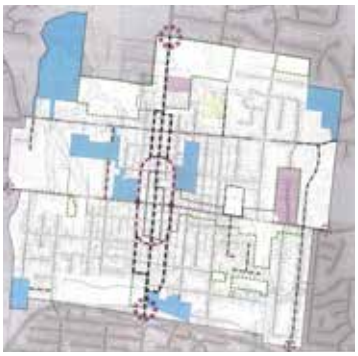
EXISTING PLANS AND REGULATIONS

The most recent Comprehensive Plan for the city was enacted in 2007. Many recommendations, including the creation of a design review board, were implemented. Others were tabled.

It is worth revisiting these earlier recommendations for relevance to current goals. With an exception as noted next, most of the Phase II recommendations herein are in alignment with the city's adopted comprehensive plan.

The 2007 recommendations regarding traffic however should be taken with caution, because they require a large amount of demolition. The business district of the city retains the unique charm and character of Mt. Healthy's history. Revitalization opportunities along Hamilton Avenue such as the Main Theatre offer the opportunity to tell the city's story and offer points of distinction and community pride that is impossible to replicate with new development.



Comprehensive Plan Gateway Map

Need for gateway and downtown focus was present in this plan as well

ZONING REGULATIONS

Our team performed a brief analysis of the Mt. Healthy zoning code and identified areas where efficiencies can be made. While complete zoning code is outside the scope of this report, some key recommendations are included. The goal is to reduce obstacles to development while preserving the intent and integrity of the regulations for the safety and welfare of citizens.

Phase Two recommendations include:

- Signage regulations
- Off-street parking requirements
- Parking best practices.
- Permitting of alternative housing types
- Creation/streamlining of special zones
- Clarification of Historic Building regulations
- Streamlining of zoning processes

Current Signage

Flat signage limits business identification in Mt. Health's business district

Existing off-street parking

One example of the abundant off-street parking available

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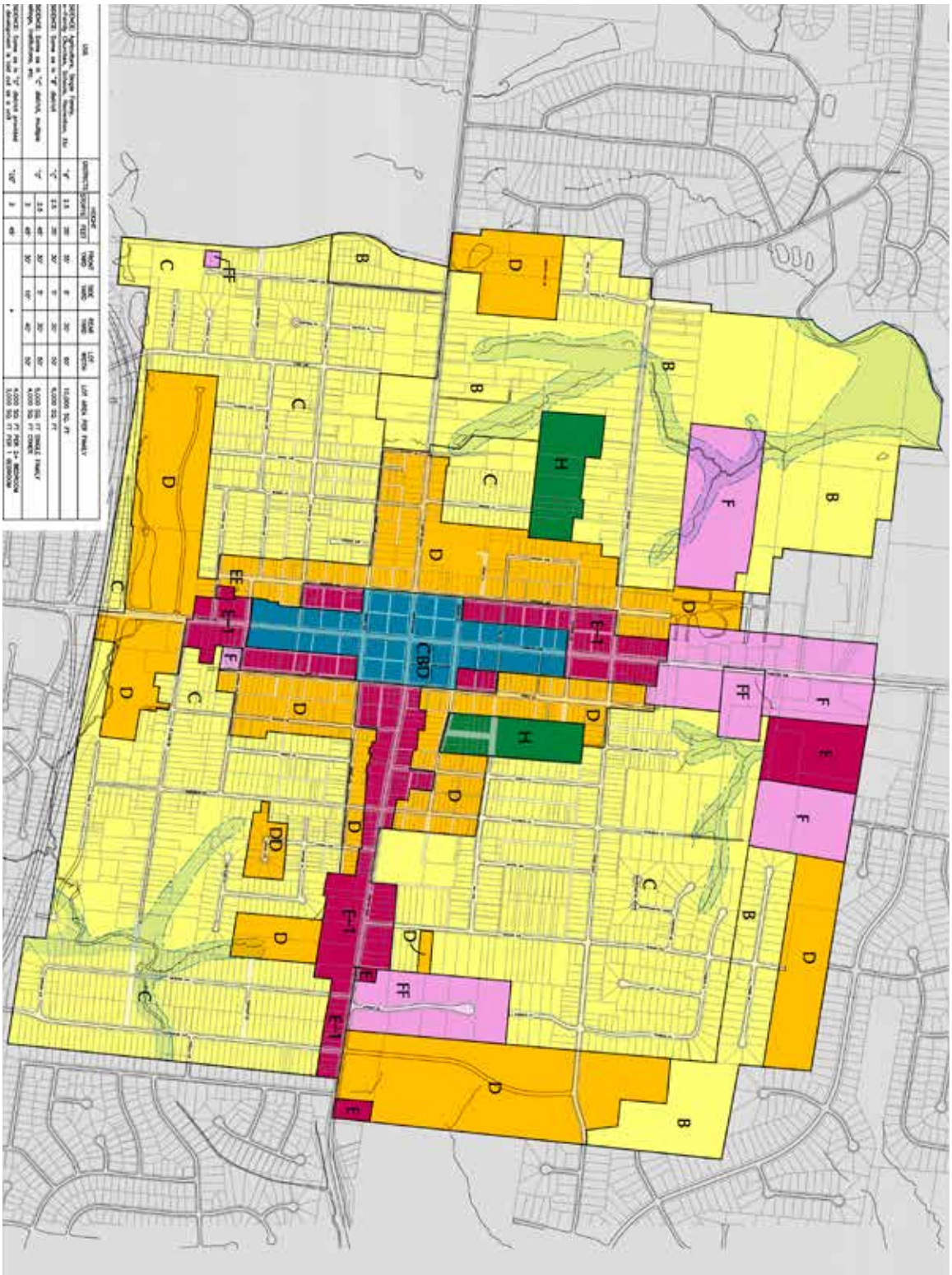

Current Zoning Map

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Urban revitalization is gaining strength in smaller to mid-sized cities. According the ULI Emerging Trends report for 2018, Cincinnati is among several emerging second-tier cities likely to continue to build on this movement.

Key to understanding this momentum is recognition of the preferences of the now largest segment of the US population, millennials, those born between 1980-1996. As this large cohort ages into family formation stage, they increasingly are looking for jobs, communities and housing types which offer lifestyle amenities and support a desire to reduce or eliminate automobile dependency. Walkable communities with authentic features and conveniences, affordable housing and an environment suited for both single and child centered households are on the rise.

These are typically outer ring city neighborhoods and first ring suburbs. They tend to have great urban bones such a traditional street grid, walkable main streets and neighborhood charm. But they are usually also located close enough to the urban core that big city energy and primary employment centers are proximate.

Mt. Healthy has such attributes. It is in a strong position to become a preferred location for a cohort of these millennial families because of its distinctive assets. It already has a great combination of historical and built environment which when mixed with the nascent urban agriculture and home-schooling movements can be translated into opportunities for both the community and its business district.

The next phase of the report explores these opportunities in greater depth. It delves into the potential of Mt. Healthy identified in this report and outlines strategies, steps and examples on how to get there.

Existing Placemaking

Downtown Access

Main Theater

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MT. HEALTHY

PHASE 2

RECOMMENDATIONS

Introduction

Many of the recommendations in this report are in line with the City's 2007 Comprehensive Plan. However, that plan does not include a specific implementation framework for accomplishment, so this plan offers specific implementable goals, tailored for a community with budget constraints, limited personnel, and volunteer capacity.

Let's begin.

THEMES

Recommendations in this section break into five themes that relate to the overall vision for Mt. Healthy.
Which are:

- Urban Sustainiculture (ag+sustainability)
- Main Street
- Home-Schooling
- Civic Engagement
- External Engagement

Icons for each theme are described on the next page and appear throughout the report at the top right of each recommendation page. Themes are also called out in the implementation matrix.

SECTIONS

- Implementation
- Retail Strategy
- Mobility and Walkability
- Public Policy
- Sustainiculture
- Education

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Recommendation Themes

Civic Engagement

External Engagement

Sustainiculture

Main Street

Education

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Implementation

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How to Implement This Plan

Build Partnerships

Every community must go to battle with the army it has. There are only so many engaged citizens, stakeholders and leaders. Filter those down for positive attitude, bias to action and available time and the number reduces even farther. For Mt. Healthy, regional partnerships and resources can be force multipliers.
Among strong potential collaborations are:

- College Hill Community Urban Redevelopment Corporation
- The City of North College Hill
- A Greater Northbrook
- The Port
- Hamilton County Development Corporation
- Hamilton County Department of Community Development
- Green Umbrella
- OKI Regional Council of Governments
- Southwest Ohio Regional Transit Authority (SORTA)

Mt. Healthy City Hall

Introductions to some of these have already been effected and Mt. Healthy leaders are working to build capacity for catalytic future projects. We strongly recommend a regular schedule of meetings and an ongoing exploration of areas, such as marketing and placemaking, where other organizations may be able to offer stronger capacity.

Create a Community Urban Redevelopment Corporation

City leadership has strategically assembled new land in the Hamilton Avenue Business District. Redeveloping these properties will take time, focus and specialized expertise. A Community Redevelopment Corporation could be a useful arm of local government in exploring, initiating and managing future projects.

Such an entity, enabled under Ohio Revised Code (ORC) 1728, has the power, as a private non-profit corporation, to focus solely on community redevelopment efforts. It could also have the ability to raise funding from non-profit sources, and act as master developer on to properties within the community.

This would be an initiative new to the community but should be formed with a baseline commitment to partnership. Redevelopment is a multi-faceted enterprise, with functions distributed across a range of entities. For true success, maximum collaboration and speaking with one voice is essential.

City owned building on Hamilton Avenue

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TACTICAL URBANISM

What Can We Do Today?

Small actions often lead to big reactions. Recognition of the strengths of Mt. Healthy is low beyond its borders. Even within the community, enthusiasm is not consistently high or uniform across the citizenry.

Engaging events, some targeted at an internal constituency and others meant to attract an external audience can help begin to address that. Below are some suggestions to begin the process with the following elements:

- Determine an audience
- Plan the event
- Execute
- Evaluate

Following each event, the committee can examine outcomes and map a way forward. More of the same or different? Fewer or greater in number? Successful by what measures? How to do better next time? Consistency matters but so does creativity. How can events be used to bring existing neighbors out and potential residents in to discover, newly or again, the things that make Mt. Healthy great.

Tactical Activation Tips:

- Fun is a goal
- Be consistent across several events
- Promote, promote, promote!
- Build local partnerships
- Tie to the community's brand
- Site the event is a visible, accessible space
- Think about comfort
  - o Shade for Summer
  - o Warmth for Winter
  - o Neither too open nor too closed
- Pay special attention to
  - o Lighting
  - o Programming for all target ages
  - o Food and Drink
  - o Safety

SOME THOUGHTS...

Pop-up Flea

This is temporary activation of an exterior or interior space with a crafts and/or oriented 'flea market'. City Flea in Washington Park is the most visible local example, but it is not unlike the crafts program as part of the Mt. Healthy Holiday event. Handcraft and food items are common inclusions. Could this be monthly in the Summer as well as at the holidays?

Community Garden with educational component

A community garden is a simple way to develop collaboration among neighbors. They are easy to set up and often involve building partnerships between organizations and schools.

Home Brewer Showcase

This would build a partnership on current and former assets to the community. The city and/or citizens might work to build a partnership between Fibonacci and Deeper Roots Coffee, which left Mt. Healthy in 2017, and create a Brewing Festival that focuses on craft coffees and beers.

Mobile Food Fest

Food trucks are on the move. Perhaps again partnering with Fibonacci, what about an event in early Fall with trucks and tailgating? In good weather this could be a monthly or even weekly event.

Pop-Up Town Hall

This is civic level engagement held in an open space along the business district, a parking lot or in a pre-developed building (one in relatively stable condition). What if one night a public body held a public event outside their normal confines and invited the community to present ideas for growth? These can include presentations in a petcha kucha style (fast paced), or be a general sounding board for focused community efforts.

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Home Schooling Science or Art Fair

Mt. Healthy's strength as a regional home-schooling center is a strong platform on which to build. What could be used to highlight this element of the community and engage these very committed parents? Such an event would bring families from far and wide to discover the assets of our unique community.

Healthy Day Harvest Festival

Another fall event, this could showcase local businesses, farms and agriculture programs. Could be partnered with a City Flea, or a truck food fest.

Historic Walking Tour

Coordinate with the Mt. Healthy Historical Society, the Cincinnati Preservation Association, Cincinnati Preservation Collective and other regional historic oriented organizations on developing a series of walking tours to explore and learn about the history of Mt. Healthy, its places and buildings. The Urban Rangers already conduct walking tours in Cincinnati neighborhoods including already one in Mt. Healthy. These increase exposure of the community to preservation minded young people looking to invest in a place. A win-win for all.

Guy playing a giant Space Invaders game projected on a building wall. Source: Wired Magazine

Giant Game Night

Using some of the city owned property, perhaps the lot across from Goodies on Kinney, set up a giant checker board, add chess tables and benches, or create a giant version of Space Invaders as shown above. Schedule a series of events and through social media promote them widely. Become known as a creative playful community – again targeting the young professionals and young families looking for just such a place to settle. Good food right across the street will certainly enhance the event.

Urban Agriculture Series

What about a series of how to sessions for aspiring urban farmers? This could be a winter program, focusing on how to set up small edible gardens, maintain chickens, canning and pickling and other topics. Mt. Healthy has several local experts who could be resources and such a series would be relatively unique and strongly brand aligned. Fibonacci as host site would add yet another dimension.

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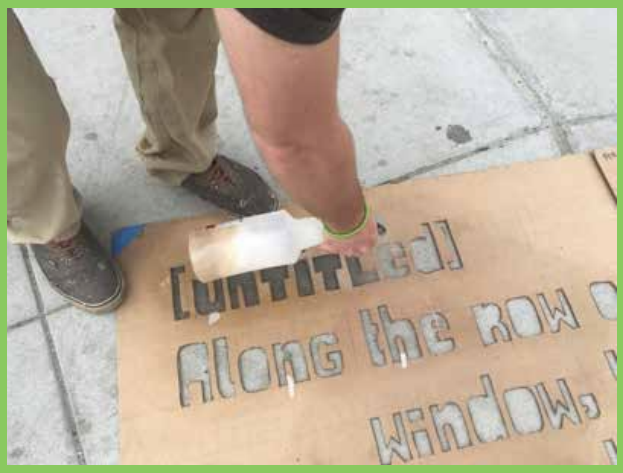
Case Study:
Water Activated Street Art

A quick example of creating easy and interesting art comes from Seattle and Boston. Rainy weather tends to keep residents indoors but a new artist movement in both cities offers a way to make rainy walks more interesting.

Using a special paint, artists are crafting messages that are visible only after it rains. In Seattle these installations are called "Rainworks" and are the product of local magician, Peregrine Church staff has installed over 25 of them across the city. According to CityLab, "To write their messages, Church and his friend Xack Fischer spray a biodegradable, environment-friendly, water-repellent coating onto the sidewalk through a stencil. When it rains, the surrounding concrete gets wet, but the sprayed bit of concrete stays dry."



In Boston, the city partnered with Mass Poetry, a non-profit group that supports the Massachusetts poetry community, to develop water activated street art poetry. Titled, "Raining Poetry," the project uses the same paint as Seattle. Instead of art, however, Boston stencils in lines from famous poems.

Water activated street art is biodegradable and wears off six to eight weeks after application. Cities like Atlanta have also taken up the cause. Boston leaders are using it as a way to highlight the city's history and bring poetry to the people; Seattle is using it for art. Either way, this would be a unique attraction in Mt. Healthy and could help compliment artistic crosswalks.

References:

http://www.citylab.com/design/2015/03/this-seattle-street-art-only-appears-when-its-raining/388529/
http://www.citylab.com/navigator/2016/05/boston-raining-poetry-sidewalk-street-art-invisible-graffiti/483512/

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Engage the Community Through Art

A "Before I Die..." mural posted in Cincinnati

A popular way to engage community with limited volunteer capacity is through art. Programs like Artworks create murals by employing youths through a summer program. Others are more guerrilla/tactical and can be done by one person. One example is the work done by urban artist Candy Chang. Her "Before I die..." murals capture ambitions in a positive way. She has also launched campaign of stickers called "I wish this was..." where people can input what they want to see in vacant buildings and other parts of town.

A "I wish this was..." sticker from iwishthiswas.com

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Painted Plazas

Pacman inspired street art plaza in Capital Hill neighborhood of Seattle

Mt. Healthy has an abundance of alleys and parking lots behind its historic business district. What if one of these lots became something more engaging for the community? Pictured above is the new 'Pac-man Plaza' in Seattle which has helped transform Seattle's Capital Hill neighborhood.

Closer to home is the MadLot in Covington. In 2014, volunteers organized and purchased supplies through grant money from Places from Space. Over the course of one Saturday the parking lot was painted and by the evening was hosting events.

Painted plazas can add color to the traditional parking lot, help organize stalls or food trucks for events and provide an alternative community gathering point.

All it takes is a dedicated team of volunteers, a few hundred dollars of supplies, planning and one to two days of execution.

Make sure to invite widespread participation and have a thank you party for the volunteers afterwards!

Mad Lot in Covington Kentucky on opening night
Places from space link:
https://placefromspace.wordpress.com/?fbclid=IwAR1nJg8k71E1sv7RCq_S-T5II8IDVlJ_ImZyrVh7Psj-RH-5HCUr_MJwg3N8

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Pink Zoning

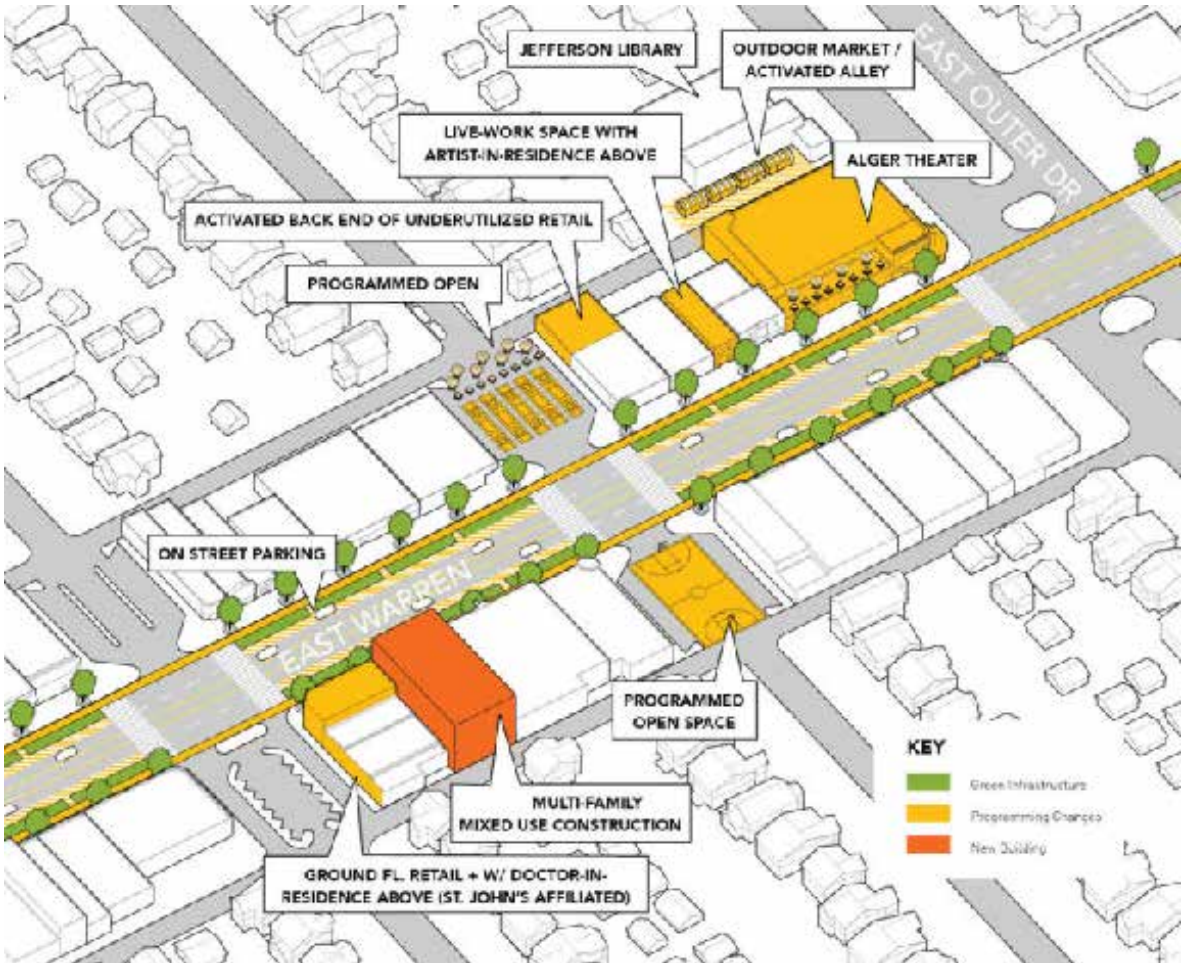
TACTICAL POLICY MAKING

A Pink Zone is an area where the city has voluntarily reduced certain regulations to spur growth. The first step is a 'Lean Scan', essentially an exercise to determine which existing regulations can be skinnied down in the target area. As small as a single block, or comprising an entire neighborhood, the scan is intended to uncover barriers which may impede or strangle growth. Often these are regulatory items from previous eras with lessened current importance. An overlay zone is then developed in which regulations are eased. These commonly include parking constraints, dimensional setbacks and building size. Lastly, a simplified code, often paired with incentives, is developed.

Where can a pink zone be implemented?

A Lean Scan "shifts the focus from the master plan and large-scale project to local initiative and achievable results, narrowing the field of investigation to short-term projects," according to authors from the Projects for Lean Urbanism. The results of this scan are then used to guide and create the Pink Zone.

There are some criteria that make for an ideal Pink Zone candidate. These include an area of neighborhood scale, accessible by public transit and street, with both commercial and residential components. The area should be relatively affordable, have available support from the community, view diversity as an asset.



Example of Pink Zone corridor from Mix Tape Detroit

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Case Study:
The Savannah Pilot Project

Savannah, Georgia is one of five cities nationally that is hosting the Pink Zone Pilot for the Project for Lean Urbanism. Two Pink Zone candidate locations were identified in the city. These areas were determined to be where there were missed opportunities for renovation and infill under the current zoning code. Land use regulations in these areas were determined to be highly prescriptive with four different zoning conditions, with overlays, prohibitive setback, frontage, and parking requirements, and use restrictions.

Pink Zoning is typically applied after conducting a Lean Scan, which is an examination of existing conditions and regulations pertaining to a site, corridor or district, depending on the scale of the needed interventions.

Pink Zoning Pilot Project in Savannah, GA

Pink Zoning Pilot Project in Savannah, GA

Tools that Pink Zones utilize to inspire community-scale revitalization include: lean governing, lean development, lean codes, lean regulation, lean finance, and platforms. These tools attempt to remove certain barriers to development in the Pink Zone via variance means.

Planners in Savannah identified two pink zone candidates. The workshop team then sought to identify building types that would work with the pink zone parcels including Duplex and Carriage Houses. When looking to see if the new building types would comply, they found high barriers. A lean codes proposal was made to either remove restrictions or remove setbacks.

This enabled Savannah to envision how projects which had previously been non compliant could proceed. Since the implementation of the two Pink Zones in Savannah, one area has seen community activation with a weekly farmers market and some interest in the adjacent shopping plaza. The other has seen investment from the city in the form of a new fire house.

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Revitalization Focus Strategy

With every plan there is the question of where to start. And then where to go, and then.. and so on. This strategy was developed based on public comment, the built form analysis and expert real estate, planning and community development knowledge. The map on the next page highlights 5 sequential stages of development. But even within this framework it is important to be prepared for revisions. Local factors may change, making an area proposed for later development into an earlier opportunity. Rigidity is not the goal – momentum is.

It is essential to start with the best opportunity and radiate out from there. Concentrate efforts and resources on a manageable target until signs of momentum are visible. Resist the temptations to jump from site to disconnected site. This, truly is a war not a battle with success measured over years.

Phase 1 should focus primarily on this intersection

A phase 2 focus area block

Phase 1: Main Theatre – This is the real heart of the business district and the most likely area for transformational revitalization. Mt. Healthy Renaissance should focus all its energies in bringing this community resource back to life, probably in stages, but as quickly as possible. The proximity of Goodies and city owned land reinforce this as a primary opportunity.

Phase 2: Theatre Adjacent – Buildings and businesses within a few minutes' walk from the Main should be next up as a means to drive destination demand. The Main itself might incorporate a coffee/wine bar, but if not this would be a welcome addition, driving both day and night activation. If the Main is programmed that will create new diners, shoppers and visitors for the immediate area. What can be put in place to keep them – and their dollars – in the community longer?

Phase 3: North CBD - At this point, the core historic business district has been stabilized and the city should be looking to reactivate parts moving north to Mt. Healthy Dairy Bar. It is key at this point to maintain the existing character of this corridor. For example, it may be advantageous to consider maintaining existing historic housing in this area.

Phase 4: South Gateway - By this point, the main historic stretch of Hamilton Avenue has become viable. Now can begin new construction and infill opportunities. These can be market rate residential or office built over ground level retail. Opportunities to redevelop parking lots behind the business district are also now more likely.

Phase 5: North Gateway - In this phase, the city will leverage growth and redirect redevelopment energy toward Hiltop Plaza and other sites at the northern end of the corridor. Potential for a northern gateway project in this zone partnered with industrial development will make this phase of development a game changer for the community.

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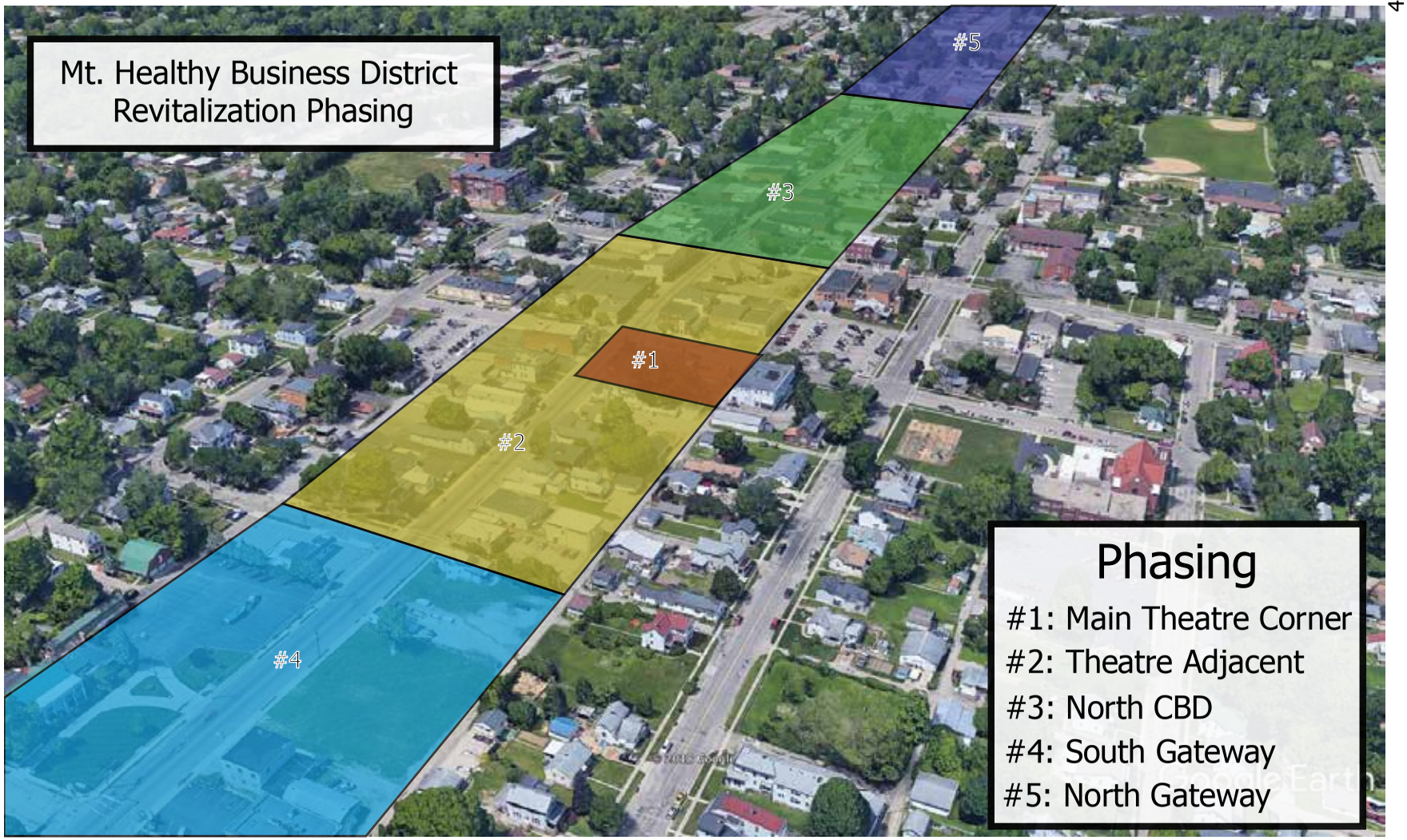

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Implementation Matrix

The Implementation Matrix below is a summarized guide to enacting this report. Each recommendation is categorized with approximate timelines, cost, thematic relationship and degree of difficulty.

A summary of each category definition is at the end of the table.

Level 1 is small scale, immediate interventions and strategies the city and partners can enact to generate positive brand building and revitalization.

Level 2 recommendations are more in-depth and longer term. They are intended to be enacted once there is more engagement and capacity to move forward.

Level 3 strategies are larger scale projects which will move the community from recovery phase to growth. These recommendations are more ambitious but equally more transformative.

Recommendation	Timeline	Cost	Theme	Phase
Reorganize zoning code usage	Short term	$	Main Street, Sustainiculture	Level 1
Eliminate height requirement	Short term	$	Main Street, Sustainiculture	Level 1
Update Signage Regulations	Short term	$	Main Street, Civic Engagement	Level 1
Install Bicycle Racks	Short term	$	Sustainiculture, Civic Engagment, External Engagement, Main Street	Level 1
Replace Pavers	Medium term	$$	Main Street	Level 1
New trash cans	Short term	$	Main Street	Level 1
Flower pots/ planters	Short term	$	Main Street, Sustainiculture	Level 1
Street trees	Short term	$	Main Street, Sustainiculture	Level 1
Benches	Short-term	$	Main Street	Level 1
Continental Crosswalks	Short term	$	Main Street, Civic Engagement	Level 1
Reprogram pedestrian buttons	Short term	$	Main Street, Civic Engagement	Level 1
Install handicap curb ramp	Short term	$	Main Street, Civic Engagement	Level 1
Partner to create an arts corridor	Short term but ongoing	$$$	Civic Engagement, External Engagement	Level 1
Pop-up Shop	Short term	$	Main Street, Civic Engagement, External Engagement	Level 1
Wayfinding	Short-term	$	Main Street, Civic Engagement, External Engagement	Level 1
Branding Mt. Healthy	Short-term	$	Main Street, Civic Engagement, External Engagement	Level 1

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Social media engagement	Short term	$	Civic Engagement, External engagement	Level 1
Optimize instagram	Short term	$	Civic Engagement, External Engagement	Level 1
Pop-up flea	Short term	$	Civic Engagement, Main Street	Level 1
Educational gardens	Short term but ongoing	$	Sustainiculture, Civic Engagement, External Engagement	Level 1
Mobile Food Fest	Short term	$$	Sustainiculture	Level 1
Painted Plaza	Short term	$	Main Street, Civic Engagement, External Engagement	Level 1
Pop-up town hall	Short term	$	Civic Engagement, External Engagement	Level 1
Historic Walking tour	Short term	$	Civic Engagement, External Engagement	Level 1
Giant Game Night	Short term	$	Civic Engagement, External Engagement	Level 1
Tactical urbanism	Short term	$	Civic Engagement, External Engagement	Level 1
Engagement through art	Short term	$	Civic Engagement, External Engagement	Level 1
Reduce parking requirements and eliminate	Short-medium term	$$	Main Street, Sustainiculture	Level 1
Evaluate bicycle lanes	Short-medium term	$	Sustainiculture, Civic Engagment, External Engagement	Level 1
Formalize Local Historic District	Medium term	$$	Main Street, Civic Engagement	Level 2
Pursue urban agriculture	Medium term	$$	Sustainiculture	Level 2
Develop cottage courts	Medium term	$$	Sustainiculture	Level 2
Option A Traffic Suggestion		$$	Main Street	Level 2
Option B Traffic Suggestion		$$$	Main Street	Level 2
Option C Traffic Suggestion		$$	Main Street	Level 2
Consider uses for the theatre	Medium term	$$$	Main Street	Level 2
Create a downtown wifi program	Medium-term	$$	Civic Engagement, External Engagement, Main Street	Level 2
Develop a Main Street Association	Medium term	$	Main Street, Civic Engagement	Level 2
Dog park	Medium term	$$	Civic Engagement, External Engagement	Level 2
Community Gateway	Medium term	$$	Main Street, Civic Engagement, External Engagement	Level 2
Urban Agriculture event series	Short term but ongoing	$	Sustainiculture, Civic Engagement, External Engagement	Level 2
Develop an Agri-hood	Long-term	$$	Sustainiculture	Level 2
Develop an eco-village	Long term	$$	Sustainiculture, Civic Engagement, External Engagement	Level 2

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Edible Landscaping in public places	Short term	$	Sustainiculture, Civic Engagement, External Engagement	Level 2
Homeschooling Co-op: create an indoor play area for the winter	Medium term	$$	Civic Engagement, External Engagement	Level 2
Integrate urban agriculture into program/ co-op	Medium term, ongoing	$$	Sustainiculture, Civic Engagement, External Engagement	Level 2
Pink Zone	Medium term	$$	Main street, Civic Engagement, External Engagement	Level 2
Bicycle connection to Winton Woods	Long term	$$$	Sustainiculture, Civic Engagement, External Engagement	Level 3
Façade improvement grant	Medium term	$$$	Main Street	Level 3
International Marketplace	Long term	$$$	Main street, Civic Engagement	Level 3
Home Grown Grant	Medium term	$$	Main Street, External Engagement	Level 3
Convert parking lots into housing	Long term	$$$	Main Street	Level 3
Develop a cultural arts center	Long term	$$$	Civic Engagement, External Engagement	Level 3
Option D Traffic Suggestion	Short-term	0		N/A

Phases:	Terms:	Cost:
Level #1- Establish proof of demand	Short Term - 1 year or less	$= less than 10k
Level #2- Revitalize	Medium Term- 1-5 years	$$= 10-100k
Level #3- Grow	Long Term- 5 + years	$$$= 100k+

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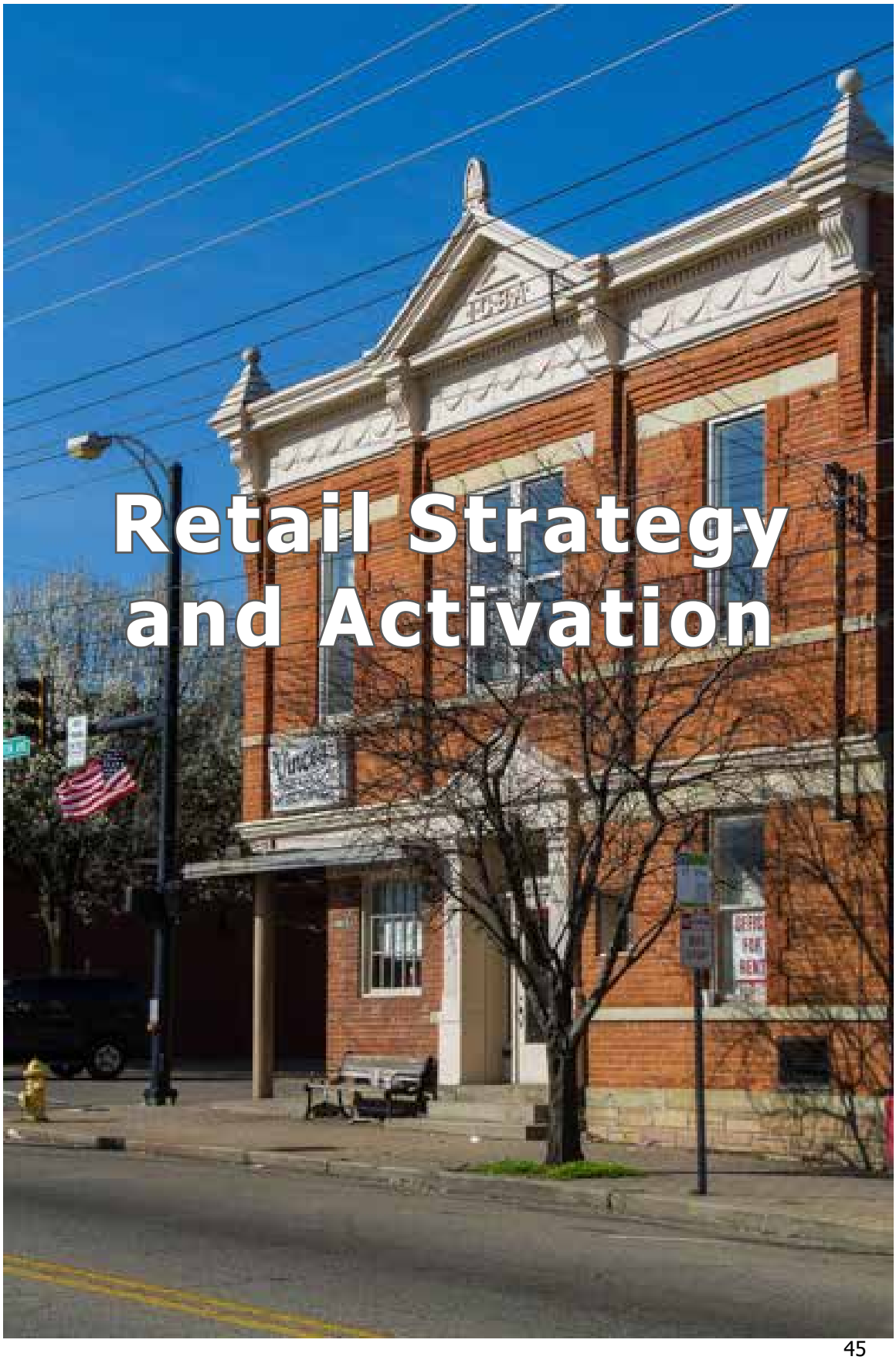

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Case Study:
The Marianne Theatre

The Marianne is a Art Deco style theatre which opened in Bellevue, KY during the peak of the Second World War, and quickly became a community hot spot. The people of Bellevue would gather to watch the latest family movie on evenings and weekends. Shifting economics of movie theaters however and trends towards large scales cinemas caused a loss of popularity.

The theatre remained vacant for almost fifteen years until the city of Bellevue purchased it in 2014 for $138,000. Public input about this decision was overwhelmingly positive. Residents cited many "firsts" at the Marianne, whether a date or a job, and were eager to have their own kids experience the magic.

The restoration is being undertaken by a group which has completed other historic renovations in the Cincinnati/Northern Kentucky area. The plan is to partner up with a local restaurateur to create an event space with food and beverages where local bands can play, Reds games projected, and special events planned. The space will also be available for rent for weddings or business parties, comparable to the Redmoore in Mt. Lookout.

The city's designated developer, wants to assure those who will be seeing it open for the first time in many years that it will still retain its charm. In an interview with Soapbox Media he stated "the whole reason for wanting to renovate this building is to connect the old and new and try to take people on that journey you know back to, what I would consider, a simpler time."

Construction is slated to begin by the Fall of 2018 and the new operators hope to be open by Summer 2019.

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Leverage the Main Theatre

The historic Main Theatre

The city owns the historic Main Theatre on Hamilton Avenue, the once and future site of so many community memories. Built in 1915, and in need of significant renovation, the Main has potential to be the principal anchor in the business district. Renovated and activated with uses and programming, this project alone would attract not only locals and visitors, but also new businesses to locate around it.

CONSIDER CROSS-TENANTING USES AT THE THEATRE

Develop uses that complement event space

Among the uses which would enliven the property:

- A friendly bar
- Coffee
- Book Shop
- Local handcraft
- Local Ag store

The goal is to find uses which serve as activation while also supporting programming. Potential daytime users include the home schooling community. So could there be a bookstore on site or nearby which would offer resources for this user group and be a regional destination? Is there both supply and demand for handcraft items within the community. Does the urban ag movement offer an opportunity, both as a source of programming through workshops and seminars and goods for sale?

Ordinary thoughts about event centers turn to weddings, birthdays and graduations. And certainly there is room in the calendar for such but there are also many other locales in which they can be held. The Main could, with focus and determination be not on the center of the Mt. Healthy community but also the most visible embodiment of its brand, strengthening the entire surrounding corridor.

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COORDINATE WITH HAMILTON AVENUE COMMUNITIES

Build Partnerships Along the Corridor

Mt. Healthy, a hilltop community with unique assets but also resource constrained, can maximize its assets through partnerships. College Hill and North College Hill have their own distinct characters and are adjacent along the Hamilton Avenue corridor.

The historic Hollywood Theater is located in College Hill's Hamilton Avenue Business District

College Hill has both a brewery and a historic theatre. North College Hill has ethnic restaurants. All have a strong sense of community pride and a need to establish themselves as forward looking and with Millennial appeal. By partnering, these three communities can become a single strong, and multi-faceted destination.

Moreover, College Hill has already formed a Redevelopment Corporation, CHCURC, with a professional staff. They can potentially offer to Mt. Healthy a range of services delivered cost effectively, thus leveraging capacity and volunteer time.

Conversations have begun and should be continued. The immediate benefits are apparent and will only grow more so as explorations continue, and partnerships are formed.

DOWNTOWN WIFI PROGRAM

Facilitate 21st Century Infrastructure

Lack of public wifi at downtown businesses was identified as a key challenge in findings from public input and one-on-one discussions with community stakeholders. Without wifi, it is hard for residents and patrons to work or have meetings in existing restaurants and bars on Hamilton Avenue. Our team recommends the city develop a cost sharing program with downtown business owners, and encourage long-standing restaurants and gathering spots to add public wireless internet for their customers.

Wifi zone sidewalk stamp in San Francisco, CA. Photo by Erin Pettigrew

The City could develop a downtown wide mesh grid. While there are setup costs and ongoing service costs that would need to be factored into the budget, this would be an additional point of distinction and a recruiting tool for local businesses and individual uses. Potential subsidies, offered by the city for a limited time, could encourage initial participation.

While any larger plans are considered, a cost sharing program is pragmatic, low-cost and easy to justify initially.

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Retail Strategy

DEVELOP A MAIN STREET ASSOCIATION

Main Street Focused Group can Spur Investment

Final Friday is a monthly event coordinated by the Bellevue Main Street Association

Mt. Healthy has the bones of a historic Main Street, offering a special asset on which to capitalize. A Main Street Association, membership in an organization such as Heritage Ohio, and, eventually, the hiring of a Main Street manager, will bring an array of benefits.

City staff has a full list of tasks already, Mt. Healthy Renaissance Project is all volunteer and ideally would focus its full attention on the Main Theatre. And yet, business district revitalization is a big job. There may be grants or financial assistance programs but who has time to investigate them? Landlords may be willing – or unwilling – to share a wider vision but relationship building is often key. Promotional activities can be outsourced or shared with a partner like CHCURC but as the district grows, so will the demand.

We strongly recommend, within 18 – 24 months, exploring the Main Street program and the opportunities it might offer.

Main Street Associations add benefits to the community such as:

- New funding opportunities
- Coordinating district events
- Staff personalized for business district needs
- Main St. speaks with an unified voice and brand

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INTERNATIONAL MARKETPLACE

Consolidate Existing International Assets

Independent restaurants showcasing diverse cultures are no stranger to the community, though currently located on the fringes, outside of the CBD. For example, a Peruvian restaurant, which closed in June was located in the Rinks Flea Market. How would that concept, with proper vetting, perform in the city's main business district? Would it have failed had it been better positioned in the community?

We recommend the city work with these establishments in potentially bringing them in to the business district at a prominent spot, potentially activating some city owned buildings. Obviously there will be challenges, most notably the very specific needs of food service operation, but with access to grant programs recommended in this report as an incentive and strong community support. These restaurants ought to be able to thrive if sited in an active area.

Flyer from the Peruvian restaurant formerly located at Rinks Flea Market just outside the city limits

FACADE IMPROVEMENT GRANT

Guide Storefront Revitalization

Some city resources should be devoted to creating a facade improvement grants for Hamilton Avenue businesses. Potentially structured as matching grant this would incentivize improvements from painting and signage to full scale façade rehabilitation. Additionally, funds could act as gap financing for historic revitalization projects along the corridor. This program would be an excellent driver for immediately improving the curb appeal of the district.

In general, good Facade Improvement Programs have these key aspects:

- A formal purpose statement
- A well-defined target area
- Eligibility criteria and terms for participation
- List of eligible and ineligible uses
- Emphasis on good design
- Clearly defined application process
- Specific timelines

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FOCUS ON COMMUNITY GATEWAY

Celebrate Historic Gateway First

Mt. Healthy's South Gateway Park

A historic business district marker sign

At the south gateway into Mt. Healthy is directional signage, and a monument sign behind a small trail head for Heritage Park. The current treatment is pleasant but with room for improvement.

We recommend developing a gateway into the city's historic business district as an initial focus. This would tie the community's identity to its business district and enable positive commercial connections grow immediately.

Once revitalization momentum builds, more significant enhanced landscaping, building on the green brand, identifiers, and pedestrian enhancements can be added.

CREATE A DOG PARK

Amenity for Furry Friends

Desire for a public dog park was one of the more common expressed by the community. It would be a great amenity, especially if the park could be situated to draw dog park goers into or near the business district, driving greater pedestrian traffic. Ideally a park site could also help connect Fibonacci to the rest of the district along Hamilton Avenue.

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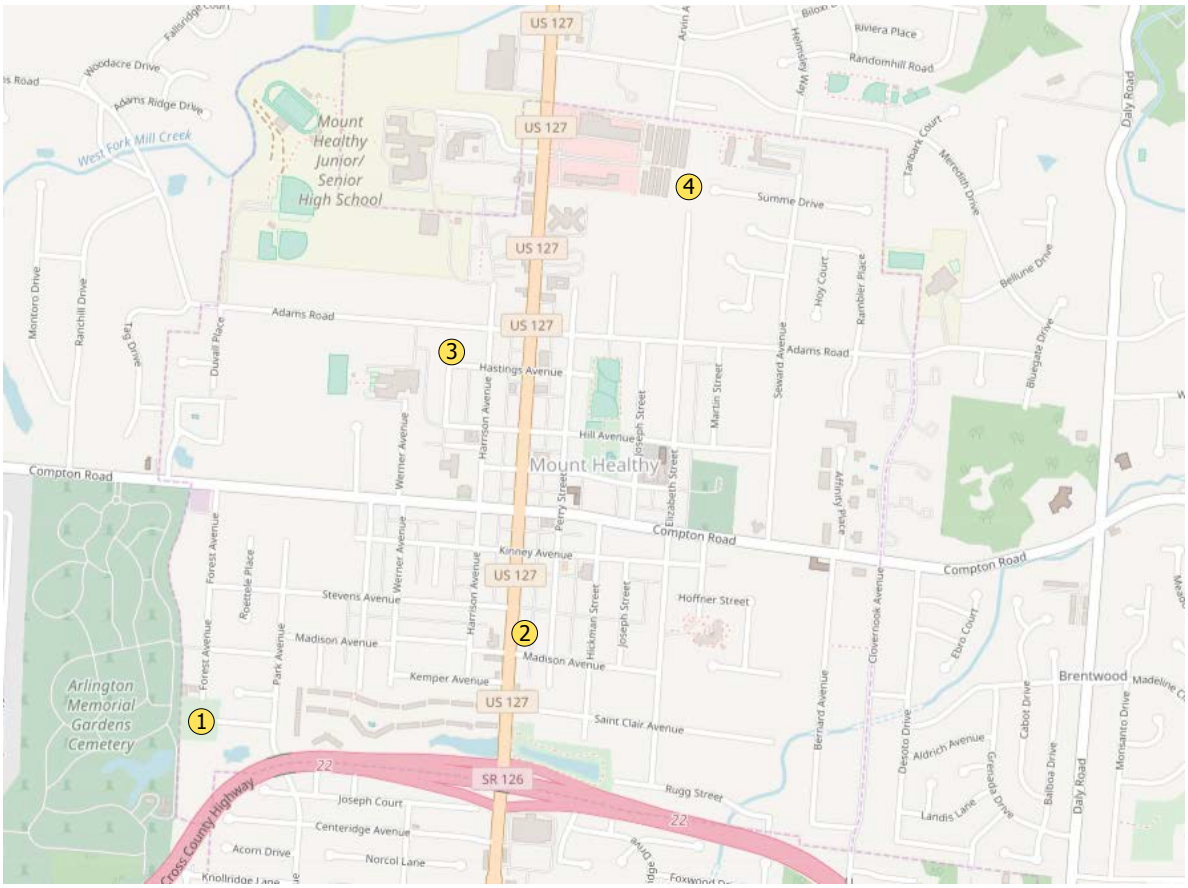
Potential Dog Park Locations



Legend

1. Forest Avenue Wetland Park.
   Potential for 1 acre dog park.
   Possible Issues: drainage/soil.
   Hamilton County Owned

2. 7347 Hamilton Avenue
   Potential for .45 acre dog park.
   Possible Issues: land acquisition
   Privately Owned

3. Hastings & Lincoln
   Potential for: .15 acre dog park
   Possible Issues: minimum size recommendation for a dog park is .5 acres.
   Hamilton County Owned

4. 8100 Hamilton Ave
   Potential for 1 acre dog park
   Possible Issues: Land acquisition
   Privately Owned

Dog Park Essentials

1. Materials for cleaning up (bags and cans)
2. Drinking water and shade
3. Entrances and exits with a two-gate system
4. Fencing
5. Adequate space to avoid crowding

Source: The Association of Professional Dog Trainers

Otto Armleder Dog Park, Cincinnati Ohio

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IMPROVE WAYFINDING SIGNAGE
Signage Should Pop and Inform

Currently, wayfinding signage tends to blend into the existing street furniture and surroundings. We recommend that the city redesign its wayfinding and focus on two distinct audiences: A set of signage for pedestrians, and a set for drivers.

Pedestrian signage should be prominent and clearly branded. It should focus on telling the story of Mt. Healthy. Signage can be used to help advertise shops located in the business district to guide shoppers and to foster pedestrian momentum.

Signage oriented to drivers can be similar to what is present now but should stand out more definitely with color and a larger font. This signage also should be branded and themed accordingly.

Current wayfinding signage

Pedestrian wayfinding map in Asheville, NC

HOME GROWN GRANT
Encourage Entrepreneur Investment

The City of Mt. Healthy could establish a grant for those willing to accept a two pronged challenge: locate a business and work on main street while also owning a home in the community. The goal here is to encourage and reward entrepreneurs and business owners committed to live in Mt. Healthy. Ideally such assistance would attract investment in local housing as well as increase commercial engagement.

The grant might require business owners to live in the community for a number of years in order to win the full amount. By attracting people who both invest in the retail district and the community more opportunities for engagement and organizational capacity are created.

A historic house in Mt. Healthy

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PURSUE A COMMUNITY ENTERTAINMENT DISTRICT

Access to Liquor License Enhances Destination

Currently, the city can pursue liquor licenses under this designation only if there is at least $150 million in investment within the designated Entertainment District area. Helpful to a degree is the provision that any construction project, including highway work, can be included in the total.

Mt. Healthy meets the requirements for population. It is difficult however to identify $150 million in projects, even including renovation of new schools, street work, utility work within the defined area, and redevelopment projects such as the Main Theatre.

Alternatively, an option is available for communities with at least 7,000 people, and incorporated as a village prior to 1860 with a designated historic district.

Mt. Healthy would need to adopt a historic district, already recommended in reports stretching as far back as 1991.

Even then though, the problem of population remains. Mt. Healthy once had a population over 7,000, but has now dropped below that threshold. We recommend that the community engage with local state representatives to explore a possible exception to this requirement for the city to gain access to CED benefits. Such an engagement may require cross partisan cooperation but the benefits argue for such an approach.

Lack of liquor licenses prevent existing food establishments like Goodie's BBQ from expanding

Maximize Upcoming Census Engagement

One of the most overlooked tools of city revitalization is the decennial census. Mt. Healthy is limited and/or penalized in several areas due to its small size. And population numbers are what they are. Or are they? City leaders, aided by a strong volunteer effort, should emphasize that the community benefits most when every citizen is counted. And the benefits often come in the form of real dollars, applicable to real community benefits.

So make sure every man, woman and child in the community is tallied in the upcoming national count.

Accurate census counts may make the city eligible for grants and facilitate important economic development designations such as with the New Market Tax Credits program at minimum.

Finally, if the city cannot get liquor legislation changed, this count becomes crucial in helping the city get closer to the required number.

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Focus Social Media Engagement

Social Media is how folks communicate these days, especially when targeting the millennial population. Fast, potentially colorful, widespread, it's a strong way for Mt. Healthy to build interest in the community, share information with citizens and build greater awareness. It's free but far from easy. Good engagement is driven by consistent clever posting and attention to building followers. It must be positive, colorful and frequent. It also should probably be managed by a member of the digital native generations for whom it is an easy and natural sphere.

Bellevue KY Facebook page acts to inform the public

USE FACEBOOK STRATEGICALLY

Set Standard Engagement Practices

Facebook is the most ubiquitous social media tool in the modern era and continues to be a primary platform for engaging citizens and others online. Important notices such as street closures, emergency services as well as events and other news about the community are readily disseminated. Existing community programs, partner organizations and other efforts the city is coordinating, are easily promoted.

Mt. Healthy needs a Government Facebook page. It should be created by the city and be administered by staff or a city contractor. We recommend having two to three people be designated to administer the page under supervision or the City Manager.

The page should be clear in establishing rules on what is permissible and impermissible. Engagement from commenters and city representatives should be positive and constructive. Negative comments, threads with false information or that get out of hand should be managed, and if necessary, deleted. Some users are tempted to see social media outlets as forums for a free for all. This site should be informative and informational, but also positive and well supervised.

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Case Study:
HOW BANGOR MAINE FOUND A TAXIDERMY DUCK AND STARTED A MOVEMENT

Bangor Mains Police Department had an engagement problem, as many other civic organizations, charged with disseminating information in the era of social media. But, when the Sgt. Tim Cotton found a discarded taxidermy duck in a dumpster, a social media phenomenon was born.

Since (now) Lt. Cotton took control of the Police Department Facebook page in Spring of 2014, readership has ballooned to more than 277,000 likes and 284,000 follows. Daily tongue-in-cheek and self-deprecatingly clever posts about alerts, department initiatives and oddities are the hallmark. The Duck of Justice makes regular appearances on Bangor's page, and the signature send off is "keep your hands to yourself, leave other peoples things alone, and be kind to one another. We will be here."

Screen Grab of Bangor Main Police Department Facebook page (facebook.com)

Engaging, clever and humorous posts often times endear people to a place. Just make sure to focus on service to the public while you're at it.

While this approach may not work for all, Cotton encourages communities to find their own voices.

References: https://www.washingtonpost.com/news/inspired-life/wp/2015/12/16/this-may-be-the-only-police-department-in-america-with-a-funny-facebook-page

© Urban Fast Forward

Case Study:

WHAT CAN WE LEARN FROM YELLOW SPRINGS?

Mt. Healthy can take some inspiration in marketing and social media from the college town of Yellow Springs, Ohio. Though there are inherent differences, there are many similarities, especially when it comes to use of social media. Facebook is a primary marketing tool for this lively community, with their page run by the Chamber of Commerce. A working committee of three, including two chamber employees and a board member manage and update the page. Posts are diverse and often seemingly low key, but unfailingly promotion centric.

Photo taken from: https://www.facebook.com/YellowSpringsOH/

The posting team has three guiding principles: post consistently, post material that is interesting, and allow and encourage engagement and participation with the page.

Every week, the page publishes a post featuring highlights for the coming weekend. All photos and text on the page reinforce the core message: Yellow Springs is charming, eclectic and very lively.
Highlights usually shine a spotlight on a chosen local business while also putting forward a few ideas for weekend activities, positioning Yellow Springs as a weekend destination. The underlying theme is that there's always something going on – so visit anytime to experience something fun.

Additional posting tactics include such as 'day in the life' entries, giving a glimpse into what life in the village is like on a day-to-day basis.

Because of these posting strategies, the Yellow Springs Facebook page has over 50,000 likes (for a town of just over 3,000 residents!), and almost all of its posts are liked, shared, and commented on by many people. Free advertising is regularly and effectively promoting individual businesses and the town in general.

Such a system could be just as effective for Mt. Healthy, promoting the area as a destination with unique and exciting assets, so much more than just another neighborhood business district.

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OPTIMIZE ENGAGEMENT ON INSTAGRAM

More than just a pretty picture

Starting an account is easy but building an audience through engagement is the challenge. Create engaging and unique content on a consistent basis, leverage hashtags (but don't go overboard) and innovate for your intended audience. We've collected some examples of municipal Instagram users that have had success and one that has not.

Paducah Kentucky's Instagrams follow these rules well. As shown to the right, they posted a great picture of an interesting scene in the city. Accompanied by a brief description and the appropriate hashtags to get search traction, it catches the eye. Paducah has attracted more likes and followers which translate into more positive branding, increased tourism, and heightened economic awareness.

https://www.instagram.com/cityofpaducah/

A second example is the Village of Silverton, OH, with an interview with a local business. Although tidy, the level of interaction was low for this post. Instagram is a visual medium, such text heavy posts may be more appropriate for Facebook.

https://www.instagram.com/villageofsilverton/

Last is the City of Dearborn, MI which decided to treat Instagram as a community board. In this example, the city is notifying citizens with information less lively than the posts of other communities. The page still has over 43,000 followers.

https://www.instagram.com/hecityofdearborn/

Mt. Healthy has an opportunity to access new audiences through social media, engage a younger demographic and interact with residents, visitors and others in a more direct manner.

Elevate the community profile by promoting the assets of the community consistently putting forth positive images and information.

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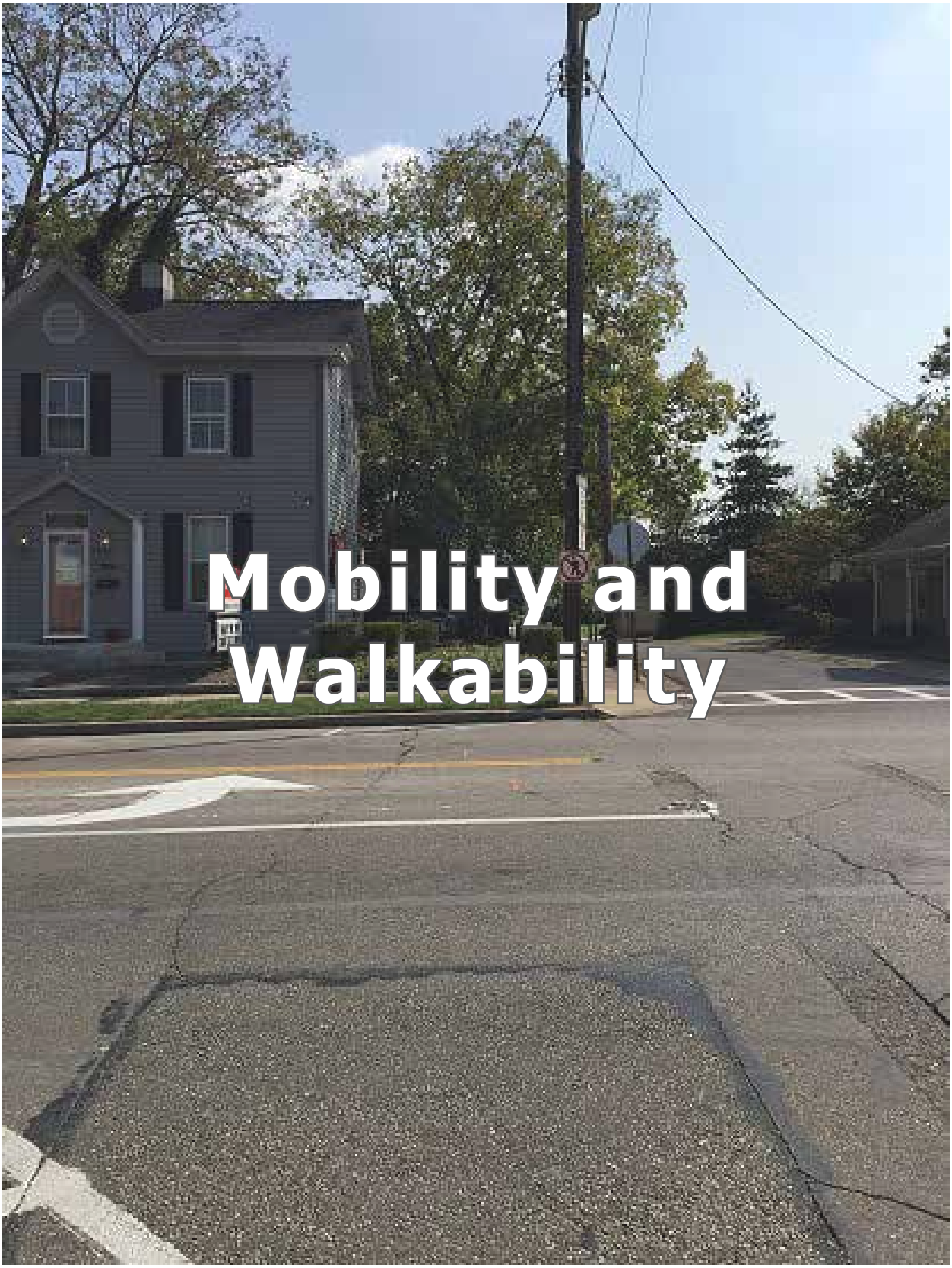

Mobility and Walkability

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Mass Transit Potential

PLUG INTO FUTURE TRANSIT FUNDING SUPPORT

Good Transit Access to Downtown and Across town is Essential

Source: ReinventingMetro.com

In recent years, the Southwest Ohio Regional Transit Agency (SORTA) has been considering a county-wide sales tax to fund an improved transit plan called Reinventing Metro. If this initiative succeeds and the overall sales tax increase is above 0.7 cents, improvements to the bus system could include more crosstown routes, higher bus frequency and longer operating hours. This would be a potential draw for Mt. Healthy as it is already a hub for three bus routes.

When fully implemented, Mt. Healthy would gain new crosstown routes for bus riders and expanded hours for the #17 bus route. We strongly recommend that the community work with Metro on ensuring new routes provide maximum benefit to the community and explore opportunities for a Metro transit center at Hilltop Plaza.

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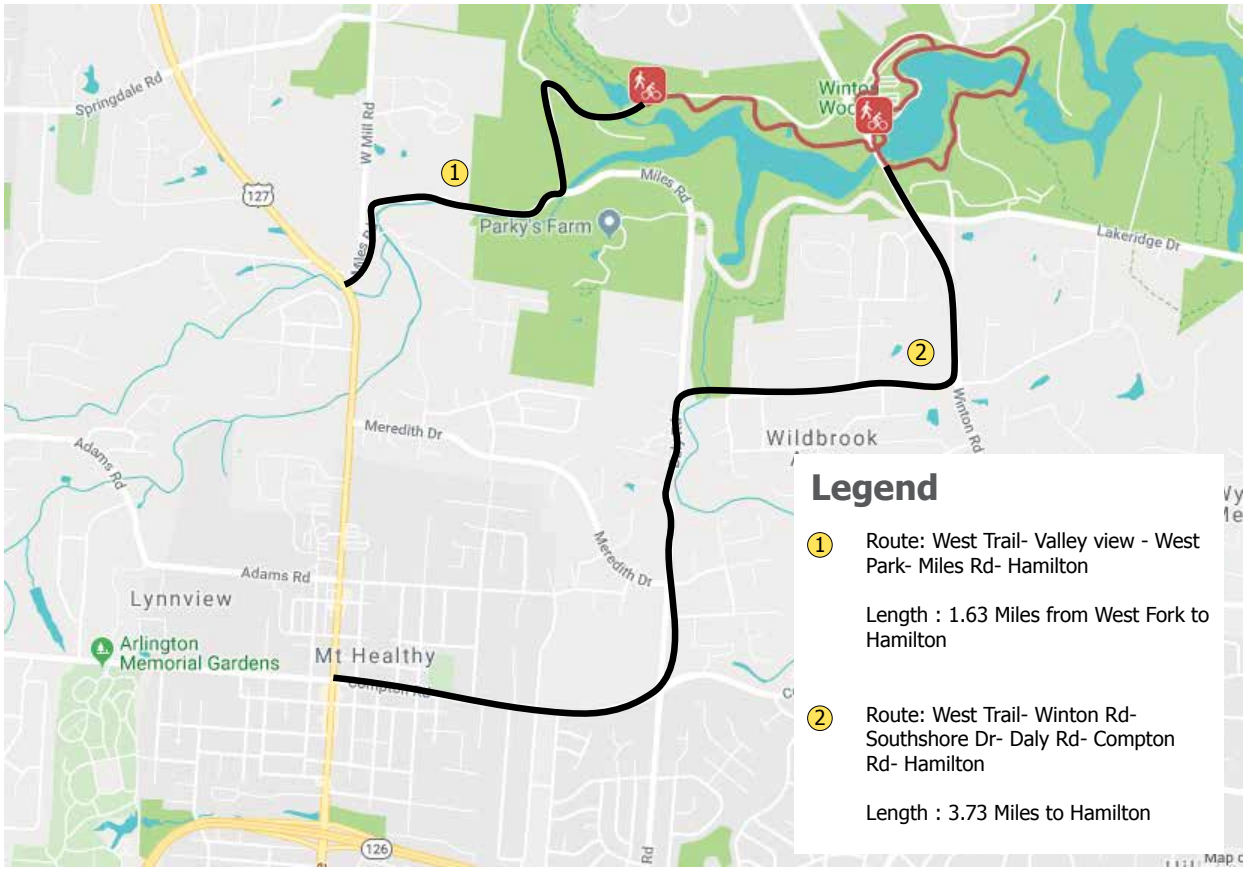
INVEST IN BICYCLE INFRASTRUCTURE

BUILD BICYCLE PATH CONNECTION TO WINTON WOODS

Potential Bike Path Connections



We recommend that the city revisit a plan to build a bicycle trail to Winton Woods. The pathway was abandoned in the planning stages but there is now a developing bicycle network planned to connect Winton Woods to trails along the Great Miami River. This would facilitate a key connection to a natural asset located close to the community.

A first step would be to coordinate with the Ohio-Kentucky-Indiana Regional Council of Governments in including the project in their long-range planning efforts such as the OKI 2040 Plan. From there, the City would be eligible for OKI funding to begin planning potential connections, feasibility and construction costs.

While the map above presents two potential connections, the City should undertake additional study to better identify corridor opportunities. Ultimately, this will enhance the city's connectivity through alternative transportation and tie into the theme of the city. Millenials are bikers and this is a brand pillar in recruitment of this cohort.

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BUILD BICYCLE LANES

Evaluate where they would fit best

In addition to a trail connection to Winton Woods and adding bicycle lanes along Hamilton Avenue, the City should consider building a comprehensive bicycle network.

Connecting to where? There are strong regional trail opportunities. The Winton Woods trail could connect residents to trails along the Great Miami River and to Dayton. OKI and regional partners are working on a greenway along the Mill Creek. How can connections to College Hill and North College Hill be established?

Then, within the community, how can connectivity be strengthened? What about Tikkun Farm and Fibonacci. Will the dog park be visitable?

Such connections offer opportunities for Mt. Healthy residents to range more widely, and also, potentially, bring bikers into our community to eat, shop and play.

There are practicalities to be considered in building these dense connections. The simplest solution would be to add sharrows to existing streets. Sharrows are lane markings that identify where cyclists can share the road. They are inexpensive but studies have found they do very little to encourage cycling.

A more productive strategy is on-street protected bicycle lanes where possible. These lanes are against the curb and protected by bollards or a separation from the rest of the road.

On-street protected bike lanes can be painted, green is typical, to show the space as designated for bikes. Regular bike lanes should be painted green at intersections denoting a right turn lane or any other automobile traffic that would cross the bike lanes path.

Protected bike lane in Akron, OH. Photo from: http://redgreenandblue.org/2016/09/04/sunday-train-bicycle-trail-downtown-akron/

Long term perhaps, street sensors can be installed at signalized intersections. These trigger a green light cycle for cyclists if no car is present at the intersection.

Finally, installing separated trails on existing streets is the most expensive option. These are great if the route is off-street or there is enough sidewalk to allow a designated area for cyclists.

Bicycling is an increasingly desired mode of transportation. Mt. Healthy will benefit from a comprehensive look at every option.

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Refresh Main St. Streetscape

The Hamilton Avenue Streetscape

The Mt. Healthy business district streetscape is pleasant but shows signs of aging. Continual small scale investments have great value. Flowers and plantings add an element of prettiness that subliminally welcomes folks and sends a signal of care. Street furniture offers islands of respite and encourages continued walking through the business district. Street trees provide shade and add character.

Among the elements we recommend for consideration:

Replace Brick Pavers

The pavers in the business district are fading and in some places, settling. For now, when necessary, pavers should be replaced with similar material. Long-term it may be wise and more cost effective to consider a different paving material. Concrete is almost universal and exceptionally durable. It is also the most comfortable surface and level for handicap wheelchair usage and people who happen to wear shoes with a heel. Moreover it is a standard material, making periodic repairs simpler and thus regular maintenance more likely.

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Flower pots/planters

This is a relatively inexpensive visual improvement to the district that instantly adds color and vibrancy. Planters serve as pedestrian buffers and also as softening feature to the corridor. Seasonal plantings should be colorful and consistently maintained, especially in a community with healthy in its name. Planters could also host edible plantings as mentioned later in this report.

Street Trees

Planting street trees adds value to street corridors while also providing shade and slowing down traffic. They do a great job absorbing carbon and help with storm water retention. Currently there are some street trees on the corridor but many have been removed.

Our recommendation is to rebuild canopy by replanting trees in these spaces. Street trees should be salt tolerant varieties and not bear fleshy fruit. We recommend against planting any variation of pear trees, an invasive species with weak limb structure that may cause branches to fall during inclement weather.

Trees planted on the west side should be no taller than 25 feet at maturity due to utility wires on that side of the street. Examples include Carolina Silverbells or White Fringetrees.

Bellevue's Fairfield Avenue with planters and street furniture

Trees on the east can be taller varieties. Recommended include a variety of Maple trees like Amur, Paperbark, and Red Maples. Additionally, Japanese Tree Lilac, Goldenraintree and American Hornbeam are appropriate.

Trees between 2-3" caliper in size, balled and burlaped are recommended for business corridors however the city may choose container trees as they would be poised to establish in the ground faster.

A empty tree well on Hamilton Avenue

Street trees on a commercial street in Savannah,GA.

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Benches and Branded Street Furniture

Creative street furniture is a strong and relatively simple way to enliven the business district. These are low cost additions that help pedestrian activity overall. We recommend a strategic deployment of benches which should include:

1.) Add benches to every bus stop. This promotes bus ridership.

2.) Temporary benches could be deployed by businesses as a means for gathering. This facilitates greater street and sidewalk activation but at the discretion of the business. Over the long term more permanent benches can be placed.

3.) As street furniture is replaced, it should branded. These elements while practical in application, can also help beautify the corridor and solidify the business district as an interesting destination.

Branded trash can in Bellevue, KY

Branded bench in Bellevue, KY

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Case Study: Athens Crosswalks

Athens, Ohio is decorating its public realm inexpensively while also celebrating local culture.

The idea? Creative crosswalks.

Athens, home to Ohio University, has thousands of daily pedestrians traveling from campus, to surrounding neighborhoods, Main Street and beyond. Creating crossings that are more than just typical is a straightforward way to emphasize walkability and add something appreciated by many in the community.

Photos from: designlocal.com

Decorative crosswalks are used by cities and towns across the world. Different methods, textures, colors, and patterns are a simple means to celebrate an idea or offer art in the public realm. In Athens, local culture inspires designs. One spells 'OHIO' in the university's recognizable block lettering. For another, the former insane asylum, now decommissioned and owned by the university offers a striking design in the grillwork for its windows. That pattern, seen here, has been replicated and pops out to those passing by, helping enhance safe crossing, while also fostering a subtle appreciation of local architectural assets.

Embellished crosswalks such as these would be a lively creative and relatively inexpensive way for Mt. Healthy to encourage safe pedestrian crossings while also celebrating the city's assets and rich manufacturing and signage history.

References: The Essence of Athens: A Strategic Design Plan for Economic Enhancement and Community Competitiveness. Prepared by the City of Athens, MKSK Studios, and Designing Local. 2014, July.

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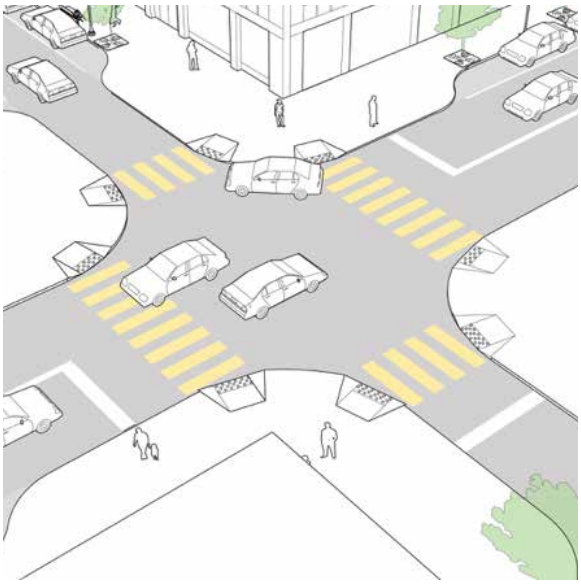
Install Continental Crosswalks

Existing crosswalk on Hamilton Ave in Mt. Healthy



Continental Crosswalks Diagram. Source: NACTO

This strategy is a proven method for improving visibility of pedestrian crossings to motorists. Simply repaint existing parallel line crosswalks to continental style crosswalks. This treatment requires only the cost of road paint and is an improvement that can be standard at every painted crosswalk in the city. As pedestrian engagement grows in the business district, safety must be a priority. Moreover, in a community seeking to attract and retain young families, a heightened awareness of walking children should be a core priority.

Artistic crosswalks are another alternative. This attractive feature would generate interest and visitors to the Hamilton Avenue business district.

Consider Raised Crosswalks and Intersections

A raised crosswalk can slow traffic and make pedestrians more visible to drivers

Raised crosswalks facilitate visibility of pedestrians and promote traffic calming. They also allow for easier accessibility for the pedestrian as it creates a nearly constant grade. The concept basically elevates the entire intersection by a few inches. This forces drivers to slow down at intersections. Often times, raising intersections incorporates additional treatment such as paint or brick pavers to identify crosswalks. Such an initiative has more cost than crosswalk repainting but is also a more durable change.

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Install Bicycle Racks strategically along Hamilton Avenue

Simple bike racks in Cincinnati's Over-the-Rhine neighborhood. Photo by Travis Estell

Bike racks placed at places of interest or utility along the business corridor would encourage more cyclists and cycling groups to visit and patronize businesses in Mt. Healthy. Among recommended locales would be the corner of Hamilton and Kinney Street, on Compton at Fibonnaci Brewery, the Public Library and Mt. Healthy Dairy Bar.

To further elevate attention, develop art inspired bike racks. Local organizations like ArtWorks could be potential partners, but there may be others in the community who can bring a creative local flavor to this otherwise highly practical element of the streetscape.

Reprogram Pedestrian Buttons

A quick programming solution to improving pedestrian safety is "beg buttons" which trip a light signal at an intersection for pedestrians to be activated at all times in the direction of the flow of traffic.

This would eliminate the need to push the buttons to cross for a light cycle. They would instead automatically activate each time the light changes for cars.

Existing buttons also could be reprogrammed to make audible signals to assist blind and other sight impaired people crossing the street.

If the city decides to continue to use road sensors to prefer traffic at lights, existing buttons should retain their function. However walk signals should be set to default when the lights change, regardless of button pressure.

A pedestrian walk button on Hamilton Avenue

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Case Study:
David Byrne Bike Racks - NYC

In 2008, the New York City Department of Transportation in collaboration with the art gallery PaceWildenstein conducted a design competition for new temporary bike racks in the city. The city eventually selected 9 designs by musician and bicycle enthusiast David Byrne, (of Talking Heads fame), which were in use for one year before being auctioned.

The bright and striking designs were meant to showcase the personality of an area while also giving beauty to a functional object. The racks were constructed with welded tubes of steel and powder coated to have a similar feel and appearance to a typical city bike rack. It was important to Byrne that the bike racks were clearly functional rather than mistaken for art.

The city's transportation department also hoped to encourage more travel by bicycle. As the then Director Janette Sadik Khan explained, "By bringing attractive yet functional sculptures to our streets, we are elevating the profile of cycling, and we believe that more and more people will begin to think about cycling as a mode of transportation, and not just recreation."

Artful bike rack designs would be a great way for Mt. Healthy to showcase its neighborhood and local artists while also enlivening the street and business district and encouraging bicycle use. References:

https://cityroom.blogs.nytimes.com/2008/08/19/new-bike-racks-courtesy-of-david-byrne/?_r=0
http://davidbyrne.com/explore/bike-racks/about

© Urban Fast Forward

Put Hamilton Avenue on a Diet

Conventional traffic engineering tends to place prime value on the amount of automobile capacity that can flow through a corridor at rush hour. This thinking has led to overly wide roads engineered to ensure automobile speed, often at the expense of people who walk.

For business districts, the rating Level of Service (LOS) **F** is often the best environment for Main Street despite its failure for speedy automotive travel. The large volume of traffic traveling on Hamilton Avenue corresponds with this rating. However; there is, at present, commercial activity along the corridor. The following conditions were observed:

- No Left Turn lights active during Rush Hour
- 24-hour on-street parking
- Long delays at lights due to stacking

Traffic along Hamilton Avenue

Traditional planners and traffic engineers would recommend road widening and demolition. Instead we recommended a schematic of options for the city to consider regarding the corridor's traffic pattern. In support of larger objectives, creating a pedestrian preferred environment is preferable to increasing automotive speeds.

Corridor analysis shows that Hamilton Avenue is about fifty-five (55) feet wide from property line to property line in the business district. Sidewalks are about ten feet (five on each side). There is on-street parking on both sides (seven feet in width on both sides which is fourteen (14) feet total). Drive lanes are about fifteen feet for each side of the street. What could be done if drive lanes were narrowed to ten feet?

Consider the following Options: From most pedestrian friendly to least.

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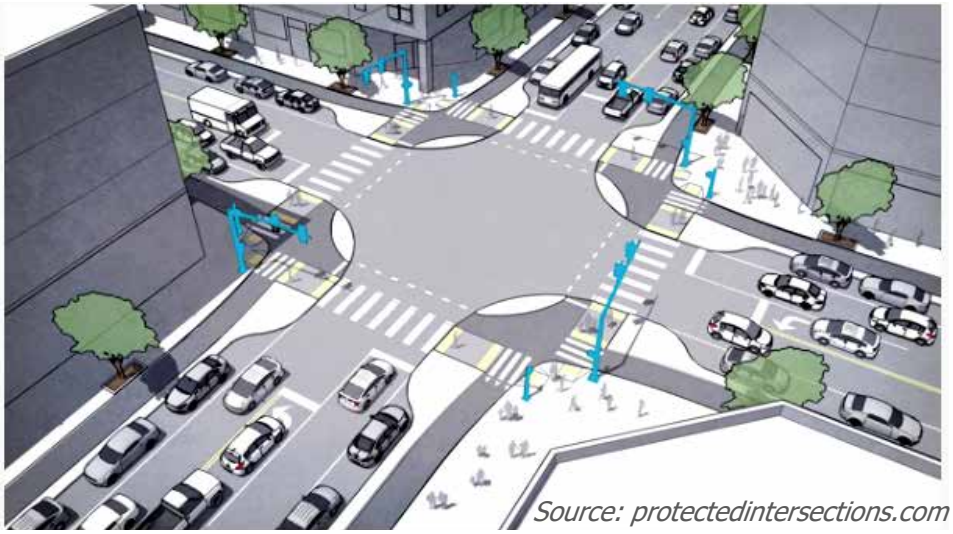
OPTION A: BIKE AND PEDESTRIAN FRIENDLY

Add curb bump outs at intersections
Add bicycle infrastructure on street.

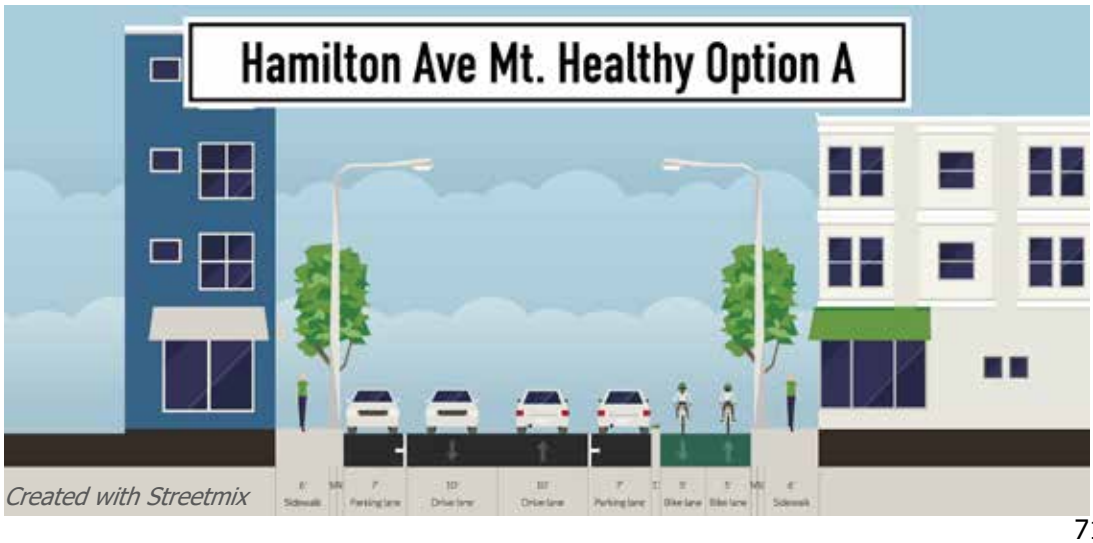
This option would maximize the capacity to move people along the Hamilton Avenue corridor. It would incorporate the construction of a two-way protected bicycle lane along one side of the street. This would increase destination cycling, especially when plugged into a trail route to Winton Woods or other regional connections. This option maintains the current number of lanes on the street, though reducing their width to ten feet to create also a psychological incentive for drivers to slow down.

Advantages:
- Reduce speed of cars turning onto and off Hamilton Avenue
- Add more space for pedestrians
- Encourage bicycle commuting
- Slow traffic

Disadvantages:
- Does not address traffic congestion



Source: protectedintersections.com



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OPTION B: PEDESTRIAN TRAFFIC OPTIMIZED

Add curb bump outs and a center turn lane

This option would not incorporate bicycle infrastructure but instead would utilize extra existing space on the street to create a center turn lane with pedestrian bump outs at intersections.

This option reduces the number of times people needing to make a left turn into a business can hold up traffic. 3-lane roads with a center turn lane have been found to be among the safest auto-oriented street configurations.

Curb bump-outs can be incorporated at the intersections to expand pedestrian capacity, potentially create outdoor dining opportunities and slow traffic making right turns. Additionally, center islands can be created at parts of the center turn lane to further enhance pedestrian safety. This can be inserted directly at the intersection or at mid-block locations.

Advantages:

- Reduce speed turning onto and off Hamilton Avenue
- Add more space for pedestrians
- Slow traffic
- Address congestion by reducing obstruction of left turning vehicles

Disadvantages:

- Would not increase bicycle usage of corridor

Center turn lanes in conjunction with curb bumpouts also offer opportunities for pedestrian refuge in the middle of the street like this one on Lawrence Avenue in Chicago. Source: Streetsblog Chicago

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OPTION C: TRAFFIC FLOW PREFERRED

Add only a center turn lane

This option would add only the center turn lane to the street. Similar to Option B, this would allow for better management of left turns along the corridor.

Advantages:

- Addresses traffic congestion by reducing the obstruction of left turning vehicles

Disadvantages

- Does not help enhance walkability or bikability

OPTION D: ADD BIKE LANES ONLY

Add only bike lanes

This option would add bike lanes on each side of to the street. Similar to Option A, this would encourage cycling along the corridor. Unprotected bicycle lanes are safer than sharrows (bicycle lane markings) but not as safe as protected lanes. Because there are no adequate connections to a larger bicycle trail network at this time, this investment may not be ideal in the short term. However if connections to Winton Woods or other trails are built, this reconfiguration would be recommended over Option C.

Advantages:

- Increase bicycle capacity
- Narrows lanes to slow traffic

Disadvantages

- Does not help enhance walkability

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OPTION E: NO BUILD

Make no changes

In this scenario no modifications or enhancements are made to the corridor. While the present condition is not ideal, it is also not terrible. The corridor capacity constraints also slow traffic which is great for business district growth. As businesses open, commuters will be tempted to stop off for a bit to wait for traffic to improve.

Advantages:

- Costs nothing
- Traffic slow through rush hour

Disadvantages:

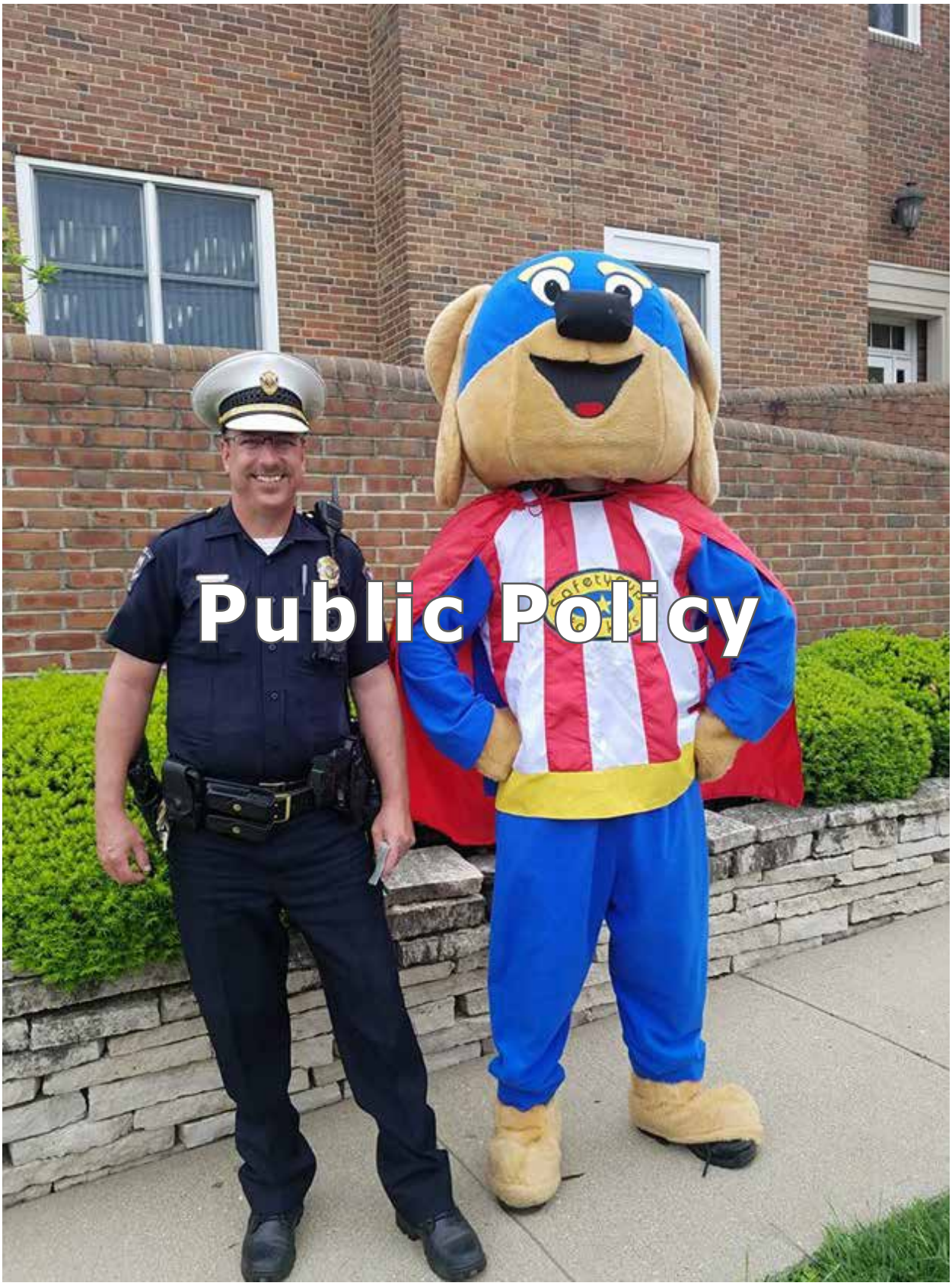
- Does not enhance walkability
- Does not increase bicycle usage along the corridor
- Traffic speeds are not as controlled during non-peak hours

Other factors:
Three signalized intersections are clustered too close together. If one or two are removed traffic calming must be implemented in their place.

The ultimate goal is to have traffic moving at no more than 25 mph.

Rush hour traffic on Hamilton Avenue

© Urban Fast Forward

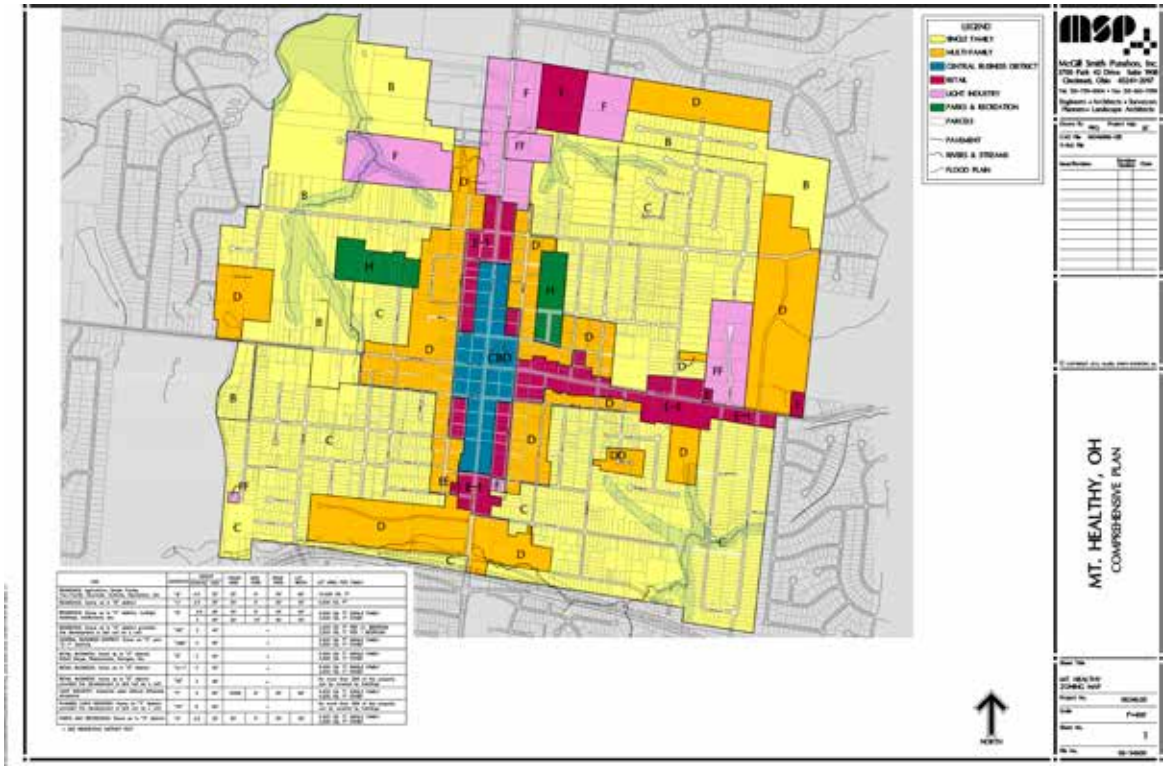


Public Policy

© Urban Fast Forward

Code Reform

Overhaul the City's Zoning Regulations



The current Mt. Healthy Zoning Map

The goal of the zoning code is to balance the regulatory framework for the city in its duty to safeguard the health, safety and welfare of the community and to guide property owners and developers on the outcome the city intends to develop. Where the City's Comprehensive Plan acts as a visioning document, the Zoning Code is the enabling instrument defining legal land use action.

In short, zoning regulations are the city's regulatory enforcement and police power document.

Mt. Healthy's Zoning Code was last significantly updated in 2008. Now there is opportunity for pragmatic revisions to achieve several current objectives:

1.) Simplify processes for potential applicants
2.) Encourage development
3.) Better protect public assets

Our team has reviewed the city's regulations and drafted several recommendations to update the code and unlock the revitalization potential of the city's commercial corridor and beyond.

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REORGANIZE ZONING CODE USAGE STRUCTURE

Create Charts for Permitted Uses

Table 1250.02 Schedule of Uses: Business Districts			
Use	B-1	B-2	Specific Conditions
Accessory Uses			
Accessory buildings, structures and uses	P	P	*1260.04*
Home occupations	C		
Outdoor patio seating in conjunction with a permitted restaurant	C	C	
Food, Drink, Entertainment and Hospitality			
Art galleries, museums and similar cultural facilities	P		
Assembly and performance halls	C		
Bars, taverns, clubs and restaurants serving alcoholic beverages	C	C	
Bed and breakfasts	C		*1262.08(e)(2)*
Brew pubs and similar establishments	C	C	
Community centers and senior centers	P		
Cultural buildings	C		
Farmers' market	C	C	
Hotels and motels	C	C	

Usage chart for permitted uses from the Village of Yellow Springs, OH

Currently, the Zoning Code houses a base set of uses in Zoning District A. Permitted uses in Zoning District B refers to District A, and Zoning District C refers to District B and so on. If this sentence is confusing to the reader here, imagine trying to determine if a certain use is permitted in Zoning District D.

This type of zoning is easily comprehensible to the person who wrote the code, but generally unhelpful to anyone wanting to know if they can open a business in the CBD. Such a problem frustrates potential applicants and discourages growth in the CBD. Zoning needs to be clear and effective but also simple and practicable.

We recommend zoning that clearly spells out the permitted uses for each zoning district without referring to another zoning district. This can be accomplished by creating charts of permitted, accessory and conditional uses for each zoning district. An example of such is found in the Village of Yellow Springs Zoning Code, which was updated in 2014. An example from that code is above.

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ELIMINATE OR REDUCE PARKING REQUIREMENTS

Remove Barriers for Small Scale Development

A parking lot behind Hamilton Avenue in the Business District

Parking minimums tend to add cost and be perceived as barriers to development. On average, the cost to install surface parking is $5,000 per space. In a structured parking garage that number can rise to $25,000 for above ground and as high as $60,000 for underground spaces.

Mt. Healthy already has abundance of parking spaces both on and off the street. Therefore we recommend that the city need not consider addition of parking but rather consider ways to ease parking requirements in the community.

1.) Reduce residential parking requirements to at most one space per residential unit.

2.) Eliminate parking requirements in the CBD zoning district. There are more than 850 on/off street parking spaces in the district.

3.) Explore creating a shared parking approach to allow reductions in required minimum spaces based on the availability of on-street parking spaces, nearby off-site parking lots, transit and/or bicycle rack infrastructure.

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UPDATE SIGNAGE REGULATIONS

Allow Projecting Signage in the Business District

Currently, signage in the CBD is not adequately visible to drivers and pedestrians from the street or sidewalk.

Mt. Healthy's Zoning Code does not allow projecting signage in the Hamilton Avenue Business District. Concerns about cluttering the appearance of the city's main street are cited. The lack of this signage option reduces business visibility for both drivers and pedestrians neither can see signage clearly. To drive consumer demand, this is something that needs to be changed.

In a review of existing regulations for signage, the city may wish at the very least, to adopt new regulations for projecting signage. A good example of such regulations comes from the City of Bellevue. Their signage language is very standard and straightforward. For example, signs cannot be larger in square feet than the total width of the business or 20 square feet, whichever is smaller.

Additionally, to mitigate municipal liability, signage applicants are required to sign a waiver relieving the city from signage risk. An excerpt from Bellevue's regulations is shown to the right.

CLASS 4: *Flat, painted, awning or projecting sign*; single or double faced.

1. MAXIMUM SIZE AND NUMBER OF SIGNS:
   a. *Buildings* containing one business tenant space: One (1) *sign* per street *frontage* equal to one (1) square foot per linear foot of *building* wall not to exceed twenty (20) square feet.
   b. *Buildings* containing multiple business tenants with a common entrance – one (1) *sign* per street *frontage* equal to one (1) square foot per linear foot of *building* wall not to exceed thirty (30) square feet.
   c. *Buildings* containing multiple business tenants with a separate entrance for each tenant space: One (1) *sign* per tenant space equal to one (1) square foot per linear foot of *building* wall not to exceed twenty (20) square feet.

2. MAXIMUM HEIGHT ABOVE GRADE AT TOP OF SIGN: Attached to *building*, but no part of the *sign* shall extend above the top or ends of the wall surface on which the *sign* is placed. *Projecting* or *awning signs* shall be a minimum of eight (8) feet above any public sidewalk and may extend into the public right-of-way over the sidewalk up to one-half of the width of the sidewalk.

3. OTHER LIMITATIONS:
   a. Shall be neither *flashing* nor *animated*.
   b. May be *illuminated*.
   c. Shall not have removable or interchangeable letters.

An example of projecting signage regulations from Bellevue, KY Zoning Code.

© Urban Fast Forward

DESIGNATE CBD AREA AS HISTORIC DISTRICT

Prevent Demolitions and Unlock Funding Options

Historic buildings along Hamilton Avenue

Mt. Healthy was one of the first stops on the Cincinnati & Lake Erie Railroad joining Cincinnati to Detroit Michigan. This connection established a key historic waypoint and destination during the Railroad era and as a result the city flourished. Fast forward to today and much of the city's 19th and early 20th century building stock remains. Designating the corridor a historic district could unlock multiple valuable opportunities, while also protecting the community's unique character and charm.

A district designation would give the city legal means to protect historic buildings from demolition or non-historic modification. While the City already has a Design Review Board established in the zoning code, the city still lacks a set of guidelines to support the Board to make recommendations for approval or disapproval based on solid findings of fact.

Without that, the Board is only advisory and cannot exercise the necessary power to guide the future aesthetic of the business district.

Historic designation can also unlock Federal and State Tax Credits as a potential source of funding for revitalization projects in the business district such as for the Main Theatre.

Historic Postcard of Mt. Healthy from Cincinnati Public Library

Historic Photo of Mt. Healthy from Cincinnati Public Library

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ALLOW SMALL SCALE AGRICULTURE IN YARDS

Visible Small Scale Gardening Adds to City's Brand

Front edible gardens can be a useful and attractive feature in the community. Source: https://shawna-coronado.com/front-lawn-vegetable-garden-design/

Mt. Healthy is already quite a leader in the urban agricultural movement. Whether allowing chickens, goats and other farm animals to be integrated strategically into the community or fostering innovation at Tikkun Farm, small scale agriculture is a significant part of the city's brand.

We recommend the city enhance this effort and adopt policies to further this brand pillar. One of those policies would be to allow sections of front yards to be dedicated to producing fruits and vegetables. It is important to note that while such an initiative will be celebrated in some sections of the community, it may draw strong criticism from others. For many years grass has generally been the only socially acceptable front yard greenery.

But there is a generational shift in this perception and an ecological argument for change. A well maintained small crop patch can be just as green and serve both practical and educational purposes for families. And families are - as they've always been- at the heart of Mt. Healthy's ambitions.

The city can regulate by allowing a maximum percentage of the front yard for food production. Food grown in front yards could be for the property owner or for public consumption at the owners option.

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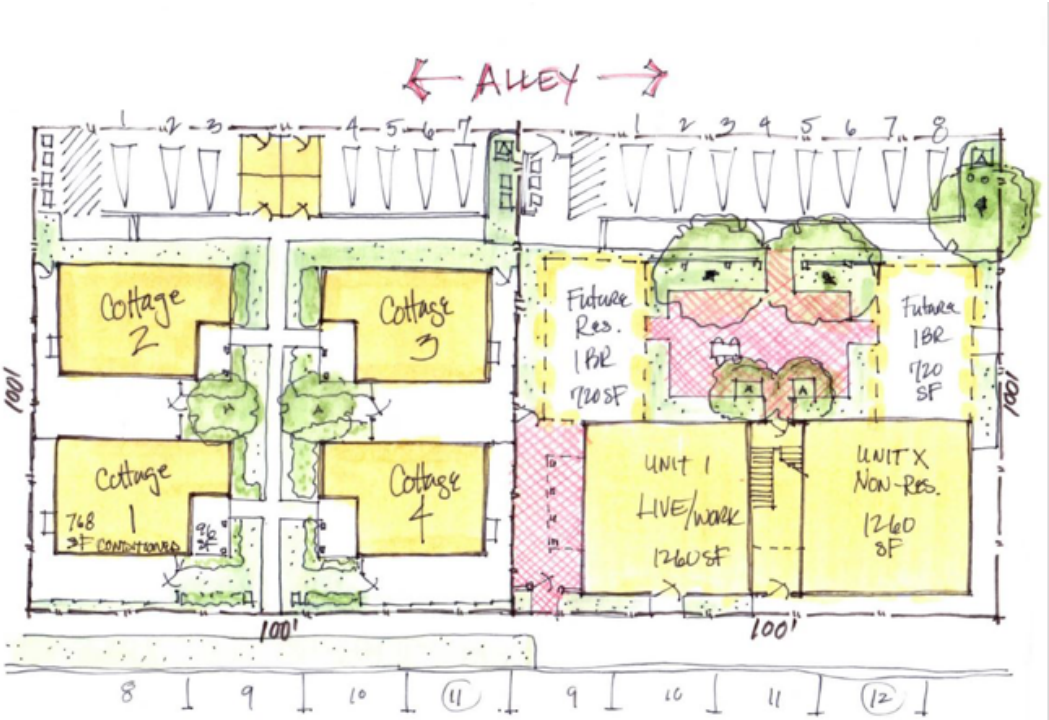
DEVELOP REGULATIONS TO ALLOW MORE HOUSING DIVERSITY

Diversify Housing to Draw New Residential Appeal



Potential layout for cottage courts. Source: https://www.cnu.org/small-scale-developers-builders/additional-resources

Mt. Healthy's historic business district is generally mixed-use with upper floors of several key buildings either under used or out of service. Millenials like the energy and convenience of housing options in the core. Landlords should be encouraged and assisted where possible in bringing these upper stories back into service with stylish, comfortable apartments. Facade grants and low interest loans may be beneficial to this objective. For the next life stage, young families, Mt. Healthy has a range of single family housing types. However, this too could be strengthened.

As the community welcomes new residents, the city may wish to encourage a more diverse mix of housing to appeal to empty-nesters and young families. Some of these housing types include townhomes, live/work units, small scale apartments and cottage courts.

For example, cottage courts in conjunction with the creation of agri-hoods could be a point of distinction for Mt. Healthy. Typically, a cottage court consists of several single family detached houses arranged along an interior court yard. Easy to construct, land-efficient and affordable this development type offers a comfortable level of density for small scale urban neighborhoods, modern amenities and easy ownership.

A cottage court of four houses can be located on an approximately 100 ft by 100 ft lot with interiors of about 1000 square feet. There are sites in Mt. Healthy that may already be suitable or could be assembled by acquiring adjacent lots. Approximately 30% of the lot is usually located around a central common area or courtyard. These areas are where community gardens could be. Parking could be on-street, via a side drive or accessed from a rear alley where available.

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Sustainability + Agriculture

Sustainiculture is a word created to represent the intersection of sustainability and urban agriculture. These valuable concepts are both directly applicable to Mt. Healthy. Projects such as Tikkun Farm perfectly establish the city as a sustainable environment.

Tikkun Farm has acted as an incubator space for companies such as Deeper Roots. The farm is a huge partner with the schools and homeschooling community. Supporting and sustaining additional initiatives in this space can create compelling points of distinction for Mt. Healthy.

In the following pages we will explore ways that the city can move toward regional leadership in these fields.

Tikkun Farm is a huge asset to Mt. Healthy

Urban Agriculture

ENCOURAGE ECO-VILLAGES

Today's Opportunity

Eco-Villages are an opportunity to develop an urban agriculture movement among existing neighbors in the community. Some utilize combined rear yard space while others establish nearby community gardens. They are often supported by Community Supported Agriculture (CSA's) which distribute shares to support and finance the mission. Members typically receive delivery of fresh in-season produce from the farm.

Conservation practices and techniques employed in eco-villages include composting and rain-water conservation through rain barrels or cisterns. Such communities offer both an opportunity for small scale agriculture and educational opportunities in both the school district and homeschooling communities.

Enright Eco-Village

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Case Study: Enright Ridge Eco-Village

The Enright Urban Ecovillage is on and near Enright Avenue in East Price Hill. Founded in the Summer of 2004 by just 19 residents, today it encompasses over 90 households. The organization's mission is "building a new way of life on the foundations of this beautiful historic area (affordable homes, the acres of forest that surround the ridge and a traditionally strong sense of community) to create a healthier, more sustainable neighborhood."

Enright Urban Ecovillage prioritizes several initiatives including urban farming, composting, raising chickens and goats, and aqua-phonics projects. They also created the Hilltop Co-op for those who wants to bypass big box stores, and the rehab of houses in an environmentally friendly manner. By operating as a non-profit, they are able to secure grant funding to buy and rehab foreclosed or dilapidated homes in the area. So far, they have fixed up thirteen houses, making energy efficient upgrades as they go.

These initiatives have had positive benefits for the Price Hill community. Jim Schenk, a prominent member of the village said that on a neighborhood level, they have decreased their carbon footprint while creating a safe and vibrant community. To the broader community, they are a role model for sustainability, he said. "With over half of people in the world living in cities, we have to learn how to live in a way that enhances rather than denigrates our planet. Also, we need to do it in the existing cities. We can't sustainably tear down what is here or all move out to the countryside. We need to make our existing neighborhoods great places to live. The retrofit urban ecovillage is one way we can do this."

Some of the biggest challenges the village has faced come from the concept of individualism, according to Schenk. "Our culture has convinced us that individualism is where we need to be. When people move to a rural ecovillage they leave their former lives behind. One of the challenges for the retrofit urban ecovillage is people move here, but many of them have other lives, whether it is work, spiritual, recreation, etc. Getting people to make the ecovillage as a top priority is a challenge."

Other challenges for the ecovillage come in the form of regulatory barriers, such as limitations on number of livestock or on composting. Long term, the leaders hope to expand village boundaries to a fourth street. From there, they intend to continue their work in spreading the concept of living in an eco-centric community.

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EXPLORE AGRI-HOOD POTENTIAL

Tomorrow's Potential in Pocket Size

Mt. Healthy's has several local farmers, Tikkun farm and a nascent community of front and backyard mini farmers. Eco-Villages are one way to build on these strengths, but another would be to develop an agri-hood. The concept focuses on a group or community farm that is typically part of a new development.

A pocket neighborhood in Langley Washington. Photo by Jtmorgan

A local example, though out of scale with Mt. Healthy is the recently developed Aberlin Springs community, in Warren County. The development, built on a former farm, incorporates a farming co-op. Housing stock is a combination of tiny houses, small houses in the 600 to 900 square foot range arranged in a mews development pattern and larger more traditional homes. Also featured is a community farming center and wastewater treatment facility. Though on a larger scale than might suit Mt. Healthy, there is opportunity for a smaller-scale application.

For example, can community farming be arranged among a small-scale cottage court style development? In this scenario, a cottage court of about five to six small houses might be arranged overlooking a common farming space, creating a pocket neighborhood. This smaller scale development could fit within the existing residential grid of Mt. Healthy and become a development showcase for the city.

PROVIDE EDIBLE LANDSCAPING IN PUBLIC SPACES

Public Gardens Provide Food Systems Education

Sometimes simple adaptations or programs can be a key to change. Mt. Healthy could offer edible vegetables and fruits growing from trees in public spaces. This would tie into the brand and strategically placed urban agriculture could add a note of delight to public plantings. Parks or community gardens like this could be a welcome addition, a key to change, and a point of pride.

An Edible Landscape Park developed by the University of the Philippines Los Baños

These gardens could be maintained by community members or be part of a School District or homeschool program. Common vegetables in these gardens include herbs to green peppers, tomatoes, green beans, carrots and other common garden vegetables.

A more local example is the edible garden in the Zeigler Park field in Cincinnati's Over-the-Rhine neighborhood.

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Case Study: Cleveland Ecovillage

The Cleveland Ecovillage is a nationally recognized initiative based on sustainable construction and transit oriented development creating an environmentally conscious neighborhood. It was founded in 1998 through partnerships with the city, private developers, the regional transit authority, non-profit organizations, and the residents themselves.

The Detroit Shoreway Community Development Organization (DSCDO), responsible for the development of the ecovillage, maintains four core initiatives for the village. These include green building and housing, transportation infrastructure, greenspace and local food, and community involvement. The DSCDO's mission states that "through collaboration, Detroit Shoreway Community Development Organization guides the physical, economic and social development of the Detroit Shoreway neighborhood toward an improved quality of life.

As older industrial cities begin to decline, they are left with key decisions about future directions. With the help of EcoCity Cleveland, the DSCDO decided on sustainable regeneration, choosing ecological design principles, natural systems and renewable energy as opposed to fossil fuel systems. A primary focus was combating suburban sprawl.

Centering the community around the W.65th/Lorain Avenue RTA Rapid Station created a walkable, green, and connected area.

A particular source of pride for the Cleveland Ecovillage is their new or renovated environmentally friendly homes. So far, twenty-four homes have been created using ecofriendly techniques.

In addition to housing, the Detroit Shoreway Cleveland Ecovillage is home to three unique theaters which create the Gordon Square Arts District (GSAD), In 2014, GSAD completed a $30 million project that funded neighborhood beautification, added parking, created a CPT (curricular practical training) campus, and reopened the Capitol Theatre. GSAD is now focused on improving the Detroit Avenue core, connecting Lake Erie with adjacent neighborhoods, and solidifying a focus on the arts.

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ENCOURAGE RAIN GARDENS AND BIOSWALES

Small Scale Mitigation Efforts Can Have Big Impact

Rain gardens are increasingly recognized as an easy way to conserve water, filter runoff pollution, reduce mosquito breeding by removing standing water, and protect rivers and streams.

This is essentially a positive repurposing of a depressed area in a yard or landscape used to collect rain water from the street, roof, or driveway and allow it to soak into the ground. Rain gardens are often planted with flowers and grasses, enhancing the natural beauty and appeal of the area.

They can be installed along the curb and sidewalk as well as in parking lots to help reduce water runoff from entering the storm sewer during rain events and can be attractive and softening features for the business district corridor.

Rain gardens often attract butterflies and birds as they provide food and shelter for these species, thus tying into the city's budding conservation and sustainability themes.

Potential partners for a rain garden project would include the Metropolitan Sewer District of Greater Cincinnati (MSD), Green Umbrella and other area conservation and environmentally focused organizations.

A rain garden installed on the end of a parking lot in Bellevue, KY

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TAP INTO SOLAR ENERGY PROGRAMS

Embrace Emerging Energy Incentives

Homes in Mt. Healthy have tremendous potential to tap into solar in at least two relatively simple ways. The first is to incentivize traditional home solar installation. Domestic solar requires good south facing roof surfaces to be effective. The Greater Cincinnati Energy Alliance and Duke Energy offer programs for home installation. The City can help promote these programs and encourage potential solar energy use in conjunction with urban agriculture and other efforts.

Solar panels have become more affordable as prices decline and programs such as Duke Energy's Solar Credits offer greater payoffs. Source: Green Cincinnati

A second opportunity is to develop a Community Solar Garden. Solar gardens develop solar arrays off-site which makes them a great energy option for those who want to utilize renewable but may face site challenges or financial limitations. In the Cincinnati area a Community Solar Garden would need to be developed in some level of partnership and cooperation with Duke Energy as an energy co-op or private firm develop and manage the system. As a useful regional example, the Village of Yellow Springs developed a solar garden which ties into their energy grid. They are a member community of American Municipal Power (AMP) which also may be reasonable for Mt Healthy.

ENCOURAGE PERMEABLE PAVEMENT

Ideal for Parking Lots and Sidewalks

Permeable pavement can minimize runoff, allowing rain and snow to pass through to underlying soil. By managing stormwater runoff, permeable pavement can also help to reduce flash flooding, prevent erosion, and mitigate pollution by acting as a water filter.

While more costly than traditional concrete, the reduction in pervious surface, especially in parking lots, can help mitigate storm water problems and reduce the amount of water entering the region's streams and rivers.

Parking lots and sidewalks are the preferred application for permeable pavement. Currently, they are not strong enough to endure the wear and tear of regular road traffic. In the business district, these would be ideal around street trees to assist with distribution and water retention during rainy weather.

Traditional asphalt on left, permeable on right.

Permeable pavement in St. Albans, Vermont Source: EPA.

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Challenge Meets Opportunity

2016 - 2017 Report Card for
Mt Healthy City School District

DISTRICT GRADE
Coming in 2018

District's enrollment changed due to audit or appeal. Please see the District Enrollment file under the Download Data tab for up-to-date enrollment information.

Achievement
The Achievement component represents the number of students who passed the state tests and how well they performed on them.

COMPONENT GRADE
F

Performance Index
51.0%..... **D**

Indicators Met
0.0%..... **F**

Progress
The Progress component looks closely at the growth that all students are making based on their past performances.

COMPONENT GRADE
D

Value-Added
Overall..... **F**
Gifted..... **C**
Students with Disabilities..... **F**
Lowest 20% in Achievement..... **F**

Gap Closing
The Gap Closing component shows how well schools are meeting the performance expectations for our most vulnerable populations of students in English language arts, math and graduation.

COMPONENT GRADE
F

Annual Measurable Objectives
7.6%..... **F**

Graduation Rate
The Graduation Rate component looks at the percent of students who are successfully finishing high school with a diploma in four or five years.

COMPONENT GRADE
D

Graduation Rates
79.3% of students graduated in 4 years..... **D**
85.6% of students graduated in 5 years..... **C**

K-3 Literacy
The K-3 Literacy component looks at how successful the school is at getting struggling readers on track to proficiency in third grade and beyond.

COMPONENT GRADE
D

K-3 Literacy Improvement
17.9%..... **D**

Prepared for Success
Whether training in a technical field or preparing for work or college, the Prepared for Success component looks at how well prepared Ohio's students are for all future opportunities.

COMPONENT GRADE
F

School Report Card Summary from the State of Ohio

Mt. Healthy's School District extends beyond the city's boundaries to unincorporated parts of Colerain and Springfield Township. There are 3,344 students enrolled in the school district as of April of 2018. 84% of the enrollment in the district is minority which offers opportunities as well as challenges.

According to the State of Ohio's 2016-2017 academic report card the district has a 79.3% graduation rate within the traditional four year term. The school district rates in the D and F range in all categories.

The district's performance has been a considerable challenge for young millennials in family formation stage who tend to self select based on school district performance, but while district performance is often the first choice, quality of life, access to amenities and convenience are other qualities that this demographic look for.

Despite the challenges facing the school district, an enticing alternative has emerged. Through the burgeoning homeschooling co-op movement, the city is now attracting young families looking to plug into the organic brand of the community and provide an educational alternative to their young families.

However, challenges remain. Can there be opportunities for partnerships between both systems? How can both the schools and the co-ops tie into the great things already under way in the community? How, by investigation and cooperation, can Mt. Healthy develop a holistic education system from which all of its children can benefit?

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School District Collaboration

FACILITATE PARTNERSHIP OPPORTUNITIES

Cooperation Between School District and Homeschooling Co-Op

The school district and the homeschooling co-op have a baseline working relationship that could expand to actual collaboration. Mt. Healthy has facilities and capacity. Home Schoolers have a reticence about many elements of traditional education but a strong commitment to quality of experience for their children.

One opportunity might be via the Apex learning model. Apex allows students to participate in virtual classrooms, thus offering a wider range of classes and learning opportunities. Such partnerships could enhance the home schooling community curriculum, including Advanced Placement courses.

The Mt. Healthy School District administration building

Homeschooling Co-Op

CREATE AN INDOOR PLAY AREA

Community Facility for Winter Activity

An indoor play area would benefit the homeschooling community during winter months. Options include something similar to Jump n' Jacks or Pump it Up. We recommend that Co-Op and city work together to identify both a location and potential partners. Ideally the facility is located centrally to maximize walkable access for all community members.

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DEVELOP A CULTURAL ARTS CENTER

Potential Collaboration with Theatre Renovation

Providing a venue for the cultural arts in Mt. Healthy is a positive across all demographics. Additionally, there is definite opportunity to connect this asset to the homeschooling community. Such a connection could be structured to ensure maximum daytime use, a time slot that is often thinly used. While the Main Theatre has been identified as a potential cultural arts and event center, its final destiny is still to be determined. It is, however, an ideal location for such a program, and the program itself might help spur theatre revitalization. Perhaps it's next chapter could incorporate not only a conventional performing/gathering space but also such assets as a bookstore with an education section and a daytime coffee house.

INTEGRATE URBAN AGRICULTURE AND SUSTAINABILITY

Real World Action Through Education

Arbor Day Tree Planting in Bellevue, KY teaching children how to plant trees

Partnerships with the urban farming community also can add activities and events to the home schooling program, and complimentary strengthen the brand of the community. While programs such as Arbor Day tree plantings are already in place, community leaders should consider other ways to engage along this theme. Activities such as growing of plants, irrigation, care of animals are more easily realized in Mt. Healthy than elsewhere, and thus are unique contributions to profile and singularity.

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APPENDIX

Appendix A: Population Data and Profile

Appendix B: Leakage/Surplus Report

Appendix C: Business District Inventory

Appendix D: Business District Panoramas

Appendix E: Online Survey Responses

Appendix F: Public Engagement Comments - Maps

Appendix G: City Council Engagement Word Cloud

Appendix H: Homeschool Interview Notes

Appendix I: Business Interview Notes

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Appendix A: Population and Market Data

Population and Market Data

	1 Mile Radius	3 Mile Radius	5 Mile Radius	Mt. Healthy	Hamilton County
Total Population, 2010	12,909	94,633	201,712	6,098	802,734
Total Population, 2015 (projected)	13,226	94,706	202,322	6,276	806,883
Total Population, 2020 (projected)	13,495	95,162	203,599	6,417	813,281
Total Households, 2010	5,348	38,429	81,737	2,716	333,945
Total Households, 2015 (projected)	5,495	38,701	82,591	2,795	337,997
Total Households, 2020 (projected)	5,600	38,942	83,273	2,851	341,291
Population Density, 2015	4,210	3,350	2,576	4,241	1,954
Population by Race, 2015					
White	48.9%	58.1%	57.9%	62.4%	67.7%
Black	46.7%	37.2%	36.7%	33.0%	26.0%
Other	4.4%	4.7%	5.4%	4.6%	6.3%
Population by Age, 2015					
0 - 4	7.1%	6.4%	6.6%	7.4%	6.2%
5 - 9	7.8%	6.6%	6.8%	6.7%	6.3%
10 - 14	7.0%	6.5%	6.6%	5.5%	6.2%
15 - 24	12.3%	13.1%	13.0%	11.2%	14.2%
25 - 34	13.0%	12.3%	12.8%	13.3%	13.8%
35 - 44	12.1%	11.8%	11.6%	11.9%	11.6%
45 - 54	13.3%	13.6%	13.4%	14.9%	13.4%
55 - 64	11.7%	13.5%	13.4%	10.9%	13.4%
65 - 74	7.9%	8.6%	8.4%	7.1%	8.1%
75 - 84	5.1%	5.1%	5.0%	6.9%	4.5%
85+	2.8%	2.5%	2.4%	4.1%	2.3%
Median Age	37.2	39.3	38.6	39.4	37.8
Educational Attainment, 2015					
Less than 9th Grade	3.6%	2.8%	3.1%	3.2%	2.9%
9th - 12th Grade, No Diploma	6.3%	8.2%	8.0%	6.2%	7.6%
High School Graduate	31.9%	28.4%	26.7%	31.3%	23.2%
GED/Alternative Credential	3.4%	3.8%	3.5%	3.0%	3.3%
Some College, No Degree	25.0%	23.9%	22.8%	24.3%	19.5%
Associate Degree	11.3%	10.6%	9.2%	10.6%	7.9%
Bachelor's Degree	11.4%	14.5%	17.3%	14.8%	21.7%
Graduate/Professional Degree	7.0%	7.8%	9.5%	6.7%	13.8%
Median Household Income, 2015	$38,192	$47,682	$48,280	$38,425	$49,059

Data Source: ESRI Community Analyst; U.S. Census Bureau
Note: All 2015 data is projected, based on existing data

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Population and Market Data

	1 Mile Radius	3 Mile Radius	5 Mile Radius	Mt. Healthy	Hamilton County
Employed Population by Occupation, 2015					
Total	6,467	47,831	100,979	3,156	403,819
White Collar	50.3%	59.2%	59.9%	50.1%	64.1%
Management/Business/Financial	8.7%	12.2%	13.2%	9.5%	15.6%
Professional	17.3%	18.6%	19.9%	15.2%	23.0%
Sales	8.8%	10.3%	9.8%	10.3%	10.7%
Administrative Support	15.5%	18.1%	17.0%	15.1%	14.8%
Services	25.2%	19.4%	19.5%	28.6%	18.7%
Blue Collar	24.5%	21.5%	20.6%	21.4%	17.2%
Farming/Forestry/Fishing	10.0%	10.0%	10.0%	30.0%	0.1%
Construction/Extraction	4.0%	3.9%	4.0%	3.1%	3.7%
Installation/Maintenance/Repair	3.8%	2.9%	2.6%	2.7%	2.3%
Production	6.4%	7.2%	7.2%	5.6%	5.7%
Transportation/Material Moving	10.1%	7.3%	6.7%	9.7%	5.4%
Businesses, 2015					
Total Businesses	455	2,679	6,261	277	36,163
Total Employees	3,564	27,612	77,680	1,885	652,286
Total Residential Population	13,226	94,706	202,322	6,276	806,883
Employee/Res. Population Ratio	0.27:1	0.29:1	0.38:1	0.30:1	0.81:1
Percent of residents in labor force working outside of Mt. Healthy	-	-	-	93.1%	-
Top 3 "Tapestries"					
#1	Rustbelt Traditions (5D)	Rustbelt Traditions (5D)	Rustbelt Traditions (5D)	Old and Newcomers (8F)	Rustbelt Traditions (5D)
#2	Traditional Living (12B)	Traditional Living (12B)	Traditional Living (12B)	Traditional Living (12B)	Traditional Living (12B)
#3	Old and Newcomers (8F)	Midlife Constants (5E)	Comfortable Empty Nesters (5A)	Rustbelt Traditions (5D)	Set to Impress (11D)
Housing Units, 2015	5,974	42,156	91,260	3,047	380,491
Owner-Occupied	46.5%	58.9%	55.2%	41.3%	50.6%
Renter-Occupied	45.4%	32.9%	35.3%	50.4%	38.3%
Vacant	8.0%	8.2%	9.5%	8.3%	11.2%

Data Source: ESRI Community Analyst; U.S. Census Bureau
Note: All 2015 data is projected, based on existing data

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Appendix B: Leakage/Surplus Report

Retail MarketPlace Profile

December 2017

Mount Healthy city, OH
Mount Healthy city, OH
Geography: Place

Summary Demographics	
2017 Population	6,348
2017 Households	2,811
2017 Median Disposable Income	$34,330
2017 Per Capita Income	$22,723

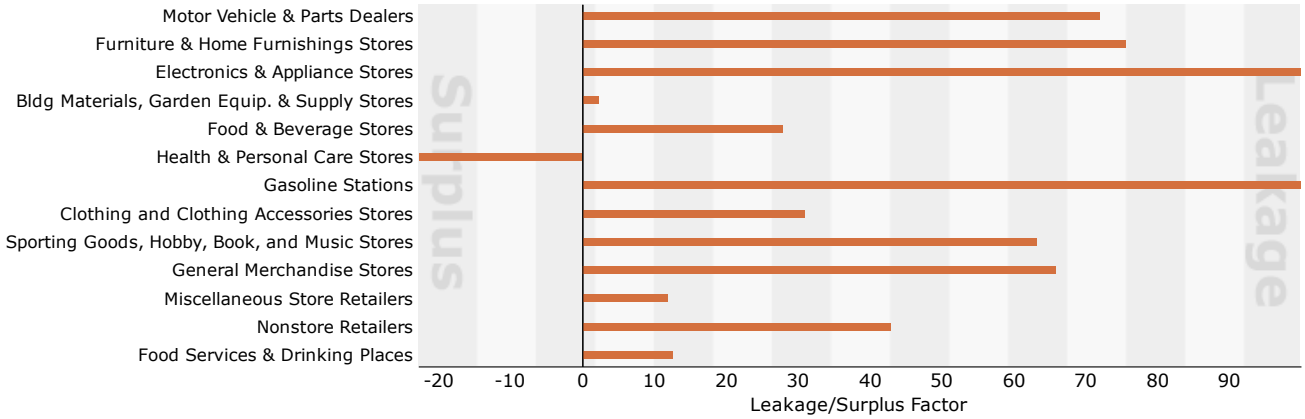
Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	$68,853,024	$31,437,782	$37,415,242	37.3	42
Total Retail Trade	44-45	$62,279,321	$26,333,818	$35,945,503	40.6	29
Total Food & Drink	722	$6,573,703	$5,103,964	$1,469,739	12.6	13

Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	$13,260,665	$2,149,975	$11,110,690	72.1	5
Automobile Dealers	4411	$10,703,288	$1,405,698	$9,297,590	76.8	3
Other Motor Vehicle Dealers	4412	$1,222,833	$0	$1,222,833	100.0	0
Auto Parts, Accessories & Tire Stores	4413	$1,334,544	$744,277	$590,267	28.4	2
Furniture & Home Furnishings Stores	442	$1,833,540	$254,017	$1,579,523	75.7	2
Furniture Stores	4421	$1,147,058	$0	$1,147,058	100.0	0
Home Furnishings Stores	4422	$686,482	$254,017	$432,465	46.0	2
Electronics & Appliance Stores	443	$1,970,412	$0	$1,970,412	100.0	0
Bldg Materials, Garden Equip. & Supply Stores	444	$4,131,093	$3,938,067	$193,026	2.4	4
Bldg Material & Supplies Dealers	4441	$3,783,450	$3,938,067	-$154,617	-2.0	4
Lawn & Garden Equip & Supply Stores	4442	$347,643	$0	$347,643	100.0	0
Food & Beverage Stores	445	$11,033,698	$6,197,036	$4,836,662	28.1	4
Grocery Stores	4451	$9,926,123	$6,197,036	$3,729,087	23.1	4
Specialty Food Stores	4452	$626,947	$0	$626,947	100.0	0
Beer, Wine & Liquor Stores	4453	$480,628	$0	$480,628	100.0	0
Health & Personal Care Stores	446,4461	$4,622,687	$7,359,687	-$2,737,000	-22.8	2
Gasoline Stations	447,4471	$7,105,766	$0	$7,105,766	100.0	0
Clothing & Clothing Accessories Stores	448	$2,871,778	$1,509,265	$1,362,513	31.1	3
Clothing Stores	4481	$1,873,178	$391,309	$1,481,869	65.4	1
Shoe Stores	4482	$416,720	$723,584	-$306,864	-26.9	1
Jewelry, Luggage & Leather Goods Stores	4483	$581,880	$394,372	$187,508	19.2	1
Sporting Goods, Hobby, Book & Music Stores	451	$1,400,184	$314,854	$1,085,330	63.3	1
Sporting Goods/Hobby/Musical Instr Stores	4511	$1,150,296	$0	$1,150,296	100.0	0
Book, Periodical & Music Stores	4512	$249,888	$314,854	-$64,966	-11.5	1
General Merchandise Stores	452	$10,439,685	$2,136,614	$8,303,071	66.0	3
Department Stores Excluding Leased Depts.	4521	$7,234,358	$1,187,780	$6,046,578	71.8	1
Other General Merchandise Stores	4529	$3,205,327	$948,834	$2,256,493	54.3	2
Miscellaneous Store Retailers	453	$2,671,309	$2,100,027	$571,282	12.0	4
Florists	4531	$112,498	$0	$112,498	100.0	0
Office Supplies, Stationery & Gift Stores	4532	$560,754	$0	$560,754	100.0	0
Used Merchandise Stores	4533	$377,486	$148,072	$229,414	43.7	1
Other Miscellaneous Store Retailers	4539	$1,620,571	$1,951,955	-$331,384	-9.3	3
Nonstore Retailers	454	$938,504	$374,276	$564,228	43.0	1
Electronic Shopping & Mail-Order Houses	4541	$600,417	$374,276	$226,141	23.2	1
Vending Machine Operators	4542	$95,561	$0	$95,561	100.0	0
Direct Selling Establishments	4543	$242,526	$0	$242,526	100.0	0
Food Services & Drinking Places	722	$6,573,703	$5,103,964	$1,469,739	12.6	13
Special Food Services	7223	$182,191	$156,925	$25,266	7.5	1
Drinking Places - Alcoholic Beverages	7224	$243,507	$189,079	$54,428	12.6	1
Restaurants/Other Eating Places	7225	$6,148,005	$4,757,960	$1,390,045	12.7	11

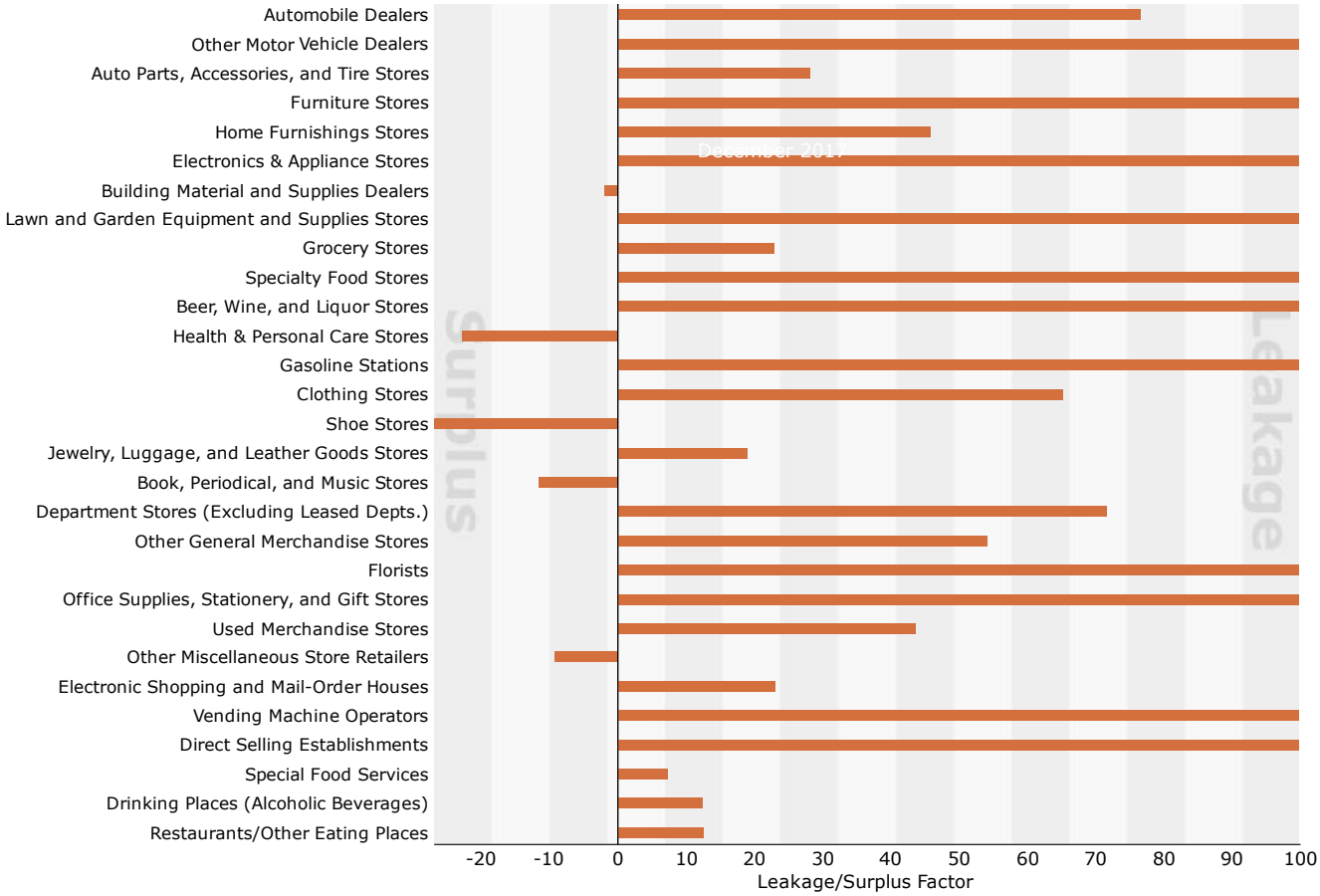
Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector.

Source: Esri and Infogroup. Retail MarketPlace 2017. Copyright 2017 Infogroup, Inc. All rights reserved.

Leakage/Surplus Factor by Industry Subsector



Leakage/Surplus Factor by Industry Group



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Appendix C: Business District Inventory

Address	Business Name	Type 1	Type 2
9741	Landtech Designs	Retail	Landscaping
9725	Wheel & Deal Auto Sales	Retail	Auto Sales
	WEST FORK MILL CREEK		
9695	Express Graphics	Retail	Printing
9651	Rinks Flea Market / Bargan Brothers Furniture	Retail	Home Goods
9625	The Avenue Event Center	Private Club	Private Club
	HAMILTON AVE		
8097	The Christian Village at Mt. Healthy	Personal Services	Retirement Community
8061	Mt. Healthy Food Mart	Retail	Gas / Convenience Store
8057	Metro PCS	Retail	Cell Phones
8037	Klean City Car Wash	Personal Services	Car Wash
8035	Well Chiropractic	Personal Services	Medical
8033	Auto Work Injury Center	Personal Services	Medical
8031	1st Security Self Storage	Personal Services	Storage
8029	1st Security Self Storage	Personal Services	Storage
8027	Mt Healthy Coin Laundry	Personal Services	Laundry
8021	Pit To Plate Barbeque	Restaurant	BBQ
8011	Fresh Start Church	Church	Church
8009	Hazelhurst Self Storage	Personal Services	Storage
8005	Boost Mobil	Retail	Cell Phones
	MAIN ST		
8001	Hazelhurst Mobile Home Park	Residential	Residential
7947	American Legion	Private Club	Private Club
7925	Elite Used Auto Sales	Retail	Auto Sales
7923	Cincy Used Pianos	Retail	Pianos
7921	Letter Perfect Embroidery & Gifts	Retail	Home Goods
7905	Michael Tires Plus	Retail	Automotive
	ADAMS RD		
7869	Animal House	Retail	Petstore
7865	Aunties Kids Learning Center	Personal Services	Daycare
7861	MMC Mark Madison Contractor	Personal Services	General Contractor
7857	Residential	Residential	Residential
7853	Residential	Residential	Residential
7851	Paul Schnieder's Plum Perfect Plumbing	Personal Services	Plumbing
	HASTINGS AVE		
7833	Sterwerf Mower Center	Retail	Lawn Care
7829	H&R Block	Personal Services	Income Tax
7825	Walker Arrangement Center	Personal Services	Funeral Home
7821	Gold Star Chili	Restaurant	Chili
7813	Residential	Residential	Residential
7811	Hall Business Center	Personal Services	Income Tax
7807	Hall Business Center	Personal Services	Income Tax
7801	Residential	Residential	Residential
	HILL AVE		
7723	Residential	Residential	Residential
7721	Residential	Residential	Residential
7713	Children Unlimited Childcare & Learning Cente	Personal Services	Daycare
7709	Aims Foreign Language Books	Retail	Book Store
7707	Bladz Superior Cutz / All 4 Him	Personal Services	Barber
7707	Bladz Superior Cutz / All 4 Him	Personal Services	Salon
7705	Pushin' Ink	Retail	Tattoo
7701	Vince's Other Place	Restaurant	Bar
	MCMAKIN AVE		
7619	Tomco Fire Systems	Retail	Commercial Fire Systems
7617	A&A Restaurant	Restaurant	American
7613	Vacant	Vacant	Vacant
7611	Little Dutch Bakery	Restaurant	Bakery
7609	Arabesque Dance Academy	Personal Services	Dance Studio
7607	Vacant	Vacant	Vacant
7605	Zone 231 Afterschool Program	Personal Services	Daycare
7603	Maranatha Ministry & Counsiling Center	Church	Church
7601	Vacant	Vacant	Vacant
	COMPTON RD		
7523	Studio 54	Private Club	Private Club
7517	Brotherton's	Restaurant	American
7513	Exotics & Aquatics Petstore	Retail	Petstore
7511	Just One More	Restaurant	Bar
7507	Edquisite Stylz & Cutz	Personal Services	Salon
7505	Greater Zoe Temple of Life Church	Church	Church
7503	Angilo's Pizza	Restaurant	Pizza
	KINNEY AVE		
7433	US Bank	Personal Services	Bank
7429	Zakiyya's II Preschool	Personal Services	Daycare
7423	Sassy Sistas Salon	Personal Services	Salon
7421	Yae Co	Retail	Clothing
7417	Three Dogs Kouzina Greek Restaurant	Restaurant	Greek
7415	Three Dogs Kouzina Greek Restaurant	Restaurant	Greek
7413	Residential	Residential	Residential
7401	Neidhard Young Funeral Home	Personal Services	Funeral Home
	STEVENS AVE		
7365	Paul R Young Funeral Home	Personal Services	Funeral Home
7345	Paul R Young Funeral Home	Personal Services	Funeral Home
	MADISON AVE		
7335	Cincinnati Bell	Personal Services	Relay Station
7329	Residential	Residential	Residential
7321	Sparkle Car Wash	Personal Services	Car Wash
	KEMPER AVE		
7313	White Castle	Restaurant	Burgers

Address	Business Name	Type 1	Type 2
	WEST FORK MILL CREEK		
9666	ABC Auto & Truck Sales	Retail	Auto Sales
	MEREDITH DR		
8200	Sam's Fish & Chicken	Restaurant	Fish & Chicken
8206	Hilltop Plaza - Sisters Unique Boutique	Retail	Clothing
8206	Hilltop Plaza - Unique Designz	Personal Services	Barber
8204	Hilltop Plaza - Jackson Hewitt Tax Service	Personal Services	Income Tax
8118	Hilltop Plaza - Trinity Child Care (Suite A)	Personal Services	Daycare
8118	Hilltop Plaza - Citi Trends (Suite B)	Retail	Clothing
8124	Hilltop Plaza - Family Dollar	Retail	Conveniance Store/Drug
8126	Hilltop Plaza - Greater Love Outreach Worship Cente	Church	Church
8130	Hilltop Plaza - Pro Stitch Lettering	Retail	Clothing/Embrodery
8138	Hilltop Plaza - Reminisce Sports Café	Restaurant	Bar
8146	Hilltop Plaza - Mt Healthy Family Practice Center	Personal Services	Medical
8148	Hilltop Plaza - The Douglas Learning Center	Personal Services	Daycare
8100	Extra Space Storage	Personal Services	Storage
8086	Hilltop Plaza - Dad and Son's Automotive Repair	Personal Services	Automotive
8084	Hilltop Plaza - Rok Us Beauty Supply and Wigs	Retail	Beauty Supply & Wigs
8080	Hilltop Plaza - House of Praise	Church	Church
8078	Hilltop Plaza - Second Chance Christian Ministry	Church	Church
8070	Hilltop Plaza - Plush Reloaded	Restaurant	Bar
8068	Hilltop Plaza - Dudley's Beauty Center	Personal Services	Salon
8064	Hilltop Plaza - Gentleman's Quarters	Personal Services	Barber
8062	Hilltop Plaza - Mount Calvary Apostolic Church	Church	Church
8060	Hilltop Plaza - Mr. Bill's Small Engine Repair (Suite A)	Personal Services	Small Engine Repair
8060	Hilltop Plaza - Black Side Window Tinting (Suite B)	Personal Services	Automotive
8028	The Home At Hearthstone	Personal Services	Retirement Community
8000	Mobile Home Park	Residential	Residential
7938	Volunteers of America	Personal Services	Veterans Assistance
7920	The Center for Practical Living	Personal Services	Retirement Community
7900	United Dairy Farmers	Retail	Gas / Convenience Store
	ADAMS RD		
7864	Walgreens	Retail	Conveniance Store/Drug
	HASTINGS AVE		
7840	Mt Healthy Dairy Bar	Restaurant	Ice Cream
7830	Newcomer Funeral Home	Personal Services	Funeral Home
7824	Pickens Window Repair	Personal Services	Window Repair
7816	Tom's Barber Shop	Personal Services	Barber
7812	Residential	Residential	Residential
7800	State Farm Insurance	Personal Services	Insurance
	HILL AVE		
7722	Residential	Residential	Residential
7718	Residential	Residential	Residential
7716	Assumption Parish Federal Credit Union	Bank	Bank
7712	Woeste Chiropractic	Personal Services	Medical
7700	CVS	Retail	Conveniance Store/Drug
	MCMAKIN AVE		
7626	Black Satin Hair & Nail Gallery	Personal Services	Salon
7624	Custom T-Shirts & Apparel	Retail	Clothing
7620	Kiwi's Boutique Clothing and Accessories	Retail	Clothing
7618	Fine Jewelry (soon to be a Cigar store)	Retail	Cigars
7614	Vacant (Belongs to the city)	Vacant	Vacant
7612	Vacant (Belongs to the city)	Vacant	Vacant
7608	Public Library / McMakin Temple	Personal Services	Public Library
7606	New Life Financial Insurance	Personal Services	Insurance
7604	Bayes & Sons Custom Remodelers	Personal Services	General Contractor
7602	Residential	Residential	Residential
7600	Vacant	Vacant	Vacant
	COMPTON RD		
7522	First Financial Bank	Personal Services	Bank
7508	Covered Bridge Antique Mall	Retail	Home Goods
7504	Ohio Tae Kwondo Academy	Personal Services	Martial Arts Training
7500	Precision Blenz Barber Shop	Personal Services	Barber
	KINNEY AVE		
7440	Goodies BBQ	Restaurant	BBQ
7428	Matinees at the Main	Personal Services	Movie Theater
7426	The Creativity Cottage	Personal Services	Business Training
7420	Catalpa Studios	Retail	Home Goods
7418	Kutz & Styles	Personal Services	Barber
7416	The Bathroom	Retail	Home Goods
7412	Residential	Residential	Residential
7410	Aspen Air HVAC	Personal Services	HVAC
7410	Got Ink Tattoo	Retail	Tattoo
7404	Ohio Insurance Center	Personal Services	Insurance
7402	Ohio Insurance Center	Personal Services	Insurance
7400	Ohio Insurance Center	Personal Services	Insurance
7368	Residential	Residential	Residential
7360	Petit Plumbing	Personal Services	Plumbing
7348	Red's Bar	Restaurant	Bar
7344	Center for Foot Care	Personal Services	Medical
	MADISON AVE		
7336	Trusty Tire	Retail	Automotive
7330	Residential	Residential	Residential
7326	Ms. Kay's All Star Kids II	Personal Services	Daycare
7312	Speedway	Retail	Gas / Convenience Store
	ST CLAIR AVE		
7272	Walker Funeral Chapel	Personal Services	Funeral Home

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Appendix D: Business District Panoramas

9741 Hamilton Ave. **Landtech Designs**

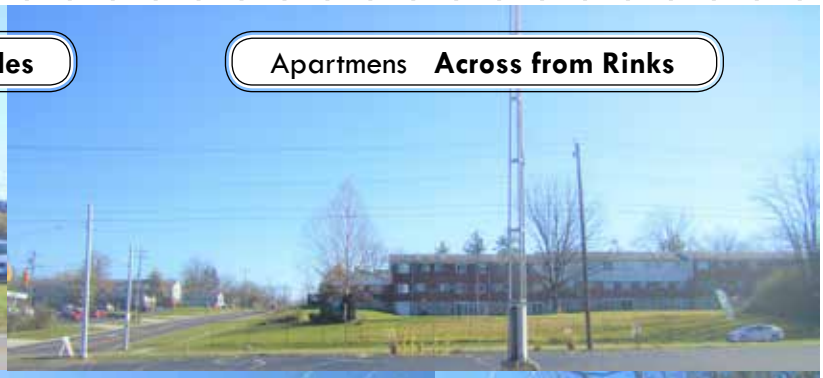
9725 Hamilton Ave. **Wheel & Deal Auto Sales**

9695 Hamilton Ave. **Express Graphics**

9625 Hamilton Ave. **The Avenue Event Center**

9651 Hamilton Ave. **Rinks Flea Market**

9666 Hamilton Ave. **ABC Auto & Truck Sales**



Apartmens **Across from Rinks**

Hamilton Ave. **Southbound View**

Hilltop Plaza

Sam's Fish & Chicken

Uad & Sons All-N-One Auto Repair

Black Side Window Tinting

Citi Trends

Dudley's Beauty Center

Douglas Learning Center

Extra Space Storage

Plush

ProStitch Lettering

Family Dollar

Gentleman's Quarters

Leasing Sign

Greater Love Outreach Worship Centre

House of Praise

Jackson Hewitt

Mount Calvary Apostolic Church

Reminisce Sports Cafe

Rok Us Beauty Supply

Sisters Unique Boutique

Trinity Childcare

Unique Designs

8097 Hamilton Ave. **The Christian Village of Mt. Healthy**

8037 Hamilton Ave. **Klean City Car Wash**

8061 Hamilton Ave. **Mt. Healthy Food Mart**

8057 Hamilton Ave. **Metro PCS**

8027, 8031, 8035 Hamilton Ave. **Mt. Healthy Coin Laundry/1st Securtiy Self Storage/Well Chiropractic**

8021 Hamilton Ave. **Pit To Plate BBQ**

8005, 8009, 8011 Hamilton Ave. **Boost Mobil, Hazelhurst Self Storage, Fresh Start Church**

7947 Hamilton Ave. **American Legion**

7923-21 Hamilton Ave. **Cincy Used Pianos / LetterPerfect Embroidery & Gifts**

7925 Hamilton Ave. **Elite Used Auto Sales**

7905 Hamilton Ave. **Michael Tire Plus**

8028 Hamilton Ave. **The Home at Hearthstone**

8000 Hamilton Ave. **Mobile Home Park**

7938 Hamilton Ave. **Volunteers of America**

7920 Hamilton Ave. **Center for Practical Living**

Empty Lot

7900 Hamilton Ave. **UDF**

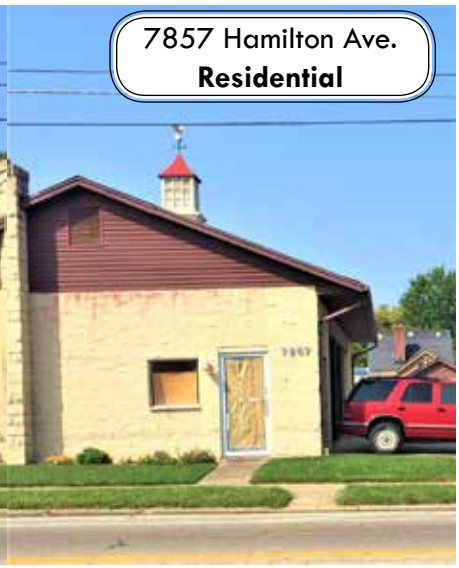
7861 Hamilton Ave.
MMC Mark Madison Contractor

7865 Hamilton Ave.
Aunties Kids Learning Center

7869 Hamilton Ave.
Animal House

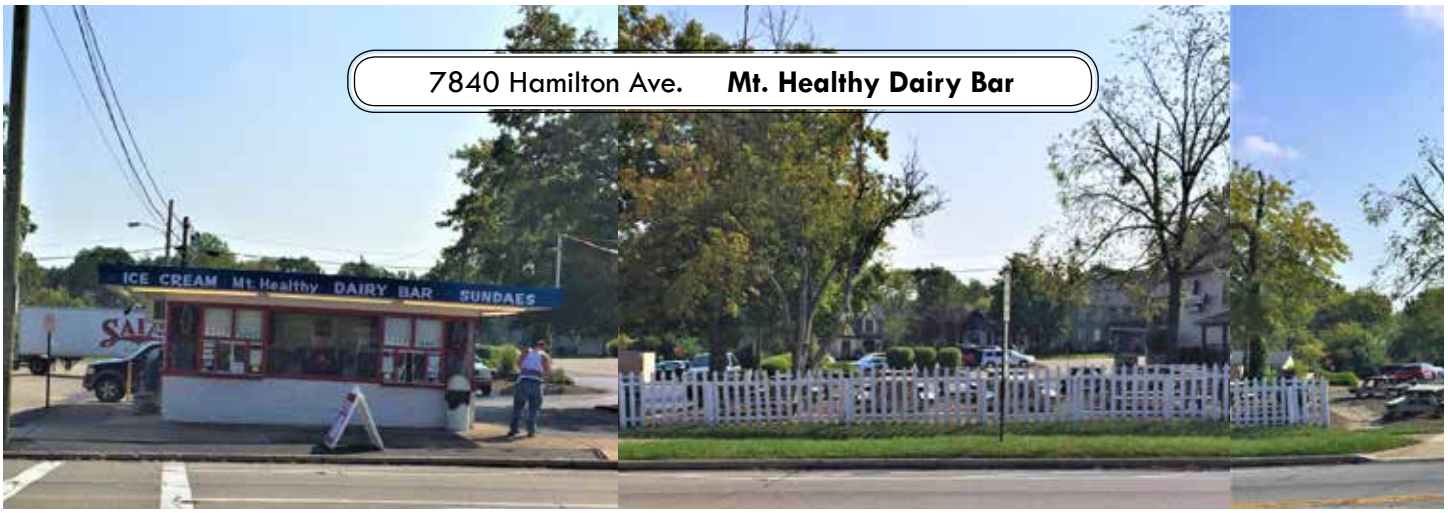
7851 Hamilton Ave.
Plum Perfect Plumbing

7853 Hamilton Ave.
Residential



7857 Hamilton Ave.
Residential

7864 Hamilton Ave.
Walgreen's



7840 Hamilton Ave. **Mt. Healthy Dairy Bar**

7830 Hamilton Ave. **Newcomer Funeral Home**

7824 Hamilton Ave. **Pickens Window Service**

7816 Hamilton Ave.
Tom's Barber Shop

7812 Hamilton Ave.
Residential

7800 Hamilton Ave. **State Farm Insurance**

7825 Hamilton Ave.
Walker Arrangement Center
7829 Hamilton Ave.
H&R Block
WALKER
H&R BLOCK

7833 Hamilton Ave.
Sterwerf Mower Center

7821 Hamilton Ave.
Gold Star Chili

7813 Hamilton Ave.
Residential

7801 Hamilton Ave.
Residential

7807-7811 Hamilton Ave.
Hall Business Center

7721-7723 Hamilton Ave.
Residential

7709 Hamilton Ave.
Aims Books

7713 Hamilton Ave.
Children Unlimited

7701 Hamilton Ave.
Vince's Other Place

7705 Hamilton Ave.
Pushin' Ink

7707 Hamilton Ave.
Blades Cutz

7722 Hamilton Ave.
Residential

7718 Hamilton Ave.
Residential

7716 Hamilton Ave.
Assumption Credit Union

7712 Hamilton Ave.
Woeste Chiropractic

7700 Hamilton Ave.
CVS/pharmacy

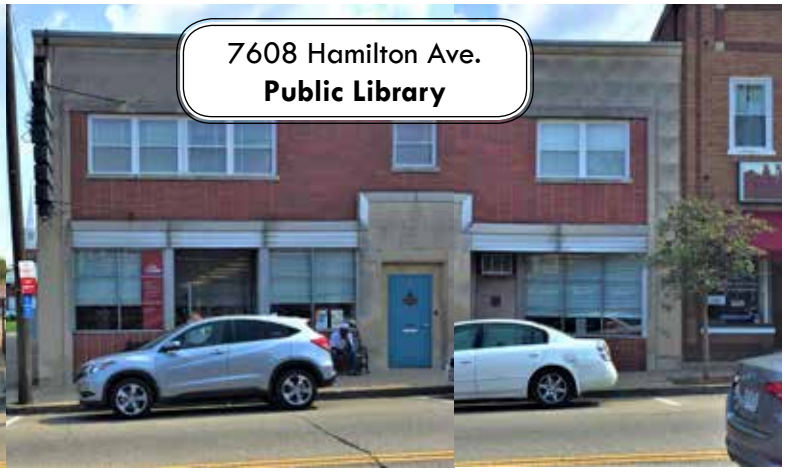
7617 Hamilton Ave.
A&A Restaurant
7619 Hamilton Ave.
TOMCO Fire Systems
TOMCO

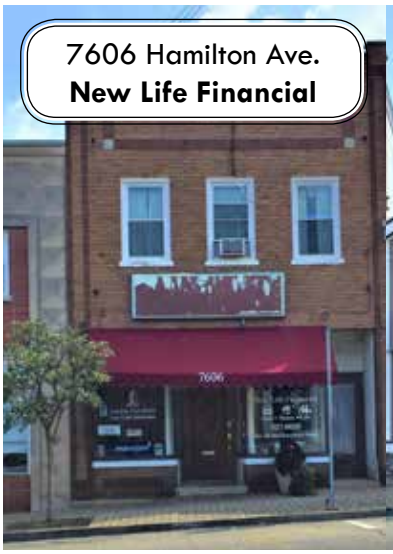
7609 Hamilton Ave.
Arabesque Dance
7611 Hamilton Ave.
Little Dutch Bakery
LITTLE DUTCH
BAKERY
7613 Hamilton Ave.
Vacant
FOR SALE OR LEASE
FOR SALE OR LEASE

7601 Hamilton Ave.
Vacant
7603 Hamilton Ave.
Maranatha Ministry
7605 Hamilton Ave.
Zone 231
7607 Hamilton Ave.
Vacant

7626 Hamilton Ave.
Black Satin Hair & Nail
7620 Hamilton Ave.
Kiwi's Boutique Clothing
7618 Hamilton Ave.
Fine Jewelry
7624 Hamilton Ave.
Custom T-Shirts
Fine Jewelry

7612 Hamilton Ave.
Vacant


7608 Hamilton Ave.
Public Library


7606 Hamilton Ave.
New Life Financial

7604 Hamilton Ave.
Bayes & Sons

7600 Hamilton Ave.
Vacant

7513 Hamilton Ave.
Exotics & Aquatics

7517 Hamilton Ave.
Brotherton's

7523 Hamilton Ave.
Studio 54

7522 Hamilton Ave.
First Financial Bank

7433 Hamilton Ave.
US Bank

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Appendix E:
Online Survey Results

Timestamp	What do you like about the Hamilton Avenue Business District today?	What is the biggest challenge to creating a vibrant business corridor along Hamilton Ave?	What changes would you make to Hamilton Avenue to enhance the vibrancy of the business district?	Do the businesses along Hamilton Avenue reflect the identity/needs of the community?	If not, what type of business would?	Are there any other concerns, opportunities or suggestions that you may have that would help in creating a vibrant main street in Mt. Healthy?
1/23/2018 8:14:04	I like the food businesses on Hamilton.	A friendly, safe enviorment with a new unique building.	I would make more businesses in Hilltop Plaza, it is a good space but not with the popular buildings.	A little bit it does, but overall it does not fulfill my needs.	More clothing stores, convienent stores, perhaps a walmart.	The only concerns that I have is to better the community.
1/23/2018 8:16:20	I like Brothertons, Aquatics and Exotics and I like Sam's Fish and Chicken. The restaurants are like mom and pop restaurants and those are the best.	The biggest challenge would probably be the environment with a new building. Making the site of the building safe.	I would maybe add some more cultural type things. I would add new restaurants that are family owned and maybe some small type of entertainment places.	I think so because Krogers and many restaurants and gas stations are on Hamilton Avenue.		Maybe if we cleaned it up somewhat, trash can sometimes get heavy on Hamilton Avenue. Also, keeping the area behind the restaurants clean.
1/23/2018 8:39:11	It has nice resturants	Making the street bigger or wider if possible	Have more up to date stores along side of of it	Yes		A Recreational center
1/23/2018 8:39:35	resturants	the people	put in a big time company	no	a walmart or kroger	no
1/23/2018 8:43:56	Nothing.	I don't know.	None.	No.	I don't know.	No.
1/23/2018 8:44:03	there are a few options	i don' know	I don't know	no	more businesses geared toward younger people.	no
1/23/2018 8:46:32	nothing	more food places	i dont know	yes		More football team advertisement like LaSalle, Colerain, & St. Xavier has.

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1/23/2018 8:48:35	there are a few options	i don' know	I don't know	no	more businesses geared toward younger people.	no
1/23/2018 8:48:44	there are a few options	i don' know	I don't know	no	more businesses geared toward younger people.	no
1/23/2018 8:49:02	nothing	more food places	i dont know	yes		More football team advertisement like LaSalle, Colerain, & St. Xavier has.
1/23/2018 8:50:56	They bring lots of jobs	I would have to say it would be money	add game store	yes		no
1/23/2018 9:51:23	I like the layout of the area	making the area look nice	add more family friendly things	yes		
1/23/2018 9:54:19	good infrastucture for walking	advertising	more parking	no	wendys, grocery store	change the timer on the cross walks so you don't have to wait as long to cross
1/23/2018 9:54:23	They have a gold star	the kids at our schools destroy things	add more places to get food from	no	a grocery store close to the school for families who don't have cars	the grocery store is my main issues because not all families have miney to catch a bus to college hill to shop for food
1/23/2018 9:57:59	it is very compact and easily accessible	to get people to stop and go to the new buisness, Hamilton Ave is very busy and no one stops	I would change the flow and slow things down	Yes i believe they do, theres a little bit of everything		I would put more restraunts and fast food places, parents are on there way home and its late and/ or they cant make dinner so they need to stop and grab something but there is like 2 restraunts that are pretty expensive

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1/23/2018 10:03:47	i like the restaurants around here .	nothing realy	i would put more restaurants around this area for the kids after school and things that cold help out our community	they do but they dont at the same time because not every body like the businesses around this area.	i would like to have a wendys,a mcdonalds area this area.	no i do not have any other concerns or any other questions.
1/23/2018 10:05:09	Gas Stations	There's are so many business here.	I dont know as when it comes the businesses I suck at this. However you could add more new business that bring out curiosity in the inhabitants or bring already well known business to bring in people that trust them.	I guess. There's alot of restaurants and retails stores.	I don't actually. I'm not that great as a representative.	I suggest bringing in a market or a store where you could get more fresh foods instead all these retail stores and restaurants.
1/23/2018 10:29:02	the multiple sources for transportation	the population of the area	add a grocery store	no because there are only fast food places around here	a grocery store	no
1/23/2018 10:31:23	nothing	i dont know	better food places and things for kids to do	no	i dont know	put a wendys and a frozen yogurt place
1/23/2018 10:33:02	nothing	i dont know	have a grocery store	no	i dont know	need more things such as grocery store and maybe a fun activity
1/23/2018 10:37:21	That it is within walking distance from the school.	Getting it to stay, be noticable	Add in more places to eat.	For the most part.	they should add a grocery store or a restarant to add more ways to be more accepable to healthier and cheaper foods.	No

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1/23/2018 10:40:17	I like how the businesses are close together, within walking distances.	The biggest challenge is making the business noticable a	If I could change anything, I'd change the color scheme. The brown/red buildings all tend to blend together as you're driving on Hamilton Ave. Whether we like it or not, people judge things/other people based what the outside looks like. With that being said, we can use this to our advantage.	To me the business don't reflect the identity of the community because it all blends together. Mount Healthy Jr./Sr. Highschool stands out because we are like other schools.		Add more shopping places, not antiques store, but like a clothing place or a place where people can have fun.
1/23/2018 10:48:08	There are a lot of businesses	To make it known	Make more	Yes, they do		
1/23/2018 10:49:19	its ok but a little old school	adjust to the younger and older generations	add more teen friendly places or restaurants	not completely	more younger businesses	attractions to keep the kids entertained or places for high school kids to hang out.
1/23/2018 10:50:24	its ok but a little old school	adjust to the younger and older generations	add more teen friendly places or restaurants	not completely	more younger businesses	attractions to keep the kids entertained or places for high school kids to hang out.

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1/23/2018 10:53:03	I am not to familiar with them because I've never met anyone from there.	The biggest challenge to creating a vibrant business corridor is one another. Today within our society we see a lack of encouragement and an abomination of hatred, but why is that? Sooner or later as a result of these actions, we are bound for destruction! We have to maintain a consist level of love and support to one another. Also, we have a lack of communication. How about we bond together instead off staying separate.	More community projects to enhance the chances of getting the community, and our local school involved and on one accord.	No, I've never seen anyone pay our school a visit to see what we are like, and get feedback from the children.	An after school facility for students who need support.	In Hilltop Plaza, I would like to see at least 2 restaurants and more stores that are useful and available for students to receive a job.
1/23/2018 10:53:40	Nothing	Staying in business	Add more clothing stores and restruants	No	Black owned businesses and grocery stores	No
1/23/2018 10:53:55	I like that variety of resurants	parking space	school buses so less children would be walking	Yes		
1/23/2018 10:55:18	nothing	i dont know i dont live out here.	no	no	no	no
1/23/2018 10:58:38	I like some of the places where we are able to purchase food from.	There is no room to build more businesses	More job oprottuinites for teenagers	partially	more food	No
1/23/2018 10:59:28	I like some of the places where we are able to purchase food from.	There is no room to build more businesses	More job oprottuinites for teenagers	partially	more food	No
1/23/2018 10:59:38	I like some of the places where we are able to purchase food from.	There is no room to build more businesses	More job oprottuinites for teenagers	partially	more food	No

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1/23/2018 11:02:59	I like that it's a big convenience to the city of Mt. Healthy	The biggest challenge is that there are people who don't appreciate things and like to destroy things.	There really doesn't need to be a change because all of the businesses that are currently along Hamilton are much needed by the community.	Yes because people can rely on these businesses when they are needed. There is a library where kids or even adults can go to if they can't access books or Internet at home. There is a park and many other businesses and resources that can be utilized.		
1/23/2018 11:07:14	I like that it has a couple of stores that I go into like United Dairy Farm and CVS.	How much money we have to spend.	I would put in more local fast food restraunts like McDonalds, Subway, and Wendy's. Also I would put a clothing store or like a small mall with different stores.	There are good businesses I just prefer things that I would go into or people of my age(teenagers).	More trend like business that I wont have to go far to go to I could just walk to it.	I think that a rec center for kids and teenagers so they would have a place to go would be nice so they wont be getting in trouble.
1/23/2018 11:09:56	that there is a couple of good job oppertunities	alot of other businesses in the area	take a few businesses out and make better businesses that help out the youth to get fun jobs	somewhat	we need like a mini mall or a closer shoe store or market because people walk places so it would be more convienient	get market and healthier food in the are and maybe add a gymor a place to workout
1/23/2018 11:12:21	The feeling of 'community' with local, family-owned businesses.	We aren't that far from Colerain, which already has most of the businesses we would want. (mall, theater, gym, restaurants)	More places to eat and little shops in general	We don't have much here, but in terms of "needs" it is not hard to find other businesses elsewhere that are already close to here.	Something related to beauty, maybe a stylist or nail salon. A clothing store possibly	Nobody walks down main street because it's uninteresting and there's little to do. Aside from this, Mt Healthy isn't highly populated anyway. I think more life could be brought to the street if it keeps a 'local feel' and more unique family businesses are there.

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1/23/2018 11:13:10	i like that it has a variety of different stores and different food places	businesses keep going down hill and getting replaced	i would bring back small family businesses	yes		to have more quick fast food places or more home value food places
1/23/2018 11:13:32	To be honest nothing I'm really not interested.	I Don't know	Remove all ghetto businesses	Yes because It's not a lot of positive things around	sports places, after school programs for kids, or even career programs for people something to keep people out of trouble	NO
1/23/2018 11:30:57	it's fair	to find a spot	get related business far from each other	yes somewhat		not really
1/23/2018 11:31:29	idk	I'm not sure	I wouldnt make change	somewhat		
1/23/2018 11:34:54	Easily accessible	Negative Behavior	Youth treated fairly	yes		more jobs for teens
1/23/2018 11:36:23	the local buisnesses like the bakery	The people	add more local buisnesses and make the buildings look better	middle of the road	n/a	more natural stuff and making better sidewalks
1/23/2018 11:43:28	It's okay, I feel like there can be some upgrades on some of the business's	The roads make it hard for things to go on along Hamilton Ave.	The parking spaces and the roads.	I think that majority of the businesses on Hamilton Ave are necessary to our community.		No
1/23/2018 11:45:25	Its great I like the dount shop and gold star	Having good service and product	Some fun attractments	Yes cause the people that go there is the community	Malls	Nope
1/23/2018 11:46:10	I like Brothertons and the Dairy bar, but they should be open for a longer amount of time in the year.	The demographic.	I would add a coffee shop. A Starbucks would be very successful Especially around the high school. I would go at least 2-3 times a week	Partially	A coffee shop, better stores.	For the Coffee shop I would recommend that it is put near the highway in that plot of land next to that one sports bar, or put it in hilltop plaza by the school. You could put it in the spot where there used to be a McDonalds years ago; there is already a parking lot that could support a drive through based on it's size alone.

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1/23/2018 12:17:22	UDF Mt. Healthy Gas station	get them to agree	the food choices	no	other businesses like on colerain and other townships	nope

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Appendix F: Public Engagement Comments - Maps

See back

The City of Mt. Healthy

Legend

- Buildings
- Parks and Green Space
- Pavement
- Business District
- Mt. Healthy Boundary

1 - crosswalk needed for pedestrian safety; heavy ped. use from Lin at Woods

2 - [illegible]

traffic calming needed on east-west streets as well; Kemper, Madison, Stevens - used by through traffic at unsafe speeds

3 - pocket park in grassy space behind Precision Blendz at Kinney/Hamilton

4 - outside seating/beergarden possible in grassy lot behind Angelos at Kinney/Hamilton

- Needs:

- business signs perpendicular to traffic flow on Hamilton. Standards of size & design could be adopted (e.g. Northside)
- signs indicating public parking
- protection for historic biz district from any further demolitions
- Main Street / Historic district designation needed
- traffic on Hamilton extremely noisy, which impedes outdoor use of sidewalk for seating. something needed for visual/aural screen. trees? parked cars serve to create a sense of safety by acting as barrier between peds and traffic
- ~~[illegible]~~
- window decoration to improve visual appearance; need cooperation of building/biz owners
- recognition of positives; currently, negative attitudes dominate. even the city mgr, who lives in Mason, has poor attitude about the historic, older buildings and is all too ready to see them demolished. The city manager of city of Hamilton actually lives in the historic neighborhood near its downtown.
- to continue drawing people from outside ~~all~~ Healthy who see its current assets, charms, & potential

OVERALL: ① Better lighting. Cleaner.
② Make the alleys an asset - well lit, good landscaping, clean,
③ Consider cleaning or replacing brick paver sidewalks
④ Keep traffic on Hamilton Ave. Oppose the state of Ohio's periodic attempts to remove parking or divert traffic to side streets. Hamilton Ave is a state route just like Montgomery Road & Montgomery is doing well.

The City of Mt. Healthy

OVERALL (cont.) ⑤ Emphasize the HISTORY. Wyoming, Glendale, Loveland, and Montgomery have historic plaques all over. Some are Nat. Reg & some are from the city historical society. Mt. Healthy pre-dates all of those neighborhoods. Authentic History
⑥ Historical designation for downtown area.
⑦ Mixed use businesses/apts upstairs - asset, fix up

Legend
- Buildings
- Parks and Green Space
- Pavement
- Business District
- Mt. Healthy Boundary

LOCATIONS:
1- Redline Inn/Bar - buy it/tear it down, talk to EYE DR./FOOT DR. about expanding or combine with the vacant lot to the left, have the library relocate. (also see #4)
2- spot on the underground railroad - historic building
3- on & off ramps at cross-county highway - the "front door to the city" - 1st impressions of people driving by - good landscaping, park like, welcoming, green, relaxing. Also, easy to get everywhere.
4- library - bursting at the seams, neighborhood hub, keep it, expand, relocate to #1, (over ↓)
Community rooms, landscaping, study rooms, wi-fi

5- currently a school, build in early 1900's - ~~get on National Register~~, convert to housing, condos
↳ already a N.R. site, ref # 85000946

6- vacant land, prominent location, "upper-scale" in-fill housing, a step up from small homes in town but style matches/blends with the 100 yr old homes on the opposite side of the street

7- Heritage Park - more user-friendly, cut back brush & overhanging branches from the walking path, more color - wildflowers, perennials on hillsides, more evergreens along the side that borders the off ramp to screen the traffic from people walking in the park

8 - an old cemetary - make it more park like, wrought-iron fence, nicely cut & trimmed, a historic greenspace *

9 - actually 2 cemetaries side by side - again, make it more park-like, nicely cut & trimmed. One side borders Compton Road, well travelled road. *

* pretty greenspace might help enhance the property value of adjoining houses

10 - field, creek, woods, old dairy, alpacas currently - keep the greenspace, don't put houses on it or let it get whittled away. Again, greenspace which could be an asset for homes bordering the property.

11 - home isolated on a corner surrounded by a never-used parking lot. Buy. Tear down. Tear out the parking lot. Put in housing.

12 - parking lots behind main business district - better landscaping, signeage (sp?) & lighting
Wider walkways connecting parking lots to Hamilton Ave.

13 - Fibonacci - KEEP! SUPPORT!

14 - Used to be called Cincinnati Chinese Church. Now, I think its something like World Church - heavily attended, & has been there for over 15 years but no involvement with the community. Reach out to them.

15 - City park - redeveloped in past 10 years. Publicize it more. Somehow let people driving by on Hamilton Ave know about it.

16 - UDF will be expanding/modern store. Encourage it.

17 - old gas station, now a used tire store - Buy. Close. Tear down.

18 - Speedway - Police are called there many times a week. Scares off people. City can't get anyone in Speedway management to respond or take concerns seriously.

19 - Vince's Other Place bar on corner - beautiful building. Modernize bar - more open, more like brewpub, less like old school dark & dank bars. Tear down the glass building to the right and restore the outdoor beirgarten that was originally there.

20 - empty business across the alley from Little Dutch Bakery - Buy. Tear down. Work with Little Dutch to put in a drive-thru. They had asked for it, but previous business in that site objected.

21 - building across alley from library. Tear down. Make alley to the back parking lot wider, better lit.

22 - Angilo's - great business, fix up facade. (23) Main Theater - asset, destination place. (24) 3 Dog Kousina - Greek rest., asset, support.

The City of Mt. Healthy

Legend

- Buildings
- Parks and Green Space
- Pavement
- Business District
- Mt. Healthy Boundary

① Signs on Hamilton to show there is parking behind the buildings on Perry and Harrison.

② Touch up cleaning and painting on facades of buildings. (I think City council discussed using Block Grant for this)

③ 2 or 3 parking spaces on Hamilton made into little seating areas in the summer. + Sidewalk benches or small tables. (Placemaking)

④ Directory of all businesses in Mt. Healthy. More promotion of current business. Directory sign downtown (large + visible)

⑤ More promotion of positive news and happenings at the jr. schools, i.e. events (encourage public attendance at plays and art exhibits + sports events)

[redacted]

The City of Mt. Healthy

Legend

- Buildings
- Parks and Green Space
- Pavement
- Business District
- Mt. Healthy Boundary

Several areas uptown have multiple vacant storefronts. We need "anchor" businesses that will attract people to become customers. We also need a coffee shop or other food establishments to keep people uptown.

The City of Mt. Healthy - Hamilton Avenue Business District

Legend

- Mt. Healthy Boundary
- Business District
- Buildings
- Pavement
- Parks and Green Space

Appendix G: City Council Engagement Word Cloud

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Appendix H: Homeschool Interview Notes

Mt. Healthy Growth

Strengths (Draws)

1. Urban Agriculture
    - Bees, chickens, plants (possibly goats)
2. Homeschool Friendly
    - Walk-able learning opportunities during the day
    - Social Co-op
    - School district is very easy to work with
3. Swaps
    - When you are 'low income' it feels better to share then to be given
    - Books, Plants, Christmas Décor, Halloween costumes & décor
4. Walkable
    - I can park and walk to do my errands around town
    - Lots of joggers and walkers (especially dog owners and millenials)
5. Historic feeling
    - Although, this is not unique enough to draw people from other parts of town just yet
    - Feels 'quaint' and 'charming'

How to Grow from Our Strengths

1. Urban Agriculture

1. Provide a way for urban farmers to profit from their harvests (the Village Artisans Café is registered as a farmers market and can sell homemade products such as; canned jams, honey, etc.)
There are also several nearby farmers markets where produce can be sold.

2. Provide ways to help each other learn more about how to garden. (Grandpa's Garden is a learning garden. We may be growing into a new space next summer.)

3. Provide tutorials on ways to grow in your backyard inexpensively (DIY Rain Barrel tutorials. I have the contact info of the guy who does this. WDISF plans on hosting a tutorial this summer, either at the café or at Tikkun Farms.)

4. Co-Operative Fruit Orchard (these *could be spaced out all over town. There are several vacant lots around town. Each lot could be home on one type of tree. For example; six apricots on lot A, six cherries on lot B, etc. There are several neighbors interested in participating in this already. We just need land.)

5. Co-Operative farm space (ideally, this would be on a large piece of land where we could host 'educational events' from the past. Such as, butter churning, soap making, candle making, sewing / weaving, etc.) This space would house a co-op chicken coop, bee hives, goats, and fruit trees. If you want a farm life, but can't add one of these items to your own backyard, this farm space would be your outlet. Keep your house, gain a farm.

***Possible businesses that would fit our 'need' in the Urban Ag. Department;**
Canning / packaging supply store- One stop shop for canning and packaging foods. (Think 'the Box Store' on Colerain Ave.)
Supply and feed store. For plants, bees, animals.

2. Homeschool Friendly

1. Indoor Play areas during the winter- (Think Jump n' Jacks, or Pump it Up.)
2. Book and Curriculum supplies
3. Cultural Arts Center at the Main Theatre-
    - Children's theatre troupe- I take my daughter to Sharonville Cultural Arts Center for theatre and the director is interested in expanding into Mt. Healthy but not interested in renovating a space.

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- Guest speakers- our co-op would gladly arrange guest speaker appearances at this location. Open to all homeschooling kids, not just our group members.
- Spelling Bee- WDISF created a Spelling Bee with the help of the branch library a few years ago. It was hard to promote due to the library's strict policies on flyers. We had to cancel due to not enough interest.
- Science Fair- annual science fair for homeschool kids
- Educational movies / documentaries- the Omnimax is closed for renovations. But going there to watch a documentary was always a hit.

4. Structured day-time physical activity. Not evening classes.
   - (dance, martial arts, gymnastics, yoga, etc.) *Possible businesses- Juan Torres, Akido instructor who is interested in moving his dojo to Mt. Healthy. We talked about getting a space to share. His budget is $300 a month to start out.

3. Swaps

These will continue to grow through word of mouth

4. Walkable

1. Turn alleys that run parallel to Hamilton Ave. into bike paths to promote bike safety.
2. Implement bike racks along business corridor to encourage biking
3. Create a dog park in the vacant lot just south of CVS. Lots of people reside in the apartments above the storefronts. Some of them have dogs. This seems like it would be in instant use.
4. Additional sidewalks needed along Compton (west of Hamilton Ave.) *I believe WeTHRIVE! Is handling this.

***Possible businesses;**
Bicycle / skateboard shop (buy and repair)
Bike rental shop or kiosk
Stores that sell supplements / juice bar

5. Historical / Quaint / Charming

1. Make MTH a day-cation destination. Come for the day, do a bunch of stuff, buy souveniers, etc.
Create a bike tour of the city. It can be printed on a map so patrons can take a self-guided tour. Jenni Moody's house was part of the underground railroad. The NW corner of Compton and Hamilton is historic. So is Main Theatre, and the Museum. Tikkun Farm is always wonderful to see in person, as well as Heritage Park near RR Hwy.
2. Bed and Breakfast

Additional leads that I am working-
Co-Operative Art storefront. Lots of interest in consignment shop for potters / artists. The café was eventually going to split into two spaces once the kitchen was in place. Breakable art would move into a separate building. I will talk with the board regarding the kitchen being finished sooner than previously expected.
Co-Operative Photography Studio. I have one photographer who is interested. This was going to be a spin-off of the café as well.

*** Mt. Healthy wants to remain small and charming. I've listed some business names as examples, but I would never want to suggest that we invite a chain-store business into our city.

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Appendix I: Business Interview Notes

Business Stakeholder Conversations

Tony Dickerson | Goodie's - Owner | slabb@goodiesbbq.com
Friday January 26, 2018

- Been at this location since May 2014
- Biggest priority for his business currently is to continue with updates to his space
    - Dealing with some heating and cooling issues
    - Doesn't own building yet, but would like to within a year
- Says more exposure would help his store/more attractions and events
    - The Longest Yard Sale event that Mt. Healthy does brings business in
- Occasionally hosts live music, but no liquor license may inhibit the amount of business he could be generating on those nights
- He owns another location in Hamilton, OH which does well
- Has better sales during dinners and on weekends (but most sales are carry-out)
- Goodie's has free wifi!

Cindy Jurcenko | Hilltop Glass - Owner | sales@hilltopglass.co
Friday January 26, 2018

- Hilltop Glass has been in Mt. Healthy since 1954, Jurcenko purchased the business in 2011
- She would like to see a prettier/cleaner downtown
    - Likes the façade improvement and streetscaping done to the building around the corner from her as well as the façade and streetscape of the funeral homes in the business district
- Enjoys the ethnic restaurants that are currently existing in Mt. Healthy (Chinese and Mexican restaurants)
- Some amenities she'd like to see come to Mt. Healthy are... a wine shop, more industry to offset taxes, a prepared foods/deli option, clothing store, hardware store, exercise (yoga, Pilates, small gym etc.), coffee house
- Would like to see more creative businesses/art scenes
- Would like to relocate the store to another location in Mt. Healthy
    - Not enough electrical power to use all of the machines and tools she uses
    - Difficult relationship with building owner who may not have the resources or knowledge to take care of the building properly
    - Could use more space (maybe old Tom-Co space???)
- Recently opened up the "creation" side of the store which includes hands-on classes for many different ages and groups on a variety of techniques
- There is a potential opportunity in the lot next door to Jurcenko's business for expansion or new development

Robert Curly | Covered Bridge Antique Mall | janetcurly@yahoo.com
Friday January 26, 2018

- The "unofficial historian of Mt. Healthy"

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- His business has been there for 25 years
- Made more money in the past, now running the antique mall is basically a "retirement job" because he wouldn't be making enough to support a family

Dwight Moody | Statefarm Insurance – Insurance Agent |
Friday January 26, 2018

- Would like to see some kind of official entryway into the city
- Talked about the city's already existing Planter Program where the city provides the planters and plants, only asking businesses to water the plants during summer time (more business owners need to participate in this)
- Would like to see a coffee shop, maybe a family-friendly entertainment place (something like a comedy or magic show)
- Would like to see some bigger businesses that could provide young people with skilled labor experience (ex: printing shop used to exist down the road)
- Talked about the Business Association's "Celebrate Mt. Healthy" event
    - The Business Association's funding is supplied by member dues and a C.D.
- Believes there should be a dedicated person whose job is to promote the assets of the city

Sherman Kinney | U.S. Bank - Branch Manager | sherman.kinney@usbank.com
Thursday February 1, 2018

- Building has been there since 1951, was originally the First National Bank
- Big believer in community involvement, wants to get more involved
- They have the busiest ATM in town
- Bank staff loves being in the heart of downtown
    - One challenge is being able to provide enough parking
- In the future, would like to see another drive-thru restaurant, or just more restaurant variety

Chef John D. Strehle | Three Dogs Kousina – Owner |
Thursday February 1, 2018

- The business has existed for 2 years and 4 months
- Rents the building from Karen Arnett
- Business is going fairly well for him, although he's the only business that stays open at night on his block
- Loves being located along the corridor
    - Traffic brings in good lunches and dinners (12:00-1:30 and 4:30-6:00)
    - Mt. Healthy Christmas event was best day yet for sure
- Did not feel as though parking is a big issue
    - The right side of the street (the side he's on) has a decent amount of street parking
    - There are also some public lots
- Future plans for his business include potentially purchasing the building next door

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- Would like to expand the bar, is currently in the process of submitting a liquor license
- Would like to have a coffee shop during the day and a bar at night (wife has showed interest in running the shop)

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Acknowledgment

THE MAYOR OF CITY OF MT. HEALTHY
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MT. HEALTHY CITY COUNCIL
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JENNIFER MOODY
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