

Kennedy Heights Community Council

C O M P R E H E N S I V E C O M M U N I T Y P L A N

2003 - 2008

**Excerpts from the
Final Report**

for adoption at the Council meeting of

Tuesday, February 18, 2003

7:30p.m. – 9:30p.m.

to be held at the

Kennedy Heights Presbyterian Church

Mission, Values, Goals and Strategies

NEIGHBORHOOD'S MISSION STATEMENT

The future of Kennedy Heights shall be on its unique heritage as one of the City of Cincinnati's most intentionally diverse neighborhoods, reflected by the vibrant multi-cultural character of its residents, homes, and businesses, and its beautiful greenspaces.

NEIGHBORHOOD'S VALUES

We are committed to the neighborhood values of

- 1- embracing diversity, be it in terms of age, economic status, nationality, occupation, race, religion, sexual orientation, or any other personal characteristic
- 2- promoting safety, and personal responsibility in behavior and in assuming a civic role
- 3- sustaining our residential character, with small service-oriented businesses
- 4- enhancing the physical attractiveness of our family-owned residences or rental units, business or institutional properties, parks, and streets
- 5- preserving our heritage, such as homes, buildings, and unique sites
- 6- enhancing the value of our institutions, organizations, and services
- 7- facilitating social interactions among our neighbors, which may lead to helping neighbors, pride, cohesion, and safety
- 8- promoting a pedestrian and bicycle friendly environment
- 9- respecting our environment and resources
- 10- recognizing the relationship of dynamic neighborhoods and a viable central city

NEIGHBORHOOD'S GOALS AND STRATEGIES

RESIDENTIAL AREAS

Main Goal: Enhance the residential character of Kennedy Heights to assure that the community remains a desirable living environment for homeowners and renters

Sub-Goals

Sub-goal A: Encourage restoration and renovation of existing owner-occupied units

STRATEGIES:

- 1- Assure that homeowners are aware of programs, such as Community Reinvestment Act (CRA) tax credits, low-interest loans, and other available programs to make upgrading, restoring and repairing their properties financially feasible
- 2- Encourage restoration of unique features and characteristics of homes and buildings through awareness and recognition strategies such as:
 - (a) Publishing articles in the Kennedy Heights Newsletter discussing neighborhood architectural styles
 - (b) Recognizing good examples of remodeling or restoration, including photos, in the Kennedy Heights Newsletter
 - (c) Organizing community walking and housing tours
 - (d) Developing a guide of historical homes, buildings, and property
 - (e) Establishing an awards committee to recognize groups or individuals that contribute to upgrading the appearance of the community
- 3- Support renovation, restoration, and reuse of historical properties significant to Kennedy Heights' history, such as the funeral home structure and property near the corner of Montgomery and Kennedy, which was the residence of the first Mayor of Kennedy Heights
- 4- Publicize the services of agencies, such as People Working Cooperatively and "Neighbors Helping Neighbors", which assist qualified low-income homeowners in need of basic home repairs
- 5- Apply the City's Concentrated Code Enforcement program in areas where there seem to be many homes that are not up to code
- 6- Update the list of vacant and abandoned residences and work with owners to secure them or, preferably, restore them to livable condition
- 7- Support the effort of the Community Council's Beautification Committee in publishing a housing restoration and renovation resource guide

Sub-goal B: Increase home ownership opportunities in Kennedy Heights

STRATEGIES:

- 8- Identify potential residential development sites, and recruit developers to build new homes for owner occupancy. Sites for new homes should be a

minimum of 5,000 square feet, thereby assuring adequate space and avoiding overcrowding

- 9- Encourage development of new homes in Kennedy Heights
- 10- Explore developing single-family housing for the cul-de-sac at Lumford Place when Shroder School is vacated. Representatives from Kennedy Heights Community Council, Lumford Place, and Robison Road should be involved in any decision-making by Cincinnati Public School as to the utilization of the property.
- 11- Encourage eligible renters in Kennedy Heights to consider becoming homeowners within the community. Employ resources such as the Better Housing League and Home Ownership Center to assist potential buyers
- 12- Publicize community properties available for sale/fix-up including those in foreclosure or auction status. Early intervention methods should be employed in order to avoid property deterioration or forfeiture of property

Sub-goal C: Improve the quality and environment of rental housing

STRATEGIES:

- 13- Work with the City to implement the Department of Buildings and Inspections Consolidated Code Enforcement program in areas the community identifies as having a high percentage of sub-standard buildings
- 14- Form partnerships between landlords and tenants to assure that both groups are upholding their responsibilities. Employ resources available through the Better Housing League, Legal Aid Society, and Greater Cincinnati & Northern Kentucky Apartment Owners Association.
- 15- Focus on rental housing units on Beechtree, Northdale Place, Montgomery, Ravenwood, and other candidate properties, for upgrading or redevelopment
- 16- Establish ongoing communication with property owners of rental properties to monitor their commitment to maintaining, upgrading, and safeguarding the residential complexes they own. Continue the efforts of the Community Council's Beautification Committee to inform apartment owners of loans and grants available to assist them in upgrading their buildings and property.
- 17- If communication does not result in voluntary compliance, utilize administrative and legal resources to require owners to maintain their properties

Sub-goal D: Develop sufficient high-quality housing options to serve elderly residents who wish to continue living in Kennedy Heights, as well as others who may choose to move into the community

STRATEGIES:

- 18- Conduct a market analysis to determine the need for or interest in a retirement facility, preferably with space for services, a pre-school facility, and/or retail uses included
- 19- Upgrade or convert some existing multi-family dwellings within the community to better accommodate senior living needs and reduce the density in some of the buildings. Explore converting all or some of the multi-family buildings, for example on Northdale Place, to a

planned community for elders. New facilities can also serve as campus for seniors.

- 20-Explore creating housing facility for seniors at the intersection of Montgo-mery and Kennedy (old Furniture Fair site), since this site benefits from being on a major bus line, is in close proximity to other community activ-ities and services, and is adjacent to the recreational area of McHugh Place which contains an exercise/walking path; or, for the intersection to be the site of the Comprehensive Community Center (see Strategy 74) or of a public educational institution
- 21-Work with qualified agencies to provide information describing the housing options and services available to elders

PARKS, OPEN SPACE, RECREATION

Main Goal: Preserve and enhance the ecological, recreational, and visual qualities of the community to make it one of Cincinnati’s most desirable environments for residential and leisure activities

Sub Goals

Sub-goal A: Maintain, improve and promote existing parks and other recreation areas in Kennedy Heights

STRATEGIES:

- 22- Support and promote physical improvements to parks and recreation areas in Kennedy Heights. Examples include:
 - (a) Completing new trails in Drake and Kennedy Heights parks to connect with other park trails---specifically, additional trails with mileage posted in Drake Park and a northwest trail in Kennedy Heights Park
 - (b) Installing a kiosk in Drake Park for posting announcements, and other information, and install wetland signage in Kennedy Heights Park for increased awareness
 - (c) Increasing maintenance and invasive plant removal in Kennedy Heights Park and Drake Park, while replanting native and/or noninvasive species to enhance and ensure the future of each park
 - (d) Offering ongoing nature- and ecology-interpretive services, work-shops, and discussion groups, to enhance residents’ and visitors appreciation of our unique environment. Build an understanding of why our place in the environment draws us to care for its preservation and maintenance
- 23- Extend and restore the wetland trail through the lower half of the current Shroder school site, to allow the natural flow of water, thus enhancing ecological, historical, and recreational benefits for the entire community
- 24-In cooperation with the Cincinnati Park Board explore expanding Kennedy Heights Park onto part or all of the Shroder school site when it becomes available in order to rejoin a unique and historical

natural area, thereby enhancing the recreational benefits for the entire community

- 25- Fully utilize the existing parks for recreation and education through nature education programs, community events, and other activities
- 26- Promote efforts, such as additional lighting and police presence, to result in a safer environment in all parks in our community
- 27- Actively support the advisory committees for parks in Kennedy Heights
- 28- Collaborate with neighborhood schools to maximize recreational opportunities by offering activities on the grounds when school is not in session
- 29- Promote programs by Ken-Sil Athletic Association and Cincinnati Recreation Commission, and other recreation programs, through publishing announcements of events in the Council's Newsletter
- 30- Re-establish the tot-lot at the City's Lang Field with up-to-date equipment
- 31- Encourage the development of additional basketball half-courts in high-visibility and high-security locations
- 32- Protect existing parkland, recreation and open space areas

Sub-goal B: Create a bike/walk/jog trail or route

STRATEGIES:

- 33- Develop a bike/walk/jog trail along the existing rail lines (when vacated) to increase recreation opportunities for our neighborhood and surrounding communities
- 34- Explore developing a "branch" trail along the existing tracks for the proposed light rail system

Sub-goal C: Convert vacant or rundown properties (eyesores) to attractive open space or other use

STRATEGIES:

- 35- Convert property at the northwest corner of Kennedy and Woodford to an attractively-maintained green space, establishing it as a gateway into our neighborhood and a "visual entrance" to Kennedy Heights Park
- 36- Support and promote the Beautification Committee's implementation of a landscaping strategy along Woodford Road

DESIGN AND INFRASTRUCTURE

Main Goals:

- Upgrade the infrastructure of Kennedy Heights to enhance its desirability as a residential community
- Develop a sense of "place" for persons entering or driving through Kennedy Heights

Sub-Goals

Sub-goal A: Vehicles and pedestrians should be able to move safely and conveniently through the community

STRATEGIES:

- 37- Request that the City undertake comprehensive sidewalk assessment of Kennedy Heights in order to determine adequacy
- 38- Maintain and repair sidewalks as required by City policy, particularly in high-pedestrian traffic areas
- 39- When needed, petition the City to evaluate traffic signals, to ensure optimal flow of auto traffic
- 40- Monitor the structural integrity of the retaining wall on lower Kennedy to guarantee its effectiveness and attractiveness
- 41- Petition Traffic Operations to employ Street Calming techniques to improve circulation in the community.
- 42- Complete other planned or needed capital improvement projects including those programmed by the City
- 43- Request City Storm Water Management to assess or review water runoff along the following streets: west end of Davenant, Wyatt, east end of Aikenside, Valleyview, Congreve from Wyatt to Kinoll, 'little' Iona, Kinoll to Davenant, Dickens, 'little' Coleridge, Crestview, Bantry, Glen, and Dante

Sub-goal B: Provide adequate street lighting to enhance the neighborhood environment and assure security for residents and visitors

STRATEGIES:

- 44- Maintain the existing historical gaslights, and explore the feasibility of expanding the gas light areas of Kennedy Heights.
- 45- Explore the installation of lights to improve security and appearance in areas where gas lamps are not feasible

Sub-goal C: Assure that Kennedy Heights presents the image of a well-maintained and clean area

STRATEGIES:

- 46- Engage more residents in keeping the neighborhood clean
- 47- Identify and report to the Police Department vehicles that are abandoned, illegally parked, or inoperable
- 48- Conduct community "clean sweeps" on a periodic basis
- 49- Involve children and youth in clean-up efforts, via school and youth programs
- 50- Report chronic litter offenders to the Cincinnati Health Department Litter Patrol Officer to issue citations
- 51- Continue on-going litter/debris removal via "Litter Magic", "Dumpster Daze", and use of Juvenile and Adult Probation Work Crews, and other community-wide projects
- 52- In partnership with the City's Urban Forestry Division, promote aggressive, on-going planting, thinning and trimming of neighborhood trees

- 53- Encourage home and business owners to plant trees on their properties by publicizing the City's Urban Forest Program and by creating an annual Arbor Day event in Kennedy Heights
- 54- Request the City to provide secured litter cans at areas selected by the community
- 55- Facilitate the removal of overgrowth branches and shrubs blocking sidewalks
- 56- Petition and assist the City to develop streetscape plans for the Montgomery Road and Kennedy Avenue areas
- 57- Create a greener Montgomery Road corridor utilizing large, attractive, and well-maintained planters, trees, and greenspace along the road and between buildings

COMMERCIAL AND OFFICE DEVELOPMENT

Main Goals:

- **Develop a planned and coordinated business area along Montgomery Road, containing a mix of commercial and service uses to attract users from the immediate community and beyond**
- **Create an image for Kennedy Heights, which suggests a lively and unique environment with a diversity of goods and services conducive for socializing and doing business**

Sub Goals

Sub-goal A: Upgrade the appearance and utility of the Montgomery Road commercial corridor

STRATEGIES:

- 58- Promote the intersection of Kennedy and Montgomery as the primary gateway and focal point of the community by developing community oriented services and businesses, enhanced by aesthetically pleasing architecture, landscaping, sculpture, visual attractions, kiosks, etc.
- 59- Establish another gateway at Kennedy and Woodford
- 60- Enhance entry points to Kennedy Heights through the use of plantings, community signs, or other design techniques. The following undertakings are also urged:
 - (a) Creating an enhanced community logo and/or "tag line" to compliment the gateway treatments
 - (b) Designing and installing banners to increase interest in and awareness of the community
- 61- Initiate partnerships with arts organizations to create public art, such as sculptures and murals within the business corridors and public spaces in Kennedy Heights
- 62- Partner with the City to conduct a market survey determining the type of businesses that could be sustained along the Montgomery Road corridor

- 63- Work with owners of existing vacant or underutilized commercial properties to seek new tenants or sell to new owners who will establish viable businesses or offices. Also begin:
 - (a) Encouraging prospective entrepreneurs to explore loan opportunities and other assistance for small businesses, from such resources as City's Community Development Department
 - (b) Monitoring and working toward zone changes on these properties to change to "planned development", thereby assuring that any upgrade conforms to standards established throughout this Comprehensive Plan
- 64- Develop an aggressive program in cooperation with the City and/or private owners to rehabilitate, re-use, or remove empty, blighted and condemned building(s) on the corridor
- 65- Identify a unique marketing "niche" for the commercial area, and recruit a diverse variety of restaurants, specialty stores and services that support that image. Suggestions include: coffee shop, family restaurant, ethnic restaurant or food store, ice cream shop, upscale deli, and fresh produce/grocery store.
- 66- Discourage new auto-related businesses such as auto dealerships, service stations, and repair shops
- 67- Intensify City Police efforts to discourage loitering and curtail drug activity at the northern end of Montgomery Road-Kennedy Avenue intersection, as well as at other focal points in the community

Sub-goal B: Improve the appearance and appeal of the commercial area at the intersection of Kennedy Avenue and Woodford Road

STRATEGIES:

- 68- Continue to engage owners of the businesses on the northeast and southeast corners of the intersection to boost beautification efforts by upgrading their building and property and surrounding area.
- 69- Support conversion of the northwest corner of the intersection into extension of existing Kennedy Heights Park, or viable commercial operation complementary to our community's comprehensive plan
- 70- Support implementation of the Beautification Committee's Woodford Road Landscaping Plan
- 71- Encourage all business owners along Woodford corridor to upgrade the area surrounding their buildings and property
- 72- Recommend that the City remove empty, blighted and condemned building(s) in the corridor

Sub-goal C: Develop the Kennedy Avenue, Woodford Road and Red Bank Road corridors as secondary gateways to the community

STRATEGY:

- 73- If appropriate, employ the same techniques as those for the Montgomery Road gateways, such as signs, plantings, and banners

COMMUNITY SERVICES

Main Goal: Identify and encourage the development of services that enhance the health, safety, and cultural, educational, recreational and overall well being of all residents

Sub Goals

Sub-goal A: Construct a new Comprehensive Community Center in Kennedy Heights

STRATEGIES:

- 74- Advocate the development of a new Comprehensive Community Center at the Woodford Paideia School site or at the intersection of Montgomery and Kennedy
- 75- In cooperation with the staff of the Cincinnati Recreation Commission, develop a fund-raising and implementation strategy for a new Center, which employs the findings of the 1998 Community Center proposal

Sub-goal B: Assist residents to feel safe in their homes and as they move about the community

STRATEGIES:

- 76- Work as partners with the Police Division's District Two to strengthen the Community-Oriented Police program in Kennedy Heights. Emphasis should be directed to discouraging anyone from aimless congregating in groups, and persons disrupting legitimate business operations, loitering, blocking the rights of way on sidewalks and streets, harassing or intimidating residents or visitors.
- 77- Expand the partnership with Columbia Township as a means to explore the impact of economic development in the township on our community, such as the need for sidewalks, streetscapes, bus-benches, and trash removal
- 78- Increase Police presence throughout the neighborhood. Include both Bicycle Police and "beat" patrol officers
- 79- Establish a Police Department sub-station at a visible location in Kennedy Heights, and find ways to assist the Department to keep the substation active and effective
- 80- Support and strengthen the neighborhood's Citizens on Patrol program
- 81- Encourage residents to enroll in the Citizen's Police Academy sponsored by the Cincinnati Police Department

Sub-goal C: Encourage partnership relations with neighboring municipalities whose residents or businesses significantly affect the quality of life of Kennedy Heights

STRATEGIES:

- 82- Encourage participation in the Kennedy Heights Community Council of residents living in Columbia Township areas abutting Kennedy Heights,

for the purpose of enhancing the relationship between the two communities

- 83- Further strengthen the partnership between Kennedy Heights Community Council, Columbia Township Trustees, the Brisben Corporation, and Columbia Township businesses in areas abutting Kennedy Heights, for the purpose of improving the quality of life of the residents of Kennedy Heights

Sub-goal D: Provide Kennedy Heights school children with a high quality, comprehensive neighborhood/magnet school in which community residents are involved

STRATEGIES:

- 84- Restore to Kennedy Heights parents the opportunity to enroll their elementary school children in their own neighborhood, Woodford Paideia School
- 85- Continue the strong academic Paideia program in our neighborhood/magnet school so to encourage families from other neighborhoods to send their children to share our school
- 86- Encourage Kennedy Heights residents to share responsibility for our neighborhood/magnet school, for example, by publicizing enrollment opportunities and school activities, involvement as mentors and tutors, fundraising and regular contact with the school administration
- 87- Link Kennedy neighborhood/magnet elementary school with additional recreational programs, social services and business resources---as a Community Learning Center, with a new local recreational center, or working with a Partner in Education

Sub-goal E: Increase educational opportunities for adults and senior citizens

STRATEGY:

- 88- Encourage programs directed to adult enrichment, which could meet in schools, recreation centers, and other non-profit facilities

Sub-goal F: Assure that the youth of Kennedy Heights have access to programs and services that increase their quality of life and role in the community

STRATEGIES:

- 89- Until a Comprehensive Community Center is constructed, direct neighborhood youth to programs at Pleasant Ridge Community Center or other appropriate locations
- 90- Identify agencies providing services for youth, such as employment and counseling, educational enrichment before and after school programs, and make those services known to neighborhood youth and their families
- 91- Establish, through the Kennedy Heights Community Council, a Youth Committee, whose functions could include:
 - (a) Identifying means by which youth can serve the community
 - (b) Identifying issues and resources which affect their well-being
 - (c) Designing and implementing programs and services for youth

- 92- Use the Kennedy Heights Community Council's Newsletter to promote youth activities, such as Ken-Sil Athletic Association and Cincinnati Recreation Commission programs and services
- 93- Support the use of public school facilities in Kennedy Heights for after-school and evening use by youth
- 94- Develop a stronger relationship with Citizens Committee on Youth and Kennedy Heights Community Council for the purpose of increasing summer employment opportunities for youth in Kennedy Heights

Sub-goal G: With the elderly of Kennedy Heights, identify available social services, leisure time activities, and opportunities for improving their quality of life and their role in the community's vitality and well-being

STRATEGIES:

- 95- Compile and circulate a directory, in partnership with the Kennedy Heights Senior Club, which contains practical information about available services and programs for the elderly
- 96- Use the Council's Newsletter to promote senior activities and volunteer opportunities for seniors in the community

Sub-goal H: Assist the City in enforcing and increasing the public's awareness of the Loud Music ordinance

STRATEGY:

- 97- Carefully select locations, such as the intersections of Montgomery and Kennedy, and Woodford and Kennedy, where a sign pertaining to the ordinance could be posted

KENNEDY HEIGHTS COMMUNITY COUNCIL

Main Goal: With the aim of honoring the intent and spirit of this Comprehensive Community Plan, establish a structure and process for leadership, accountability, and broad community involvement for the implementation and updating of the Plan

STRATEGIES:

- 98- Immediately amend the Constitution so to mandate the election of a new officer---Vice President for Community Planning. The responsibility of the officer shall be to focus on recruiting residents, and, facilitating and coordinating the various committees established to honor the intent of this and future neighborhood plans. The Vice President would also encourage, monitor, and report to the Executive Committee and to the Council, of the Plan's implementation opportunities and issues.
- 99- Establish by mandate of the Executive Committee, and no later than March 1 2003, the following committees
 - (a) Housing Committee, whose charge shall be to implement various proposals noted in this Plan and to undertake other activities
 - (b) Commercial and Office Development Committee, whose charge shall be similar to the Housing Committee

(c) Community Services Committee, whose charge shall be similar to the Housing Committee; the Committee could have several subcommittees, such as Youth, Seniors, and Recreation

(d) Neighborhood Network and Welcoming Committee, whose charge shall be to establish a residents' network system, and to visit every new resident and business; to provide to each new resident and business a basket with gifts and coupons from neighborhood businesses, history of our community, information about the Council, and encourage involvement with the Council

100-Establish by mandate of the Executive Committee that a Council meeting shall be held annually for the primary purpose of discussing the implementation and need for updating this Community Plan, and for the Plan to be comprehensively updated every five years (therefore, this Plan shall be updated in 2008)

101-Establish by mandate of the Executive Committee a Constitution Review Committee, whose purpose will be to undertake a thorough and comprehensive review of the Constitution. As part of its review the Committee should consider the following matters.

(a) Convert the Executive Committee to be an Executive Board or Board of Directors

(b) Mandate three member-at-large positions shall be elected to the Board, who shall represent different geographical areas of the neighborhood

(c) Officers and chairs of any elected or appointed committees shall serve for no more than four consecutive years in that role

(d) No member of the Executive Committee shall serve longer than six consecutive years

(e) The Treasurer of the Council shall be a member of the Finance Committee, and that the Vice-President shall chair the Committee

(f) Appointed chairs of committees shall serve as ex-officio non-voting members of the Executive Committee

Main Goal: With the aim of honoring the intent and spirit of this Comprehensive Plan, the Executive Committee will lead in enhancing the breadth and depth of its role, and will increase leadership and participation of residents in the dynamic well-being of our diverse community

Sub-Goals

Sub-goal A: Expand the leadership bench and funding base for the purpose enhancing the Council's capacity

STRATEGIES:

102-Identify and utilize community resources that train residents to become leaders with community-based organizations

103-The Executive Committee should establish an annual plan for leadership development, so to increase the depth and range of the leadership bench that can be accessed

104-Establish relationships with the United Way, Xavier University's Community Building Institute, City of Cincinnati's Invest in Neighborhoods, and other institutions, for accessing leadership training programs for community-based organizations

105-By mandate of the Executive Committee, immediately establish a Fund Development Planning Task Force, whose charge would be to develop a strategy and plan to significantly increase revenues for the Council

Sub-goal B: Increase our information about the resources and talents of Kennedy Heights residents, so to identify our resident's talents and interests, and to encourage their participation and leadership in the wellbeing of our neighborhood and the larger community

STRATEGIES:

106-Organize and continuously update a neighborhood-wide data bank of residents. The data bank should include names and address, occupation, place of employment, number of years in the neighborhood, previous role(s) with the Council, and current role(s) in the neighborhood and region, talents, and interests

107-Support the continuing development of the Neighborhood Network system as a basis to create a grass-roots system for recruitment of residents, enhancing communication, resolution of specific concerns, and greater neighbor-to-neighbor and neighborhood synergy

Sub-goal C: Significantly expand the availability, breadth, depth and readability of the Newsletter, so that it represents the dynamics and voices of our neighborhood and the voice of the Community Council

STRATEGIES:

108-Ensure that every single household receives by mail a copy of the Newsletter

109-Appoint a Editor of the Newsletter

110-Identify and recruit a resident with graphic design skills who can assist in designing a Newsletter that represents the dynamic qualities of our neighborhood, and that enhances the readability of the Newsletter

111-Refocus and expand on the contents of the Newsletter, such as

(a) *Council Highlights*---identify when and where Council meeting and committee meetings are being held, who to contact for further information, key agenda items, accomplishments, activities, etc.

(b) *History of the Neighborhood*

(c) *Neighborhood Column*---identify meetings of neighborhood or community groups in or for the benefit of our neighborhood, such as Kennedy Heights Senior Club

(d) *Education Column*---provide information concerning Woodford and Shroder schools, on avenues for partnerships with our neighborhood, minutes of meetings of the Local School Decision-Making Committee, and on such matters as need for volunteers, number of students, performance of students, profile of the principal and teachers, school activities, services that residents can access at each school, scheduling tours

- (e) *Spotlight on a Resident*---provide information about a neighborhood person who is either active with the Council or with another community organization, or who has received special recognition
- (f) *Spotlight on a Council Leader*
- (g) *Spotlight on a Neighborhood Organization*---provide information about the history of the group, its current programs and services, etc.
- (h) *Spotlight on a Neighborhood Business*---provide information about the purpose and services of the business
- (i) *Guest Column*---an individual would be requested to write an article on a matter of concern or interest to our neighborhood

Sub-goal D: Continuously update the Council’s home page, and incorporate a wide range of themes and documents that speak to the history and dynamic qualities of our neighborhood and of the Community Council

Sub-goal E: Enhance the decision-making and reporting processes of the Executive Committee, enhance the value of the content and processes of Council meetings, and encourage residents to network