

Appendices

Volume 5

*A Regional Plan for Sustainable Development
for Henderson, Vanderburgh, and Warrick Counties*

April 2014



1850 TO 1900

Starting the River with Rails of Steel

In the mid-1800s, the Warrick & Warrick Canal, built to transport iron ore from the Warrick area to the Evansville area, was the first of many canals that would be built in the region. The canal was built to transport iron ore from the Warrick area to the Evansville area, and it was the first of many canals that would be built in the region. The canal was built to transport iron ore from the Warrick area to the Evansville area, and it was the first of many canals that would be built in the region.



1900 TO 1950

The steel industry in the Evansville area was a major part of the region's economy in the early 20th century. The industry was based on the Warrick & Warrick Canal, which was built to transport iron ore from the Warrick area to the Evansville area. The industry was based on the Warrick & Warrick Canal, which was built to transport iron ore from the Warrick area to the Evansville area.



Appendices

Volume 5

*A Regional Plan for Sustainable Development
for Henderson, Vanderburgh, and Warrick Counties*

April 2014



SUSTAINABLE EVANSVILLE
AREA COALITION
Henderson • Vanderburgh • Warrick



This document and its reporting were financed, in part, through a grant from the U.S. Department of Housing and Urban Development, the U.S. Environmental Protection Agency, and the U.S. Department of Transportation.

Table of Contents

Appendices	1
Appendix A. Consortium Members	3
Appendix B. Visioning Workshop Results	7
Appendix C. 2011 Fall Festival In-Person Surveys	29
Appendix D. Discussion of Committees	51
Appendix E. Consortium Steering Committee & Live, Work, Play Technical Committees	55
Appendix F. FHEA HUD Policy Guidance OSCH-2012-03	67
Appendix G. FHEA Data Documentation Draft 2013	71
Appendix H. UDC Brown Bag Lunch and Learn Events May - November 2013	79
Appendix I. Workshop Information	85
Appendix J. Combined Alhambra Theatre Code Study	113
Appendix K. Code Citation for Creation HCAD Advisory Committee	123
Appendix L. Arts Overlay Zone Code Citation	127
Appendix M. HCAD Investment Strategy Prepared by Capital Access	133
Appendix N. University of Southern Indiana Reports	145
Appendix O. Public Involvement and Planning Process	191
Appendix P. East End Brochure	247

(THIS PAGE INTENTIONALLY LEFT BLANK)

Appendix A. Consortium Members

Appendix A.

Consortium Members

Congregations Acting for Justice and Empowerment (CAJE)

City of Evansville Department of Metropolitan Development

City of Evansville Department of Sustainability, Energy & Environmental Quality (SEEQ)

Evansville Housing Authority

Evansville Trails Coalition

Evansville - Vanderburgh Area Plan Commission

Henderson Area Rapid Transit (HART)

Henderson City-County Planning Commission

Henderson - Henderson County Chamber of Commerce

Henderson Leadership Initiative

Housing Authority of Henderson

Keep Evansville Beautiful

Leadership Evansville

Metropolitan Evansville Transit Systems (METS)

Regional Chamber of Commerce of SW Indiana

USDA Rural Development Office, Jasper, Indiana

Vanderburgh County Habitat for Humanity

Warrick Area Transit Solutions

Warrick County Area Planning Commission

Warrick County Chamber of Commerce

Welborn Baptist Foundation

(THIS PAGE INTENTIONALLY LEFT BLANK)

Appendix B. Visioning Workshop Results

Appendix B.

Visioning Workshop Results

Committee Visioning Workshops

July 18, 2011 - Visioning Workshop for Work Committee

Strengths

- Low cost of living and development.
- Diverse Economy (Manufacturing/agriculture).
- Transportation logistics, we are in the geographic center of the country. Geographic access to markets.
- Climate, we have four seasons.
- Public/private choices of secondary education facilities.
- Recreation, we have the river.
- Friendly.
- Alternative energy opportunities. We can be a center for alternative energy research such as hydro and solar.
- Youth sports.
- Faith community.
- Strong local media.
- Coal (low cost).
- Philanthropic.
- Downtown Henderson.
- Low crime.
- Educational/training opportunities.
- Short commute times.
- Good work ethic.
- Low taxes.
- Entertainment (arena, fine arts, etc).
- Healthcare.

Weaknesses

- Diversity.
- Promotion of ourselves.
- Mass transportation (lack of options).
- K-12 Public Education.
- Higher education attainment.

- Lack of research.
- Availability of workforce.
- Lack of healthy lifestyle opportunities.
- Entrenched in our ways. This has been the way it has always been.
- Aging population.
- Low birth rate.
- Aging infrastructure – Water/Wastewater.
- General appearance – No "gateways" that appear inviting to people coming into the region, older homes, lack of community pride.
- Not green-minded.
- Real estate portfolio – No national players want to develop here. Lack of available space for manufacturing, office space and commercial businesses.
- Manufacturing-Based – However, we have less manufacturing businesses in the area than we have had in the past. College students are not trained to accommodate positions that are currently available in the area.
- Slow to collaborate within the region.
- Two states (IN and KY) with differences in policies and funding mechanisms.
- Lack of adequate bridge to handle traffic spurred by the construction of I-69.
- Lack of investment in the urban core.
- Climate - Ohio Valley "Congestion."
- Conservatism.
- Lack of North/South Interstate, we need to continue to push for the completion of I-69.
- Lack of innovation. We are in an area that has produced less patents on ideas than the rest of the US.

Opportunities

- Elimination of property tax (abate) and replace with something else?
- Revolving Loans – Venture capital to increase deal flows.
- Growing regional green energy employment network for coal, aluminum and water. More green projects.

- Focus on future jobs – Identify future employment fields and begin training residents to fill those positions.
- Incentivizing developers/builders for infill, increasing density of neighborhoods, and development of mixed used neighborhoods and buildings.
- Capturing local sales taxes.
- Grants.
- Reuse of deteriorating neighborhoods.
- Regional bi-state effort on incubation efforts to encourage more entrepreneurship. This will also help new business owners identify revenue streams and provide them with starter locations.
- Commuter Rail? HART, METS, WATS connections to enable residents to get across county/state lines for jobs, reducing stress on existing roadways. The creation of a Regional Transit Authority. Bus service is a cheaper solution for residents and the county because the bus runs on Compressed Natural Gas (CNG) which costs approximately \$1.41 a gallon (as of 7/18/11). CNG is a cleaner alternative to diesel and gas.
- Park-and-ride lots to encourage car-pooling.
- Childcare can be located near park-and-ride lots to assist families that car pool.
- Transit focused towards "jobs;" i.e., the USI route.
- Improve regional airline transportation, particularly direct flights to the east/west coast to make the area more attractive to global businesses.
- Create a "van pooling" route where residents can call the day before and be placed on the route. Residents would be picked up at home and dropped off at their destination along with others heading to the same place.
- Faith Community can engage their group to achieve goals outlined in the plan. (CAJE – Congregations Acting for Justice and Empowerment).

Threats

- Urban vs Rural. The shift of population from the city to the rural areas opposed to true growth of the region.

- People's fear of change. Is this decision going to make things better or worse?
- Effective communication or "lack thereof."
- Lack of population growth.
- Policies (red tape).
- Do nothing - "sit on our hands."
- Not keeping up with neighboring cities in the region.
- Faith community can be a threat by enforcing the mentality of staying with "tradition" even though it is not applicable to today's society. "This worked for us in the past, why do we need to change now?"
- Money.
- "Political." Politicians won't enforce change out of the fear that they won't be re-elected.
- Mindset – We don't need change. What we have is good enough.
- People and leaders who have not seen the world.

July 19, 2011 - Visioning Workshop for Play Committee

8

Strengths

- Diverse industries (manufacturing, resources, healthcare, etc).
- "Big City" cultural assets in "Mid-size" city such as fine arts and museums.
- Low crime rate.
- Leadership in the region.
- EVSC – Strong community council allowing local businesses and agencies to participate with the school corporation.
- Strong public and private school system.
- "Mayberry Mentality" – People make eye-contact here, we are friendly and know our neighbors.
- Howell rail-yard – run by CSX.
- Best library systems in the country.
- Short commute times.
- Educational opportunities.
- USI, U of E, Ivy Tech, IT, Henderson Community College, Career and Technical Center.
- Location – Convenient to big cities. This helped us to become a magnet city.

Appendix B.

- Stability – economic downturn had "lesser" impact than it did in the rest of the country.
- River is a resource – transportation, potable water, ability to support industry.
- Non-profit organizations – Fairly strong collaborative effort among multiple NFPs.
- Convenient to recreation (Within an one hour radius).
- Ohio River.
- Kentucky Lake.
- Patoka Lake.
- Holiday World.
- French Lick.
- Audubon State Park.
- Harmonie State Park.
- Lincoln State Park.
- Mesker Zoo.

9

Weaknesses

- Lack of involvement and lack of being invited to participate in major decisions. Government agencies, non-profits, neighborhood organizations etc. would like to be involved.
- Aging infrastructure – Sidewalks, water/wastewater.
- Diversity.
- Old housing stock – Average age of houses in Evansville is 52 years old.
- Underfunding for the park system and museum.
- Loss of locally owned industry (Mead Johnson).
- Not "wired" for technology.
- Limited night life and cultural resources.
- Transportation issues - We are a car-dependent region and have a car-dependent mentality.
- Do not capitalize on the river like we should.
- Not progressive – We struggle thinking "outside the box."
- CAVE People (Citizens Against Virtually Everything).
- Embracing Mediocrity.
- Lack of opportunity for advancement for young professionals.
- High rates of: Obesity, Diabetes, Heart Disease.

- High illiteracy rate.
- Low post-secondary attainment.
- We do not market our area. People always talk about what we don't have or discuss the bad aspects of the community before talking about the positives.
- Behind in health initiatives such as smoking ordinances.
- High percentage of people who fall into the lower socio-economic category.
- Aging population who live off of fixed income. Age of population has led to brain drain.

Opportunities

- Mixed-use housing, Planned Unit Developments (PUDs).
- Energizing leaders by showing your support for their initiatives instead of only hearing from the people who disagree.
- Pigeon Creek and the trail system. This can be a tourist attraction and an excellent recreational facility.
- Move trails to our transportation system.
- Community Involvement.
- Evansville bus/trolley tours.
- Continue to make downtowns a destination.
- Stadium parking, turn negative into a positive.
- More affordable housing for seniors and low-income families.
- Renovate older apartment complexes for newer housing.
- Sidewalks – New and improvements will help with transportation, crime rate (increasing foot traffic reduces crime rate because more people present deter criminals).
- Road diets (reducing lanes of vehicle traffic and adding bike lanes, turning lanes, etc.) Example: Lincoln Ave. in Evansville.
- Update ordinances and policies.
- Eliminate boundaries – eastside vs. westside, KY vs. IN.
- Bridge over the Ohio River. Can include pedestrian or non-motorized lanes. Bring back the ferry.
- Rally around healthy lifestyle options.
- Expanding trail system and connecting to neighboring communities.
- Promote the area to increase tourism and sense of community.

- Bring back FUN! Increase the number of festivals and cultural events in the area.

Threats

- Money.
- Natural disasters – earthquakes, flooding, tornadoes, etc.
- Political.
- Community apathy.
- Lack of trust in government officials. Always thinking that politicians have an ulterior motive.
- Lack of civic mindedness of residents in the region.
- Lost concept of investing in our community.

July 22, 2011 - Visioning Workshop for Live Committee

Strengths

- Farming community and the people within.
- Agriculture and its ability to feed ourselves and our economy.
- Hospitals.
- Low crime rate.
- Air quality.
- Schools – K-12 and higher education facilities.
- Human resources – People are friendly and hardworking.
- Diverse industrial base: pharmaceuticals, auto, plastics, and metals.
- Openness to collaboration.
- Four seasons.
- Centrally located – close distance to Indy, Cincinnati, St. Louis, Nashville and Louisville.
- Ohio River – Great for recreation, aesthetics, transportation and energy production.
- Parks – Zoo, skating rink, and soccer complex.
- Commute time.
- Family values – Faith based – diversity.
- Low cost of living for housing, utilities, groceries, entertainment, etc.
- Culture - fine arts, museum, theater, and zoo.

Weakness

- Workforce development.
- Lack of vision for the region.
- We think we have brain drain when we should be glad that we are able to teach our youth here and send them out to the world as productive Americans.
- Decline of the urban core.
- Reactive vs. Proactive. We developed zoning to grow in a positive way; however, lack of enforcement and the ability to easily receive variances promotes bad growth.
- Leadership problems and lack of training.
- Ignorance – complacency.
- Promoting ourselves.
- German frugality.
- Collaboration.
- Bee slough and other CSO issues cause the region to "stink."
- Litter.
- Auto dependency.
- Lack of venture capital and entrepreneurship.
- Obesity.
- Funds – Low tax revenue and lack of flexible funds to leverage.
- Pockets of substantial poverty.

Opportunities

- Educate the community on the community.
- Utilize the Ohio River to promote economic development opportunities, recreation and entertainment.
- Collaborate with other states (Illinois, Ohio, KY).
- Opportunity to develop leadership through connecting and communicating.
- Improve collaboration between higher education institutions. Collaboration between higher education and secondary education facilities. Collaboration between businesses and educational facilities.
- Global awareness.
- We have an opportunity to expand our existing trail system to address obesity and connect communities.

Appendix B.

- We have an opportunity to cast a vision for this region and the communities within using this planning project.
- Improve transportation mass transit, airports, etc.
- Opportunity for regional thinking and the development of regional policies.
- Opportunity or multi-modal development due to the location of the region in relation to the rest of the country.
- Urban gardening and co-ops.
- Education (non-formal) for the general public to understand current issues and potential solutions.
- More bike lanes.
- Regional public transportation options: buses, airports, etc.
- Reclaim/revitalize the urban core.

Threats

- Increase in incarceration rates.
- Loosing focus on sustainability. "Greenwashing" – thinking you are doing something green when you are not.
- Silos – City vs. City. County vs. County.
- Cynicism.
- Money.
- Ill-intentioned politics.
- Overcome perception of politicians.
- Lack of training for appointed commissioners that enforce ordinances, zoning etc.
- Doing nothing. "Turning the plan into a dust collector."
- Too proprietary.
- Missing our opportunity.
- Lack of affordability.
- The current state of the economy.

Public Visioning Workshops

August 8, 2011 – Visioning Workshop at Castle High School

Strengths

- Historic Newburgh.
- Diverse faith base.
- Proximity to diverse retail.
- Spirit of cooperation and civic-mindedness.
- Recycling program in Newburgh.
- Newburgh senior center.
- We live in the crossroads of America, adequate access to rail lines, major highways, Ohio River and a regional airport.
- Childcare.
- WATS bus system.
- Farmer's Market – All areas in the county.
- Sidewalks to Sharon Elementary.
- Recreational opportunities including plenty of youth sports like the free Chandler baseball league.
- Human Capital –recycling people by retraining them and bringing them back into the workforce.
- Natural beauty of the area.
- School system and opportunities for continuing education.
- Evansville Philharmonic.
- Family-Friendly place.
- Library system – Chandler.
- Community Center – Chandler.
- Proximity to bigger city amenities – Evansville, Louisville, Nashville, Indianapolis, and St. Louis.
- Law enforcement, safety.
- River.
- Housing prices.
- River town trail.
- Cost of living.
- Ease of Living.
- Area – diverse economic base.
- Good health system in the area.

Weaknesses

- Patents per capita.
- Invisible under class – pockets of poverty in Newburgh and Warrick County.
- Public transportation – need to regionalize and interconnect counties.
- Slow to adopt alternative energy sources.
- Young people don't want to live here; lack of high tech jobs.
- Boonville Square – reduce truck traffic around the square.
- Zoning – reduce minimum parking lot requirements and housing size requirements.
- Parking meters.
- Eliminate one-way streets.
- Lack of healthy choices – food, recreation.
- Lack of goals or vision for the future – Youth do not have college aspirations.
- Avoid risk and change – Having the mentality that if it was good for me, it's good enough for children and grandchildren.
- Drug problem.
- Unwillingness to address air pollution by elected officials.
- Content to be obese.
- Prone to earthquakes and other natural disaster.
- Subsidence caused by old coal mines in the region.
- We need more trails/bike lanes/sidewalks that lead to important destinations.
- Obesity.
- Lack of storm sewer system/wastewater, Boonville's CSO problem, infiltration problems throughout the county, lack of permeable pavements.
- Quality of water – Too many boil orders.
- Aging Infrastructure – sidewalk condition on State Street, roadways need improvements etc.
- River edge is not attractive – There are too many parking lots.
- Broadband – Internet service.
- For some arts/culture you need to drive long distance.
- Very insulated; do not want to explore new ideas.
- Politically conservative; narrow-minded.
- Climate – almost 2 seasons.

- Public pools tend to open on Memorial weekend and close once school starts, yet it's hot out for much longer than these few months.

Opportunities

- Bus signs need to include times.
- Promote healthy lifestyles.
- Broader distribution of broadband, internet access – especially rural areas.
- Cable access in rural areas.
- Encourage use of new technologies i.e. Rubber sidewalks, permeable pavements.
- Improve facilities along river town trail; especially at locks and dam in Newburgh.
- Consider smoking ban in Warrick County.
- Educate people on what we have available (services, amenities, etc.).
- Survey of parking spaces. Do we really need all these spaces?
- Improving aging infrastructure. We need to create an inventory and then prioritize the list of projects.
- Increase funding for Drug Court.
- Regional transportation solutions – Regional transit authority, intermodal facilities.
- Destination walking to retail, parks and public facilities.
- Community gardens.
- Paved walking path in Chandler around the park.
- Warrick County Housing Authority needed for lower-income housing.
- Cultural District in downtown areas of Boonville, Newburgh, etc.
- Red Cross Center in Boonville will close, re-use.
- Splash Park in Boonville that includes a misting area and some trees to provide shade.
- Improve recycling education – expand service county-wide.
- Need a five member council instead of a three member council in Chandler.
- Rehabilitate housing – weatherize homes.
- Re-visit zoning and subdivision ordinances.
- Encourage the development of Urban Cottages (Homes that are around 800 sq.ft.).

Appendix B.

Threats

- Lack of enforcement of laws and zoning.
- Money.
- Communities are territorial.
- Apathy.
- Public good vs. private good.
- Overcoming the perception that different equates to more money.
- Hard to change mindset.
- Poverty.
- Human resources – not enough volunteers yet too many problems.
- Lack of compromise.
- Environmentalism – not seen as a benefit, rather it's seen as giving something up.
- Sticking with tradition – That's how we've always done it, why change now?
- Litter.

13

August 9, 2011 – Visioning Workshop at Boonville High School

Strengths

- Close proximity to major metropolitan areas making day trips convenient to do. – St. Louis, Indianapolis, Louisville, etc.
- Affordable living.
- Medical.
- Housing.
- Low crime rate.
- High quality recreation opportunities regionally and locally – Scales, City Lake, Garden of the Gods, etc.
- Good libraries.
- Good museums.
- Strong collaboration between communities – Boonville/Yankeetown.
- Strong community history.
- Strong industrial/agricultural base.
- Boonville Courthouse Square.
- Strong county government in Warrick County.
- Two local grocery stores.

- Good people who are friendly, family-oriented, and trust-worthy.
- Annual fairs, events.
- Unique shopping opportunities.
- Natural gas exploration technologies.
- Strong golf courses.
- Organized sports.
- Some quality affordable housing.
- Education system – K-12, technical schools, proximity to universities.
- Abundance of churches.
- Medical facilities such as Gateway Hospital.
- Public Transportation.
- Newburgh River Walk; miles of bike routes.
- Emergency services – Police, Fire, EMS, Chandler, Warrick County, Newburgh and Boonville.
- Sewer system capacity – Boonville.
- Yankeetown neighborhood.
- Availability of financial institutions.
- Elderly housing facilities.
- High quality industrial parks available for future industries.
- Ample road system that is well-maintained and in great condition.
- Drug store that delivers, Chandler.
- Strong civic organizations.
- Coal; resources.
- Farming; agricultural.
- Family-Style restaurants.
- Abundance of small businesses.

Weaknesses

- Lack of hotels and motels.
- Boonville has a significant number of inferior structures.
- Boonville has zoning and code enforcement issues.
- Selling or promotion of our communities and counties.
- Vocation and technical schools do not turn out workforce that focuses on industrial needs.
- Young people in the county are apathetic towards their surroundings.
- Inability for cities and counties to working together on projects .

- Flooding is an issue in the county. There are not enough storm water drainage areas and too much development in flood plains.
- Lack of connectivity for bicycle paths and sidewalks.
- Lack of incentives to promote development.
- The county is pursuing a number of opportunities and need to be more pro-active and follow through with these projects.
- Not enough areas with high speed internet (only Boonville and Newburgh have access to high speed internet).
- The mindset of people in the county must be changed. People should be more willing to accept change.
- Residents of Warrick County need to stop spending money in other counties. Let's keep "our" money in "our" community.
- Lack of civic pride.
- Lack of activities geared towards youth that are non-sports related and provide entertainment.
- Lack of global perspective.
- Too many vacant/dilapidated buildings in Warrick County and Boonville. We need to bring more development to the area.
- Lack of job opportunities in Warrick County.
- Lack of entrepreneurship.
- Create more incentives
 1. Business incubators to increase the number of entrepreneurs in the area and increase job opportunities.
 2. Create a downtown revitalization corporation.
 3. Improve the appearance of local businesses by encouraging more facade improvements.
 4. business start up 25 percent tax year 1, 50 percent tax year 2, 75 percent tax year 3, etc.
- Timing
 1. New roads.
 2. New development.
 3. New plans (Downtown Boonville Revitalization Plan).
- Tourism.
- Promote business in Warrick County and encourage residents to invest in them.
- Focus on youth workforce development by working with universities and tech schools.
- Preserve our farmland.
- Promote farmers markets and local farmers/produce
- River related recreation and entertainment.
- Improve communication in small communities where residents currently rely on word of mouth (Boonville, Chandler, Newburgh).
- Cooperation opportunity between the various communities and counties involved in this planning process. We must have a unified vision.
- Code updates must be done to encourage the redevelopment of affordable housing.
- Increase weatherization of homes (Tri-Cap working on some now).
- Collaboration between different groups and agencies to find funding opportunities.
- Get churches more involved in the community.
- Utilize compressed natural gas for buses.
- Expand and promote ridership of buses.
- Add bike racks throughout the county and add them to buses.

Opportunities

- Boonville and specifically, the central square; the downtown could use more retail and housing opportunities.
- The housing stock in Boonville must be improved and made affordable.
- Use current legislative laws to our benefit.
- Create mentoring programs for young people that will keep them interested in staying in the area.
- Green leadership – solar, LEED, etc.
- Promote our region and the amenities it provides.
- Urban farming, urban gardens, and organic food production.
- Encourage the development of more festivals, events, etc. to create more tourism and instill a sense of community.
- Increase a sense of volunteerism; civic organizations.
- Embracing the knowledge of the elderly.

Appendix B.

Threats

- Drugs.
- Fear change.
- Closed mindedness: CAVE People (Citizens Against Virtually Everything).
- Don't acknowledge educational challenges; global marketplace; competition.
- Don't promote ourselves.
- Recognize the reality of the situation.
- See opportunity as a risk.
- Lack of money.
- Small, unimportant, don't count.
- Won't volunteer, must reach out to people.
- Apathy.
- "We've tried that and it didn't work" mentality.
- Conservative to a fault – "Strong German Heritage."

15

August 16, 2011 – Visioning Workshop at Henderson High School

Strengths

- Volunteerism and financial contribution.
- Golf.
- School System including K-12, large high school and new early childhood education center.
- Variety of Social Services.
- Excellent emergency services.
- The amount of coal production in this region has led to tremendous job creation and could eventually lead to alternative energy sources (Clean Coal).
- Parks department offers abundant "free play" activities and have a number of future parks planned.
- Audubon State Park.
- New tennis facility on riverfront.
- Fine Arts Center at Henderson Community College.
- Soon to have a registered arts/cultural district.
- Good curbside recycling in the city.

- Rich cultural events and opportunities like festivals and art hop.
- Art education opportunities.
- Diverse and strong faith community.
- Access to many medical facilities.
- Friendly community.
- Two organizations that work diligently on economic development.
- Prepared industrial park sites.
- Workforce development and collaboration with colleges and high schools.
- Pro-active flood mitigation; good job of dealing with combined sewer operations.
- Coal reclamation projects are the only ones in the state.
- Riverfront development including two miles of continuous green space.
- Well-placed network of streets, highways, interstates to connect Henderson locally and regionally. You can get anywhere locally within 7 minutes.
- Good sidewalks.
- Walking and biking along river.
- Best housing authority in Kentucky and affordable.
- Cost of affordable housing.
- Ample housing for the elderly.
- Great opportunities for small businesses and entrepreneurs.
- Well-planned and organized goal for the economy in Henderson.
- Strong partnerships working together towards a common goal.
- Low cost for living and businesses: Low cost utility rates, transportation and land acquisition.
- HART bus system.
- Mixed use buildings that allow housing above, retail/commercial below.
- Banks – many options.

Weaknesses

- Open Container Law in downtown Henderson prevents nightlife. People should be able to walk from store to restaurant with a drink in hand.
- There is a misconception that downtown Henderson is the US 41 strip. We need to make the downtown area more visible to those traveling along US 41.

- Henderson is not a destination place.
- Exit out of Audubon Park prevents left turns, forcing visitors to go north and perform a U-turn to head back into Henderson.
- Residents do not recognize the opportunities and challenges of I-69.
- Lack of opportunities for career advancement.
- Perceived lack of success in significant industrial development.
- Air pollution and air quality.
- Ohio Valley climate.
- Flooding issues.
- Lack of healthy food choices, the city only offers fast food restaurants.
- Dining options within the City of Henderson are lacking.
- Lack of support for the Fine Arts Center.
- Hard to find job opportunities in Henderson.
- High cancer rates.
- We are located near a fault line making us prone to earthquakes.
- Tornadoes.
- Poor recycling program in city – County requires residents to bring it to the facility discouraging people from recycling.
- Downtown nightlife.
- Youth recreation options are limited and rely on a few people, none of whom are supported centrally. If these people chose to quit organizing these sporting events, no one is in place to take the position over.
- Rental properties in Henderson are not pet-friendly.
- Loss of neighborhoods.
- Zoning prevents redevelopment and limits housing development over businesses.
- Lack of high-paying jobs.
- Under-educated population.
- Not enough patents being produced in the area.
- Lack of larger houses (4 bedroom +) in Henderson, forcing people to choose other areas to live like Newburgh.
- Need more supply of housing above businesses in downtown.
- Need to be more creative in housing opportunities.
- Dilapidated housing.
- Lack of involvement or civic-mindedness.
- Salary scale lower than Evansville.

- Lack convenient transit within the county or linking to other counties.
- Transit schedule and destinations do not match the needs of residents.
- Time of operational hours of transit is too short. Buses need to run later in the evening.
- Only one bridge between Evansville and Henderson.
- Lack commuter train access to adjacent cities and throughout the region.
- Henderson only has two cabs for the entire city.
- We do not integrate housing and commercial areas well.
- Sidewalk conditions are okay when they exist but most places lack sidewalks.
- Poor bus service links to community college.
- Lack of places to bike in most neighborhoods, most roads are blocked off.
- Old train tracks sits unused.
- Lack of airline opportunities.

Opportunities

- Converting unused railroad tracks and bridge into a transportation option to Evansville (Pedestrian?).
- Can change zoning to allow accessory dwelling units to increase density. This would mean allowing garages to be converted into residential units, galleries etc.
- Shovel ready infrastructure to encourage new development of industrial and commercial properties.
- We can take advantage of water, road and rail options. This includes creating a ferry between Evansville and Henderson, creating a second bridge over the river, and using abandoned rail lines for commuter rail.
- Alcon – additional land around facility can be used to relocate suppliers and minimize delivery time and transportation costs.
- Take advantage of creating youth sports events and large tournaments that bring people to the region thus creating more business for hotels and restaurants.
- Preparing for the development of the interchanges on I-69 and create an attractive gateway to entice travelers to stop in Henderson.

Appendix B.

- Designing the clover-leaf interchange at US 41/US 60 in a way that makes downtown Henderson more visible.
- Increase population within the Henderson city limits to support more transit options.
- Grandfather structures in downtown area to allow residential above businesses in the downtown area. Provide incentives to encourage residential above businesses. We need to change building code issues that deter this development.
- Revitalize old east end neighborhood.
- Build a marina and capitalize on the boat launch and new walkway by the riverfront.
- Add bike lanes and sidewalks to roads that are unnecessarily wide.
- Link transit to major employers at shift change time.
- Utilize business incubators.
- Reciprocity between neighboring communities.
- Youth only know the location of home, school and WalMart. We need to expand their lives beyond these three places.
- Expose youth to Arts Riverbend Academy.
- Support Henderson Leadership Initiative to train future leaders.

Threats

- Lack of creativity.
- Lack of leadership.
- Apathy.
- Lack of investment.
- The river separates us.
- Difference between state regulations and governments.
- Lack of sustained education.
- Territorialism.
- Lack of faith that things can change. Youth can be more engaged in the community; we can work with them to find out ways to make them want to stay and help the city plan for the future.

August 17, 2011 – Visioning Workshop at the Henderson Fine Arts Center

Strengths

- Low-Housing Costs.
- Good Parks in Henderson.
- Great housing authority.
- HART- Convenient.
- Low congestion – multiple options.
- Airport Access.
- Major rail lines are available which could make this a great multi-modal area.
- I-69.
- Safe areas to walk/bike.
- Commercial lots are available/ reasonable land prices/ utilities ready/ shovel-ready sites.
- Vibrant manufacturing and energy industries.
- Diverse economic base, not just focused on one industry.
- Close to major metro areas and centrally located in the US.
- Low fuel costs/ low transportation costs.
- Easy to walk and bike to downtown.
- Low utility rates.
- Affordable housing for different income levels.
- Diverse housing: Old/new, small/large.
- Many options for housing above businesses in the downtown area.
- Good access four lane highways and other metro areas.
- Great network of roads.
- Good sidewalks west of US 41 in Henderson.
- Good infrastructure in place.
- Plenty of employment opportunities within 25 miles.
- Community College offers higher education and job skills training.
- Henderson zoning and coding has led to good protection for environment.
- Plenty of cultural opportunities currently and in the future, once the cultural district has been developed. Arts for all ages. Art galleries located in downtown Henderson.
- Plenty of wildlife areas that provide great options for recreation.

- Air and water quality is good. Unlimited supply of water.
- Henderson County is the only county in Kentucky to require reclamation of previously mined lands.
- CEMO.
- Large faith-based community.
- People are civic-minded in Henderson and philanthropic.
- Friendly and welcoming to outsiders/visitors.
- Great leadership in Henderson.
- Vibrant downtown area full of shops and activities including new riverfront amenities like the new tennis courts, parks and rivertrail.
- Great MPO.
- Moderate climate.
- Strong offerings in a variety of events and festivals.
- Audubon State Park and museum.

Weaknesses

- Need for condos in town to increase density. Downtown condos should provide options (whether new construction or properties that require historic restoration).
- Fewer large lots or incredible small lots available. Too many people take advantage of the cheap cost of land and purchase extremely large lots for one single family home.
- Decreasing home ownership and upkeep.
- Lost retail/commerce in neighborhoods.
- Few housing starts in Henderson County.
- Lack of larger four bedroom homes forcing people to choose to live in other locations such as Warrick County.
- Henderson is not accommodating to changing demographics such as aging residents. The city is slow to acknowledge change.
- Housing is not built close to retail areas forcing people to drive for everyday necessities.
- East End has deteriorated and is now primarily home to low-income residents. The zoning needs to be restructured to encourage redevelopment of this area.
- Perception of neighborhoods are portrayed as depressed, but not blighted.
- Financing is difficult to obtain for housing.
- Poor north/west connectivity.
- Lack of access to rail and bus for traveling out of the region or for those who may be visiting the region.
- Connectivity of public transportation options within the region.
- Failing infrastructure (like US 60 interchange with US 41).
- Car only option for intercity travel. Although there is bus service, the schedule and location of pickups are not convenient.
- CSX has poor quality of service and is the only rail line available for local industry.
- Low number of available bike paths. Need more safe routes to school.
- Need for better coordination between Henderson and Evansville economic development efforts.
- Henderson and Evansville need to work better together when it comes to bringing big tournaments (soccer/baseball/tennis, etc.) into the area. This would provide more access to facilities.
- When the creek floods, it closes off access to the city from the west.
- Cheap coal provides low cost utilities but makes innovative energy more difficult to develop and utilize.
- Lack of a four-year university in Henderson.
- Don't have an arts district in Henderson like Paducah.
- Need to continue to improve schools and workforce training. What we provide is just average.
- Everything in Henderson closes at 5pm weekdays and 2pm Saturdays forcing residents to drive to Evansville.
- Henderson is too close to Evansville and Owensboro which prevent the development of additional restaurants in Henderson. Too easy to just go over the river to reach retail services preventing these businesses from succeeding in Henderson.
- When back haulers drop goods off in this region, there are no additional goods to pick up here and transport out of the area. These trucks leave the area empty. This increases transportation costs for us.
- US 41 northbound is not adequate for trucks.
- Sidewalk connectivity is poor although existing sidewalks are in good condition.
- Lack of existing vacant industrial buildings and lots.

Appendix B.

- Low percent of entrepreneurship and lack of business startups.
- Perceived environmentally insensitive due to coal-fired power plants.
- Coal reliance can be a weakness if coal use is taxed or prohibited.
- Regulations to protect businesses from flooding can prevent development of businesses in key areas.
- Activities for the youth are inadequate.
- Lack of meeting and banquet facilities.
- There's a need for more upscale dining options beyond fast-food.
- Businesses have moved out of downtown Henderson and have all relocated on the 41 strip.

Opportunities

- Promote incentives for downtown development – incentive where property tax does not raise for 5 years on renovated buildings.
- Housing opportunities for seniors like aging in place facilities. Housing should be located near amenities like shopping and services.
- Existing unused rail tracks can be used as a link over the river whether it be used as commuter rail or a pedestrian pathway.
- I-69 corridor planning presents opportunities to address infrastructure, zoning, etc.
- Use the river as a transportation source.
- Create a marina in downtown Henderson.
- Repairing bridge over Green River in Spottsville (road needs to be widened) which will improve access for farmers.
- Our aluminum production can lead us to be the center of this industry.
- Awareness of businesses needs and practices.
- Local grown food and expand farmers market.
- Hydro-electric dam in Spottsville.
- Art hop (tour of downtown galleries) and incorporate wine tasting. This would require local laws to allow open containers in the downtown area.
- Downtown living opportunity by encouraging more development of housing above businesses.
- More Housing Authority-type low-income developments.

- Timing of the Henderson comprehensive plan will allow the community to revisit their zoning and encourage the development of mixed-use buildings.
- A trolley.
- Greenbelt around the town.
- Walking and biking paths along the riverfront.
- Create an intercity and regional transportation system.
- Early childhood development center.
- Riverport that can be expanded and promoted.
- The creek can have a greenway and paths incorporated around it.
- Growing an agritourism industry in the area.
- Clean coal industry.
- Watkins Park.
- Black box theatre adjacent to the fine arts center.

Threats

- Money.
- Lack of open-mindedness and unwillingness for change.
- Apathy.
- Negativity – Can't happen here.
- We've always done it that way.
- Evansville and it's parochialism.
- EPA regulations.
- Development threat to agriculture.
- Public opinion.

August 22, 2011 - Spanish-Speaking Visioning Workshop at Nativity Church

What brought you to Evansville?

- Good place for developing businesses.
- Is a progressive town with more opportunities than bigger cities.
- There are constant job opportunities.
- The stable economy.
- Brought by family members that were here previously.
- Evansville is a small town but with all necessary resources.
- Evansville is a great place to raise a family.

- Evansville is a small city, friendly and safe.
- Studies – great educational opportunities.
- Job opportunities.

What is different from what you imagined?

- Lack of cultural diversity and understating of the cultural diversity.
- Law changes have translated into less accessibility/flexibility to immigrants.
- Access to documentation is not easy.

TRANSPORTATION

Public transportation:

- Need more flexible, frequent schedules adapted to the needs of the users. More variety of routes.
- Routes and frequency are too long.
- There is no transportation on Sunday.
- There is the need for a general map containing all routes.
- The transfer points are difficult and impractical.
- More routes Henderson-Evansville-Warrick.

Private transportation:

- Difficulty in registering the car and getting a driver's license.
- It is used because there are no other options.
- If public transportation improves, it will be less used.
- Evansville is not a friendly city for walking/bike riding.
- A bike path will facilitate transportation.

HOUSING

- Lack of proper documentation and social security number makes housing accessibility difficult.
- Overall the rent fees are accessible.
- Abusive conducts with undocumented individuals: high rent fees, lack of maintenance, poor quality of homes.
- Some houses lack of proper isolation, and individuals cannot access assistance offered by agencies.

- Trailers: abusive conduct of owners when renewing contracts and maintenance.

ECONOMY

- Overall, it is easy to find a job, since there are different options of employment.
- Lack of documentation makes it difficult to access trainings.

ENVIRONMENT

- Lack of information of location of parks.
- There is a need for parks in urbanized zones.

GENERAL COMMENTS

- It is a nice place to live.
- Lack of cultural development and entertainment options for the Spanish speaking community: movies and theater.
- Improvement of city's signaling.
- A more efficient way of promoting activities and events for the Spanish speaking community.
- Latino radio/TV station with music and information in Spanish.
- Improve the advertising of weather watches and warnings in Spanish.
- Interpretation services and translation of documents in public/health offices.
- Type of driving authorization for undocumented individuals, in order to avoid abusive situations.
- As taxpayers, to have bilingual representation in public offices and the city.
- Celebration of diversity.
- Bilingual social worker's assistance.

August 23, 2011 – Visioning Workshop at the University of Evansville Campus

Strengths

- Older custom built homes with great architecture.

Appendix B.

- Active redevelopment program in City of Evansville.
- Proximity to schools.
- University of Evansville and integration with neighborhood.
- Educational and cultural opportunities.
- Museums, nature preserves, etc. (diverse cultural opportunities).
- Limited congestion.
- Safe and easy areas to walk (downtown, University of Evansville area, and Haynie's Corner).
- Focus on complete streets by EMPO, mayor, etc.
- Greyhound transportation option to nearby larger cities.
- Improved taxi service?
- Several publicly traded corporations.
- Innovation Point.
- Pharmaceuticals – manufacturing diverse.
- Philanthropy.
- Headquarters downtown.
- Good shopping all around town.
- Good collaboration (e.g., Whirlpool closing).
- Strong spirit of volunteerism.
- Adequate water supply.
- Some improvement in air quality.
- Curbside recycling and drop-offs.
- Audubon State Park, Bluegrass State Park, Hovie Lake, Wesselman Park.
- Civic Theatre, University of Evansville, Philharmonic.
- Developing ballet community.
- Friendly.
- Small enough.
- Neighborhood associations.
- Libraries.
- Good access to healthcare.
- Convention and Visitors Bureau.
- Affordable housing stock across various groups.
- Variety of types – ages 30s, 40s near Eastside.
- Goosetown/Front Door Pride and very nice new homes.
- Good access to parks.
- Greenways/Trails, especially in Newburgh along the river.

- Lloyd continues to "Distressway."
- Good thoroughfares.
- US 41 and I-64 offer good connectivity to larger cities.
- Biking and hiking trails being planned/developed with the help of the Trails Coalition.
- Evansville Regional Airport is at capacity.
- Bus system in Evansville, Henderson and Warrick.
- Recruitment by economic development organizations.
- Good and productive non-profit organizations.
- Downtown arena.
- Strong community college presence (positive for incoming businesses).
- Port facilities on river.
- Habitat for Humanity.
- Plenty of rain for gardening, etc. (We have 4 consistent seasons).
- Proximity to stretches of roadways for biking.
- Active EPA in area.
- Music reinstated at elementary schools.
- Safe place to live.
- Vibrant arts district.
- Faith center (Multiple Faiths).

Weaknesses

- Not enough affordable housing.
- High vacancies in certain areas.
- Slum Lords.
- Soft housing market.
- Lack of code enforcement.
- Decreasing density in high density neighborhoods (homes demolished to become yard).
- No places to shop or buy groceries west of US 41 and south of Lloyd Expressway.
- Jacobsville area contains lead contamination.
- Lagging behind on sustainable construction.
- Haphazard zoning creating undesirable mixed uses.
- Transit doesn't connect to major businesses.
- Lack of pedestrian facilities (many missing pieces).

- 4-Lanes (Weinbach) and close proximity of sidewalks.
- Too many stoplights on the Lloyd and timing issues.
- Lack of people interested or willing to walk or bike anywhere.
- Challenging to cross Ohio River.
- Flooding on southwest side prevents walking.
- Need better maintenance of street trees after storms.
- No good gateways into Evansville.
- Low percent of high school and college degrees by citizens.
- Too many "Chains" not enough "Mom and Pop" businesses.
- Lack of multiple opportunities of same business type (i.e., Bristol Meyers has no competition. Only choice).
- Jobs moving further out.
- Coal fired power plants (Gibson and Rockport Plants).
- Abundance of brownfields/greyfields.
- Problems of subsidence because we allow development upon old coal mines.
- Tax caps will hurt schools.
- Mindset of people – "There's nothing to do in Evansville."
- Older housing with lead paint and etc.
- Affordable handicap housing not accessible.
- Poor upkeep.
- Decline of same high quality neighborhoods.
- Vacant/open lots "missing teeth" downtown.
- Lack of sidewalks/connectivity between neighborhoods.
- Tendency to demolish rather than rehab.
- Low standards for new construction.
- Meth problem.
- US 41 barrier to walking and biking.
- Need better markings for bike lanes.
- Pavement maintenance needed.
- Poor sidewalks – right on roadside.
- Signal timing/actuation.
- Parking on 4-lane roads.
- I-64 too far north.
- METS needs better routes in city.
- Need to modernize master plan/transportation plan/utilities, etc.
- Too many overhead utilities.

- Haphazard development (e.g., Burkhardt).
- Eastside, Westside schizophrenic hurting downtown development.
- Need bigger fiber optics, broadband lines.
- Need high tech businesses.
- Sprawling development leaving vacancies.
- High electric rates (IN).
- No park and ride/rideshare "slugging."
- Running out of landfill space.
- High cancer rate – environment link?
- West Nile/mosquitos.
- Potential loss of agricultural land.
- GM crops, pesticides.
- Parochialism (West siders against East siders, etc.).
- Decreasing state investment in education.

Opportunities

- Re-evaluate and redo roads (restriping and other low-cost improvements).
- Regional walkability audit.
- Build on collaboration and consensus building.
- METS and others could do a study of ridership, ride and share opportunities, etc.
- More aggressive approach to redevelopment of Brownfields.
- Changes to zoning to help increase density, etc.
- Promote/increase non-profits.
- Take advantage of higher education to develop smarter workforce in the future.
- Connect universities with major businesses.
- Move East-West road connections.
- Viable business plans to revitalize Robert's Municipal Stadium site.
- Connect trail/greenway with eating places, etc., create destinations.
- Public arts fund for sculpture, etc. (Greeneville, NC).
- Expand on volunteerism by advertising needs.
- Work with faith communities.
- Stronger taxation of the periphery and incentivizing urban (re) development.

Appendix B.

- Priority Board (Dayton, OH) which prioritized projects with the help of local residents appointed to the board.
- Rehab opportunities of older homes using green practices.
- Need to promote civic duties.
- Capitalize on vacant lots.
- Plan to make USI a research institution.

August 24, 2011 - Visioning Workshop at the Evansville Central Library

Strengths

- Lower home prices than Chicago, etc.
- Low tax rates.
- Varied choices – across the board.
- Diverse economy.
- University town.
- Interesting architecture in older homes.
- Stable housing values.
- Lower than national average energy costs.
- Attractive river and housing options nearby.
- Safe neighborhoods.
- Short transportation times to shopping, etc.
- Low congestion.
- Access to other cities by air or bus.
- Plenty of parking.
- Bicycle lanes.
- CAJE.
- Excellent law enforcement.
- Short commutes.
- Good pavement conditions.
- Within driving distance of major cities.
- Easy drive to Holiday World.
- Bus system operates until midnight.
- Major rail yard (Howell).
- Ohio River.
- Educational opportunities.
- Diverse industries.
- A lot of land.
- Elected officials supportive of economic development.
- Great public library system.
- Greenway in Evansville and Newburgh.
- Major medical center – serves 80 mile radius.
- Local economic development agency.
- Inexpensive start-up costs for small businesses.
- SCORE – senior executives working with start-up businesses.
- Available workforce.
- Centrally located in the US.
- Multiple transportation modes for industry and business – rail, inland waterways, highways.
- Convention center and new Ford Center arena.
- Diverse population.
- Tree City, USA.
- Extensive local park system and natural resources – Wesselman Woods, Burdette Park, Mesker Park Zoo, Audubon Park, Patoka NWR.
- Free trade zone at Evansville airport.
- Innovative, creative community – not entrenched.
- Plentiful water supply.
- Friendly, helpful residents.
- Hybrid buses, CNG school buses.
- Curbside recycling and drop-offs.
- Air quality meets NAAQS.
- Temperate climate for Midwest.
- Philharmonic orchestra.
- Multiple theatres.
- Full and half marathon races.
- Haynie's Corner.
- Joan Marchand exhibit.
- Landfill methane gases.
- Feasibility study on environmental businesses.
- Master Gardener program.
- Museums, Mesker Zoo and Botanical Garden.
- Public radio and television and local programming.
- Angel Mounds.

- Dance and gymnastic schools for children.
- Diverse religions.
- Variety of restaurants – chain and local eateries.
- Good shopping areas.
- Great books, holocaust collection.
- Good youth sports programs.
- Arts education and training for all ages.

Weaknesses

- Housing and work don't coincide for disadvantaged groups, also for economic development.
- Mean renters' wage \$10.32 and mean rent with utilities \$529 making it difficult to find money for other living expenses and necessities like a car, food, and clothing.
- Increasing homelessness.
- Lack of mixed use facilities.
- Lack of regulations on rental housing.
- Lack of mixed rental/owned housing.
- Dying neighborhoods.
- Meth making houses unusable.
- Lack of fun and funky places to live.
- Old housing inventory.
- HAZMAT issues with homes (like lead in the soil in Jacobsville homes, meth issues around the region, and mold).
- Blighted neighborhoods.
- Absentee landlords.
- We lack condos that are multi-family owned, low-income condos, too.
- Inefficiently built homes.
- Lack of education for working poor.
- Lack the education on how to save energy.
- 80 percent of structures in city are low value.
- Burden of bringing old homes, buildings up to code that have been fine for 50 years.
- METS not user-friendly, like Owensboro's system.
- Third highest utility rates in the nation.
- No passenger rail access.
- Narrow or no shoulders on roadways.
- Lack of public education about bicyclists and bicycling.
- Efficiencies between schools and bus system – i.e., North High School.
- Disconnected bike routes/lanes.
- Need more air service.
- Lots of housing and commercial developments without sidewalks.
- Bus service to industries for workers is poor.
- No way to walk between shopping and apartments along Green River Road.
- Don't have park-n-ride for carpooling.
- Impervious and unattractive parking.
- Need more streets like Lincoln Ave. where there are bike lanes and a single turning lane in the center.
- Odd parking lot layouts – bad requirements.
- Road construction isolates neighborhoods.
- Lack of pedestrian bridges over major roads.
- 4-lane roads that should be 3-lane.
- Parking on 4-lane roads.
- Parking requirements.
- Housing developments too far out.
- Old/haphazard zoning.
- Stoplights on Lloyd Expressway.
- Too easy to get zoning variances.
- Transportation problems from sprawl.
- Lack of educated workforce.
- Don't support new businesses well. There are no mentoring systems available.
- Lack of planning for road repair – too many nearby roads closed at the same time.
- Not competitive for jobs – need more incentives.
- Attract outside business without growing existing and local businesses.
- Lack of socially and environmentally conscience businesses.
- Negative attitude – don't sell ourselves.
- Midwest modest.
- Time zones.
- Not enough attention to amenities – too much on taxes.

Appendix B.

- Don't encourage migration.
- Brain drain – need to make the area more attractive.
- Need workforce training.
- Poor air quality.
- Increased insurance rates.
- Need more diverse industry.
- 2 of 3 largest polluters in country nearby – Rockport and Gibson counties.
- Poor infrastructure.
- Smart growth seen as negative – can't have growth and sustainability.
- Energy.
- Mercury in river.
- Different views of what is attractive.
- CSO problems.
- Short-term focus.
- Don't understand problems of growth.
- Lead issues in soil.
- Encourage poor landscaping – huge lawns, no natural landscaping, weed violations.
- Invasive species.
- Unsustainable land conversion/agriculture land.
- High illiteracy rate.
- Lack of leadership.

Opportunities

- Infill development.
- Reevaluate codes.
- Increase trash ordinance enforcement.
- People controlled traffic signals so pedestrians can cross the street.
- Money available for removing structures beyond repair.
- Biking, walking for all residents.
- Coordinate METS and EVSC.
- Build on METS efforts to improve.
- Opportunity to build gateways to city.
- Copy Innovation Point success.
- Safe Routes to Schools for walking, biking to all schools.

- Roberts Stadium park.
- Regional transit authority.
- Appointed officials to help get approvals.
- Reducing waste that goes to landfill.
- Education about recycling.
- Redistribute/recycle old buildings for usable products.
- Educate on thriftiness of driving to multiple places at once and not at multiple times.
- Develop (codes, etc.) for affordable housing.
- Drivers' education, public and private, extend to carpooling, walking, biking.
- Mandate recycling – fines.
- Waste of energy.
- Educate to opportunities – visualize.
- Community gardening programs.
- Learn from other communities.
- Community development initiatives – use existing as pilot for other areas of region.
- Expand parochial schools.
- Greyfields.
- Minimum security prisoners to sort recyclables from trash.
- Options to traditional educational models.
- Greatest risks are involved in processes that affect them.
- Old North High School.
- Organize self-promotion – especially children, for locals and not just visitors.
- Grow clover, etc. in medians.
- Adopt LEED standards.
- Regional greenway.

October 10, 2011 - Visioning Workshop at the Kissel Community Center

- High-rise; affordable housing at Swanson-Nunn.
- Mix of housing in downtown area.
- Neighborhoods within neighborhoods – availability of a community center.

Transportation

- METS – Need to expand service area.
 1. More service hours.
 2. More non-stop routes.
 3. Need to use lifts and new buses should have lifts in the rear.
 4. Bus operator will not use lifts.
 5. More benches at METS stops.
 6. More covered areas at METS stops.
 7. Buses go behind stores not in front.
 8. More stops = more ridership.
 9. Need a bus system that interconnects through-out the Warrick, Vanderburgh, Henderson region.
 10. Better connects between Evansville and Henderson.
- Sidewalk improvements.
- ADA compliance is helping sidewalks.
- Arena is helping ADA compliance.
- Roads used as detours during construction need improvements.
- Sidewalks in historic areas need improvement.
- Foliage growing through sidewalks.
- Enforcement of speed limits.
- Audit walk signals.
- Streets to look at for improvements.
 1. MLK.
 2. Lincoln.
 3. Cherry.
 4. Riverside.
 5. Washington.
 6. Walnut.
- Civic center parking lot.
- Need sidewalks in places.
- More shopping opportunities.
- More fast food choices all north of Lloyd.
- Exercise opportunities indoors needed in the downtown area.
- Gas stations in downtown area – arena may make that happen.

- Need CVS, Walgreen's downtown.
- Family-Style restaurants needed in the downtown area.
- Develop area around Lincoln and Governor.
- High priced services in downtown (gas).
- Regulations and taxes in downtown are high and extensive.
- Energy costs in older homes and tax incentives to purchase.
- TIF district in downtown areas.

Housing

- Expand section 8 housing with more federal grant money.
- Utilize vacant houses and rehab houses.
- Landlords need incentives based on timeliness and repairs.
- Assistance with rent and also for maintenance.
- Sewer system improvements.
- Schools need to improve.
- Connecting with other cities using other transportation – trains, planes, etc.
- Water connection Evansville to Henderson.
- I-69 preparation in Henderson as well as Evansville.
- Front Door Pride – money, restrictions, cutting strings.
- Housing, walking, biking close to Ohio River.

Jobs

- Need services in downtown: clothing; office supplies, etc.
- Take advantage of things in downtown.
- Internet Wi-Fi service in downtown – free.
- Respect programs – recycle computers.
- More education services in downtown – Ivy Tech, etc. incentive for USI, UE to have center downtown.
- Use vacant buildings downtown for student housing.
- Urban area utility cost assistance.
- More education opportunities for seniors.
- Homeless population and offering opportunities in all areas. Maybe use some of the vacant buildings.
- Grants to facilitate services.

Appendix C. 2011 Fall Festival In-Person Surveys

Appendix C.

Results of the 2011 Fall Festival Survey

100 surveys were taken at the SEAC booth between October 3rd and October 7th at the West Side Nut Club Fall Festival in 2011.

1. Which of the following do you think is the most important to the region and should be addressed in the Regional Plan for Sustainable Development?

The list is ranked from most important to least important.

1. Job creation
2. More sidewalks, trails, and bikeways
3. Affordable utilities/energy efficiency of homes
4. Providing affordable housing
5. Improving access to healthy food
6. Water Quality/Air Quality improvements
7. Improve access to healthcare
8. Better bus service
9. Increase recycling
10. Increase use of alternative energy/Conservation of energy
11. Small business start-ups
12. Encourage green building practices and policies
13. Improve access to quality education
14. Recreation/Parks
15. Redevelopment of vacant land and properties
16. Free Wi-Fi in urban areas
17. Entertainment/Restaurants/ Night life
18. Neighborhood watch programs/crime reduction
19. Reducing congestion on our roadways
20. Aging in place and other housing for elderly
21. Workforce development
22. Mixed-use developments (Mixture of housing and commercial development in a single area)
23. Faster internet speed
24. Diversity of available housing (Townhomes, condos and single family homes)

2. Which do you think the region should do to encourage young people to stay in the region or entice people to move to the Evansville Region?

The list is ranked from most important to least important.

1. Increase the number of available jobs
2. Increase the number of higher paying jobs
3. Provide more continuing education opportunities
4. Increase the number of available recreational activities
5. Provide more community focused events
6. Provide more cultural activities
7. Increase public transportation options
8. Improve the diversity of housing types
9. Increase the availability of restaurants and entertainment options

3. If you recycle at home, do you...?

- 35% of respondents said they drive their recyclables to a designated recycling facility.
- 32% of respondents have their recyclables picked up at their home.
- 14% of respondents said that they drive their recyclables to a designated recycling facility AND have them picked up at their home.
- 20% of the respondents stated that they did not recycle.

4. For those who stated that they did not recycle, they choose not to recycle because...?

- 60% of respondents said there was a lack of organized recycle pick-up.
- 35% of respondents said that don't recycle because it is inconvenient.
- 30% of the respondents stated that recycling was not available at their apartment complex.
- 10% of respondents stated that they did not recycle because it is not required.
- No respondents indicated that cost discouraged their participation in recycling.

5. When you chose your current home, which of the following were important to your decision?

The list is ranked from most important to least important.

1. Cost of housing
2. Crime rate
3. Traffic
4. Close to family
5. Schools
6. Near jobs
7. Close to shopping or services
8. Close proximity to healthcare
9. Close proximity to recreational opportunities
10. Access to public transportation services
11. Local entertainment/restaurants/nightlife
12. Historical character/mature homes
13. New housing development

6. Which of the following programs would encourage you to make your home more energy efficient?

Programs are listed from most popular to the least popular.

- Tax credits, rebates, etc. (77 votes)
- Do-it-yourself information (43 votes)
- Educational materials that instruct homeowners what projects they can do to their home to make it more energy efficient (36 votes)
- Establish minimum energy efficiency requirements for rental units/properties (33 votes)
- Educational materials that encourage renters to begin to talk with their landlords about the benefits of energy efficiency (30 votes)
- Educational materials that instruct renters on potential projects to improve the energy efficiency of their rental units (30 votes)

7. If the following changes were made, how likely would you begin to ride the bus or ride the bus more frequently?

The list is ranked from most important to least important.

1. If gas prices were high enough
2. More routes were available
3. Bus service became free
4. Bus stops are placed within a close distance to my home and desired destination
5. It became easier to transfer between routes

8. If the following changes occurred, how likely would you begin to walk or bike more frequently?

The list is ranked from most important to least important.

1. Bike lanes added in your neighborhood and major roadways
2. Sidewalks added in your neighborhood and major roadways
3. Intersections were upgraded to make crossing safer
4. Better lighting along my travel route
5. Gas prices were high enough
6. Traffic laws were better enforced

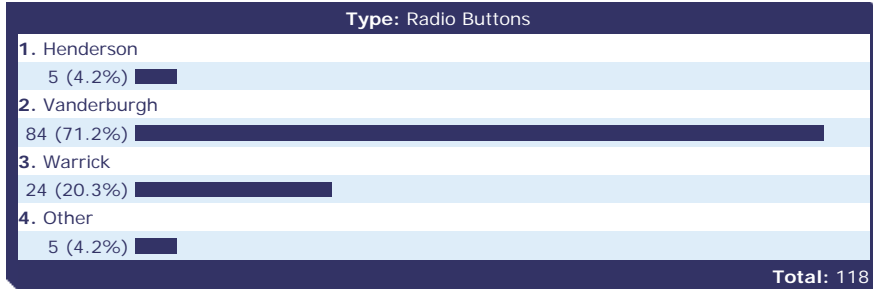
9. What is your age group?

- 18 years or less (2 respondents)
- 19 to 24 years (9 respondents)
- 25 to 34 years (24 respondents)
- 35 to 49 years (28 respondents)
- 50 to 65 years (21 respondents)
- 65 years or older (8 respondents)

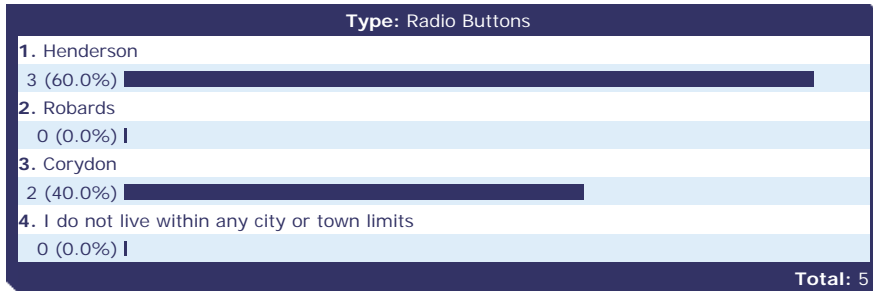
Appendix C.

Results of the Website SEAC Survey – 2011

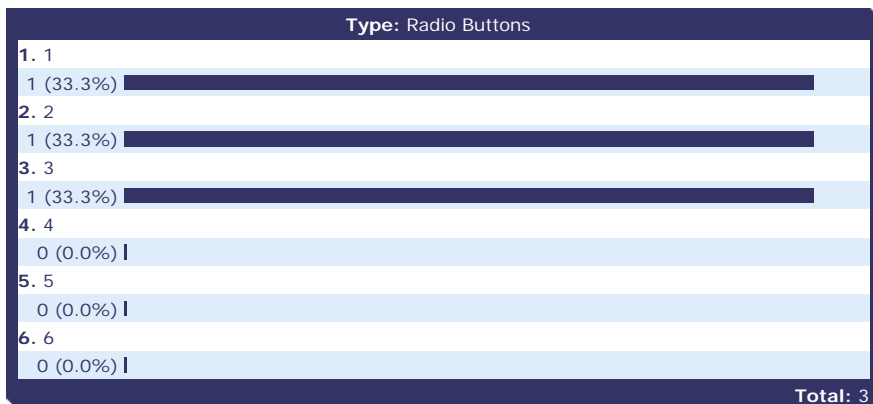
* Question 1: What County do you live in?



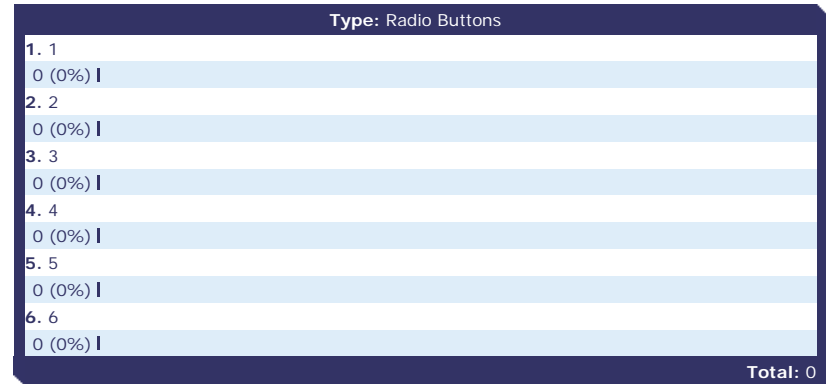
* Question 2: Do you live within the city/town limits of?



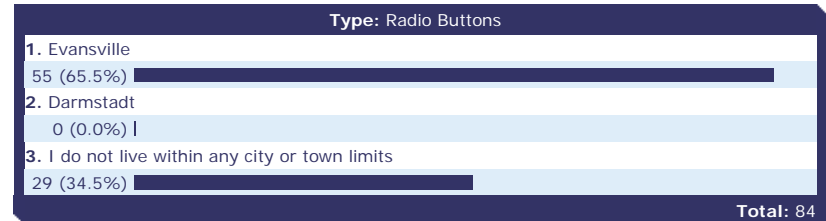
* Question 3: Using the map above, which number best describes the location of where you live within Henderson?



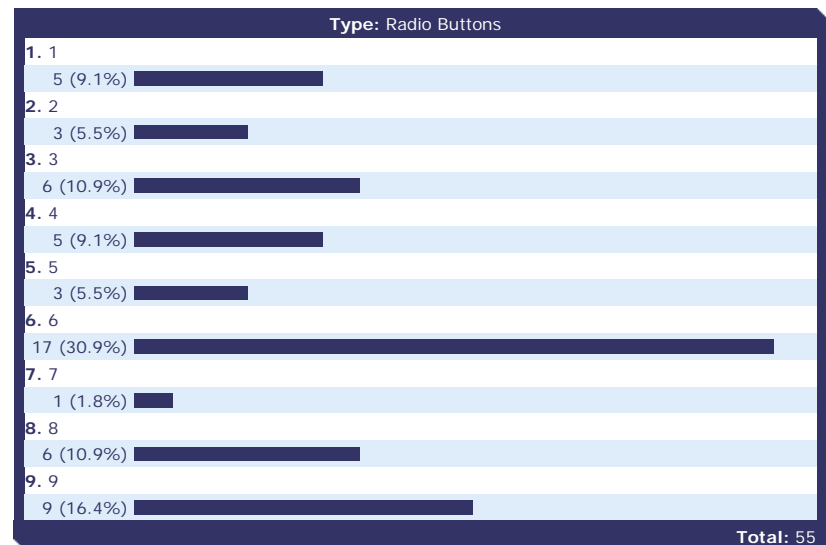
* Question 4: Using the map above, which number best describes the location of where you live within Henderson County?



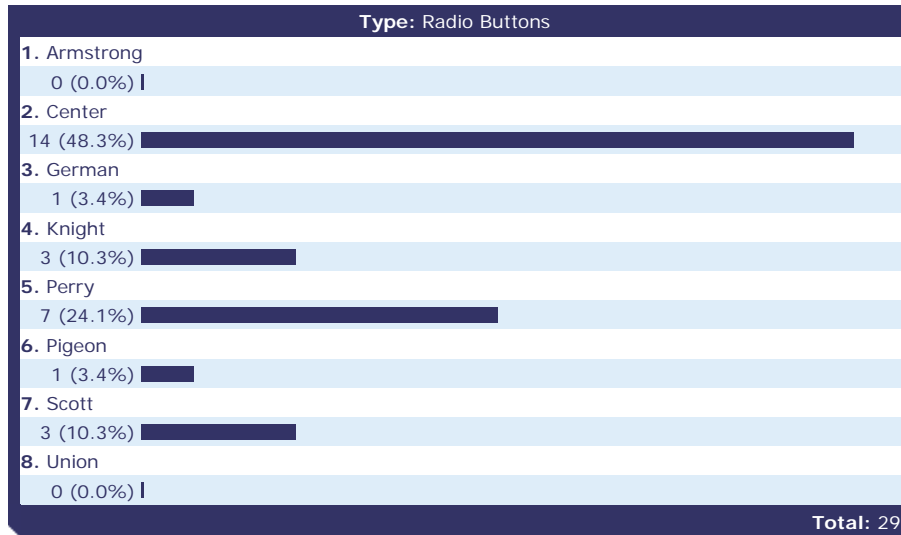
* Question 5: Do you live within the city/town limits of?



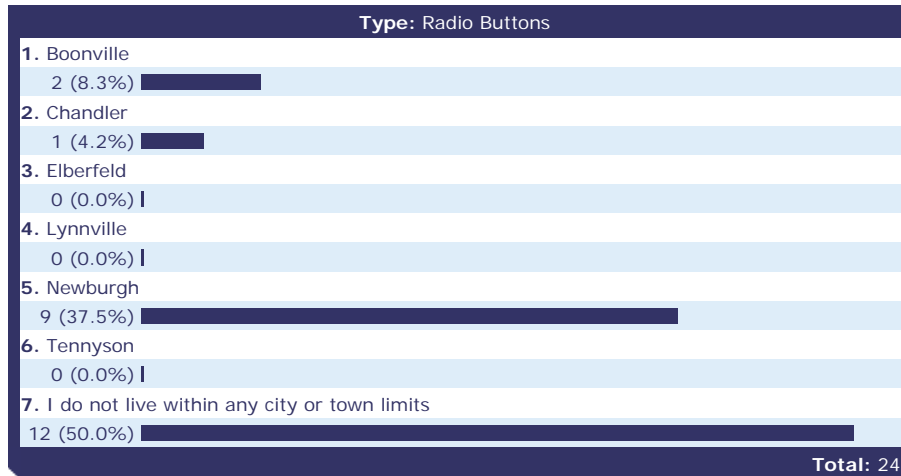
* Question 6: Using the map above, which number best describes the location of where you live in Evansville?



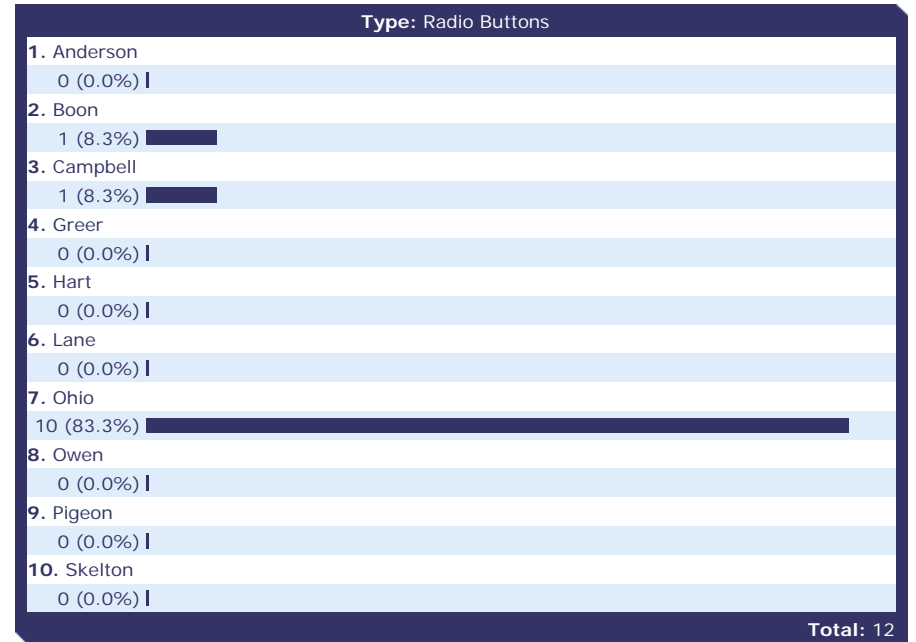
* **Question 7:** What township do you live in?



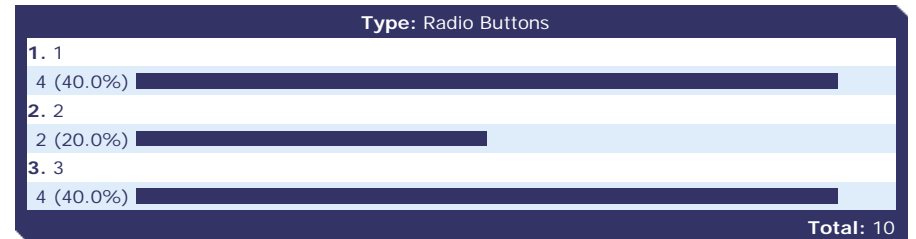
* **Question 8:** Do you live within the city/town limits of?



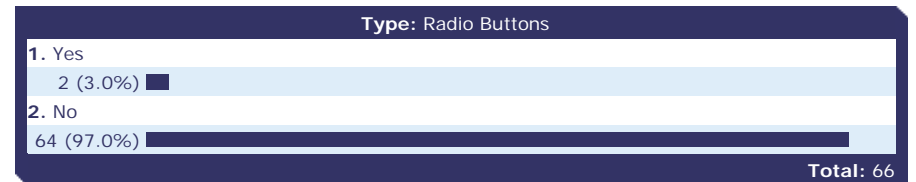
* **Question 9:** What township do you live in?



* **Question 10:** Using the map above, please select what section of Ohio Township you live in.

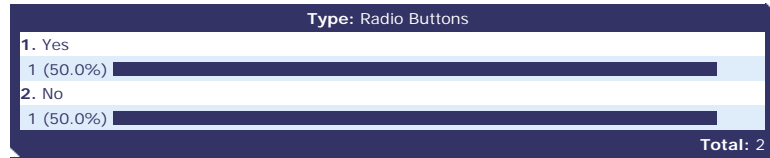


* **Question 11:** Does your residence qualify as an active farm?

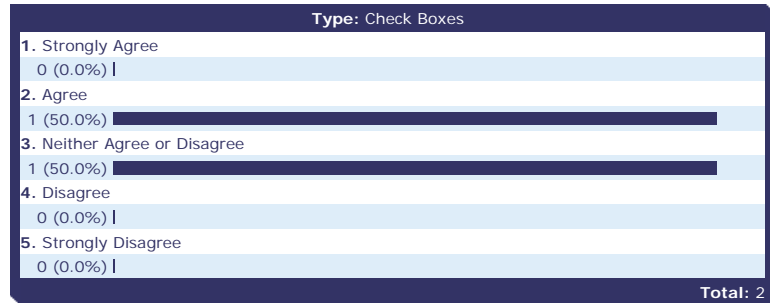


Appendix C.

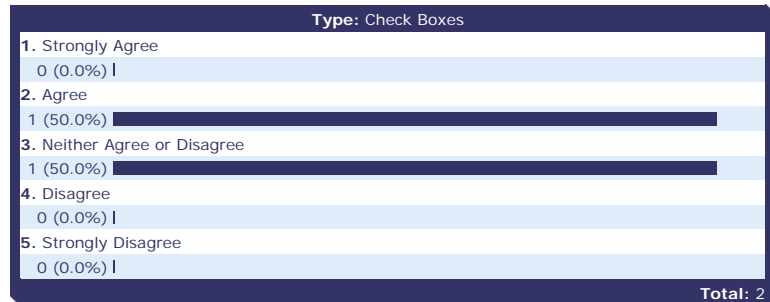
* **Question 12:** Do you feel that your community supports and promotes agriculture as a business?



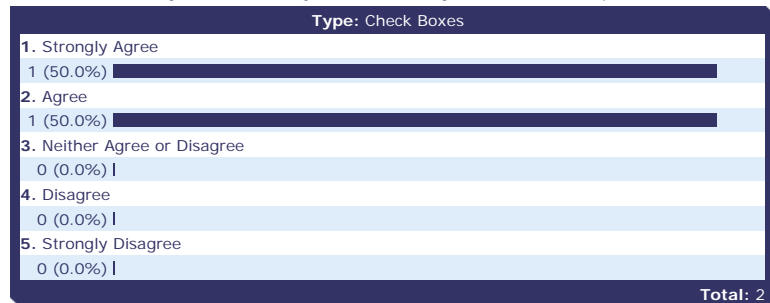
* **Question 13:** Do you believe you can find productive farmland to buy or rent in the county?



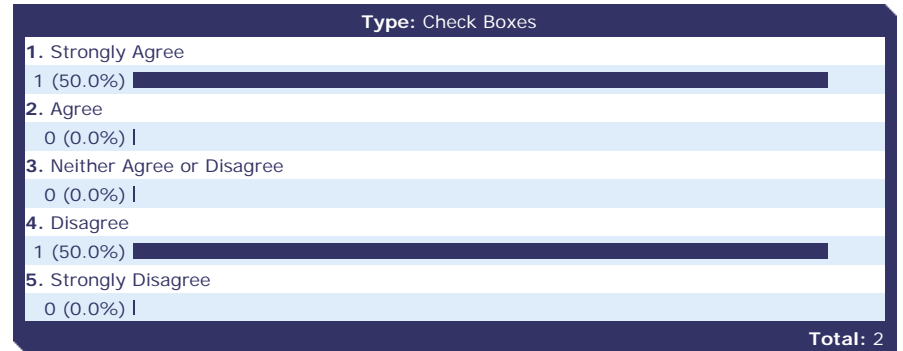
* **Question 14:** Do you feel that the fragmentation of land is making farming more difficult?



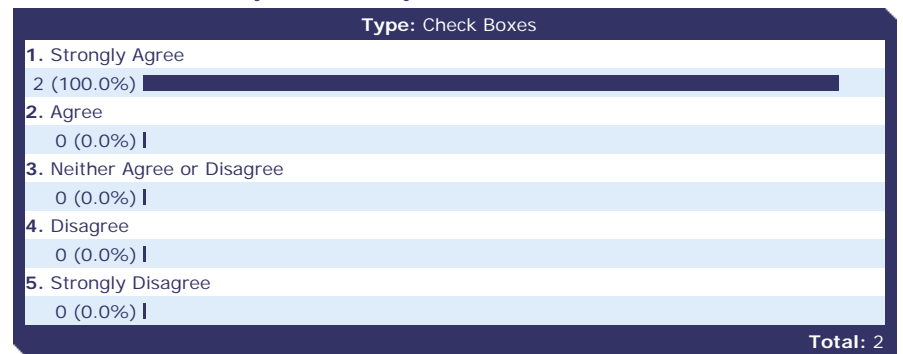
* **Question 15:** Do you feel off-farm jobs are necessary to maintain farm operation?



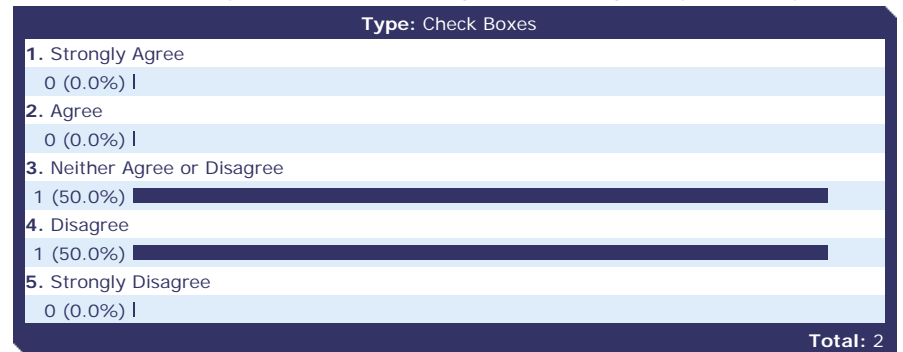
* **Question 16:** Do you feel the road network is adequate for your business?



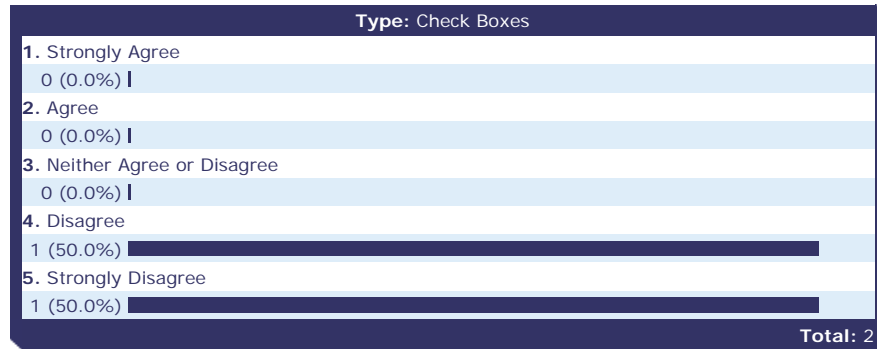
* **Question 17:** Do you feel population growth development will significantly reduce farmland in this county in the next 30 years?



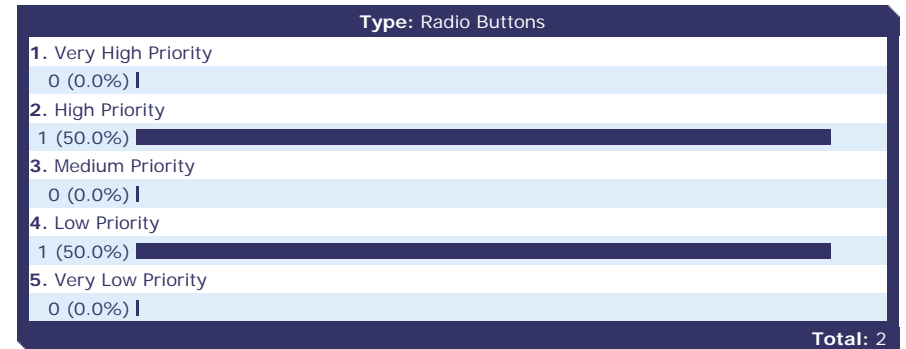
* **Question 18:** Would you be interested in selling development rights to your property?



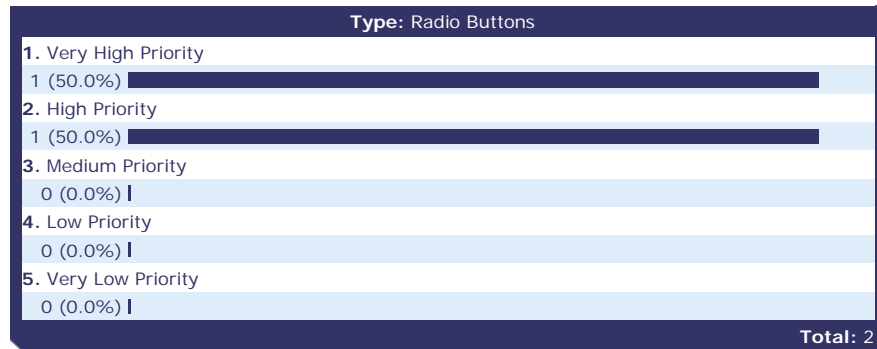
* **Question 19:** Do you intend to sell your land for development at retirement age?



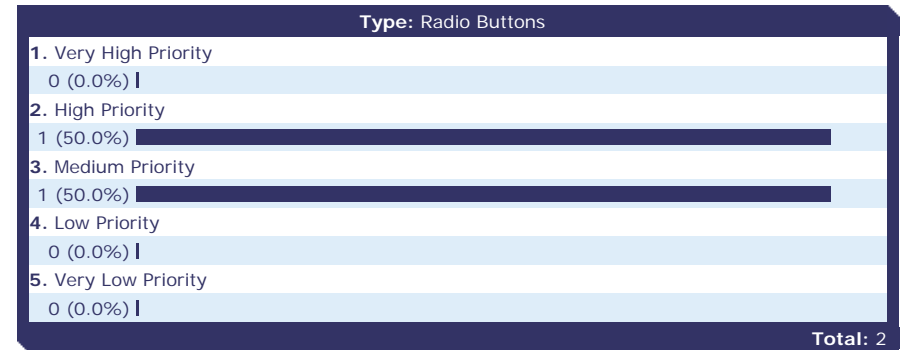
* **Question 22:** How important to you are the development of programs to ensure the supply of ag labor?



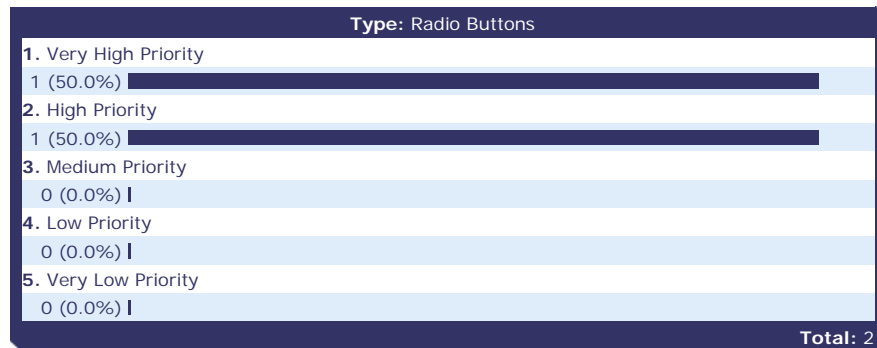
* **Question 20:** How important to you are the development of financial incentives for permanent farmland preservation?



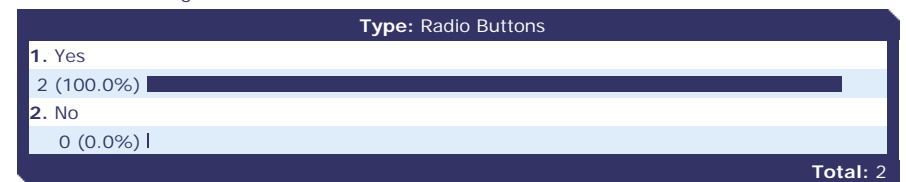
* **Question 23:** How important to you are the development of English language programs?



* **Question 21:** How important to you are the development of policies that limit non-ag development in rural areas?



* **Question 24:** Do you feel there should be a rural residential lot size limit law to protect agricultural land?

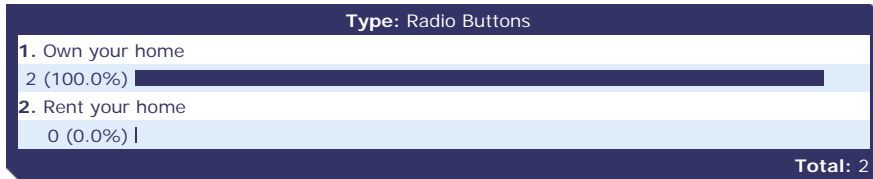


Question 25: If so, what size?

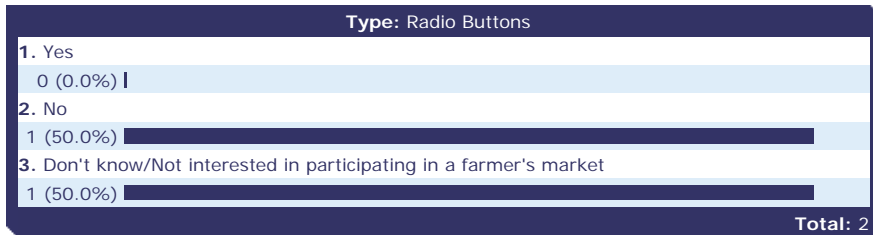


Appendix C.

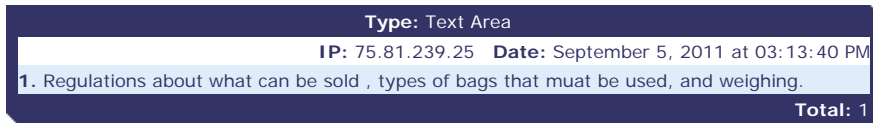
* Question 26: Do you?



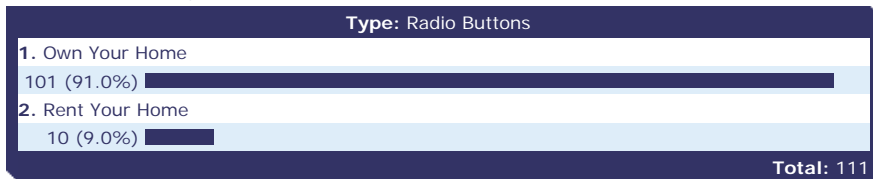
* Question 27: Do you feel like it is easy to participate in farmer's markets in your area?



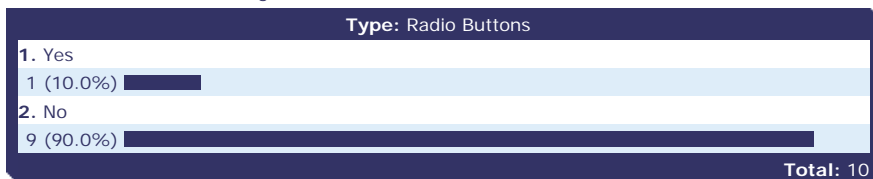
* Question 28: What type of difficulties keep you from participating in a farmer's market?



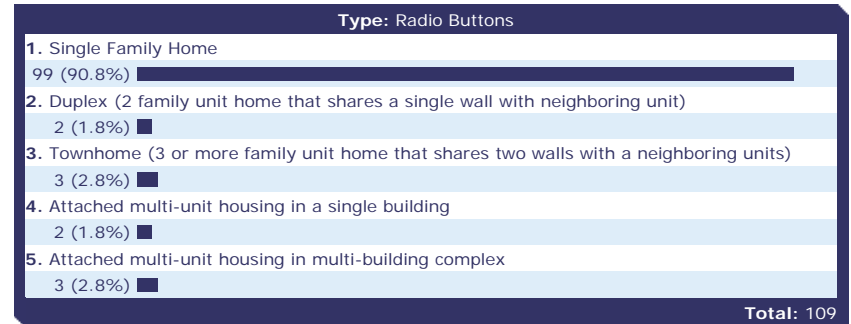
* Question 29: Do you?



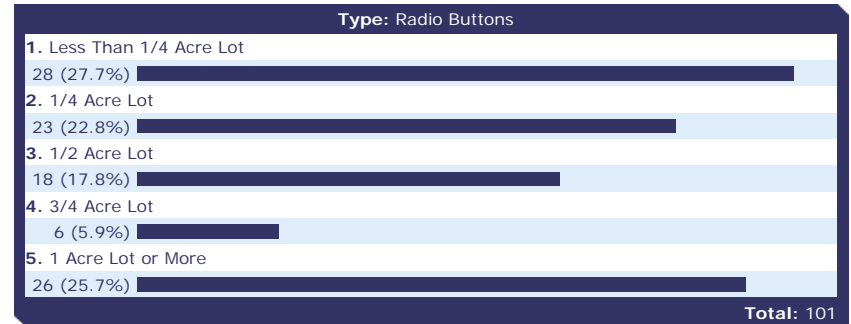
* Question 30: Do you rent because you feel housing prices in your community prevent you from owning a home?



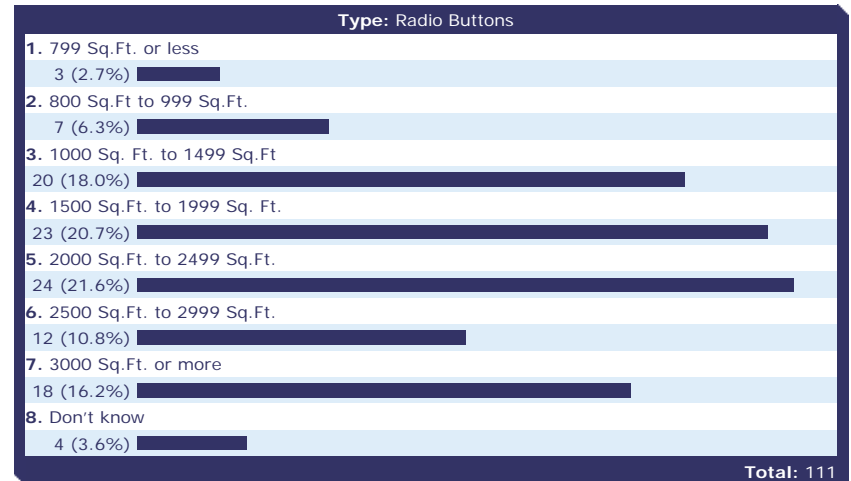
* Question 31: What type of home do you live in?



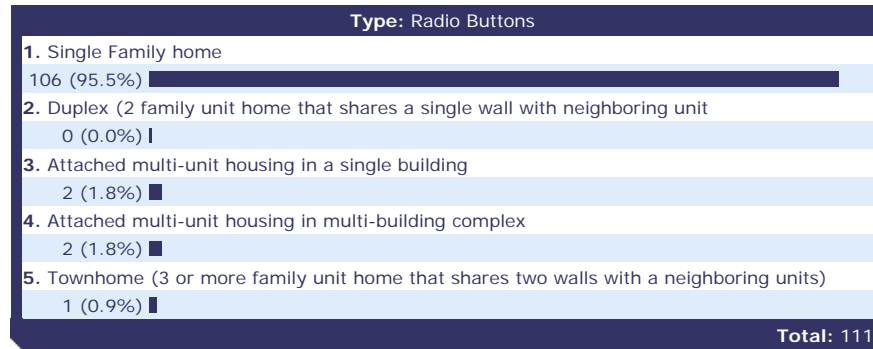
* Question 32: Approximately how large is your lot size?



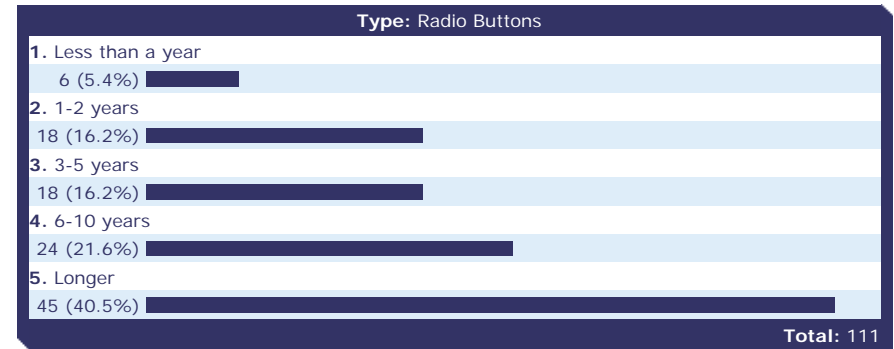
* Question 33: What is the square footage of your home?



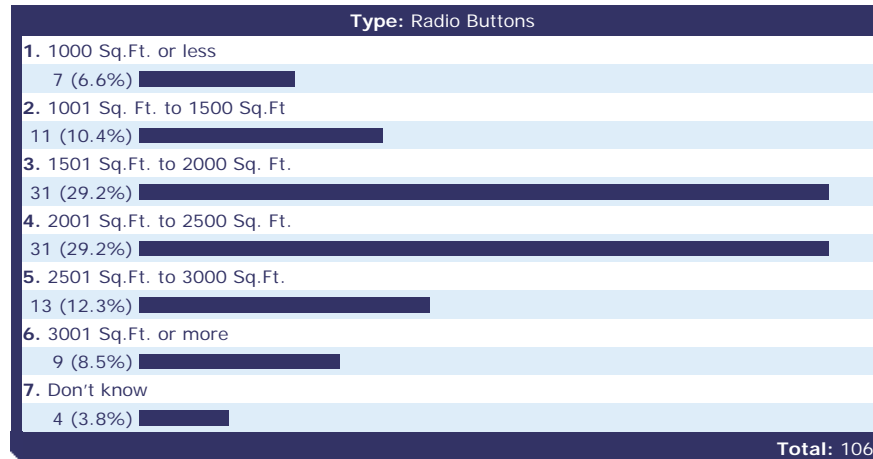
* **Question 34:** Regardless of cost, which types of housing would you prefer to own and live in?



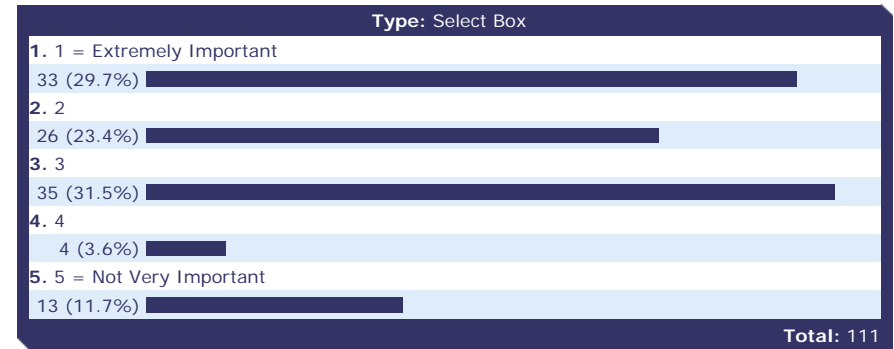
* **Question 37:** How long have you lived at your current address?



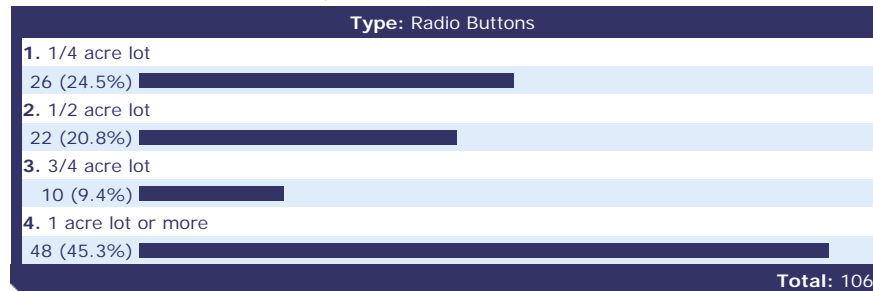
* **Question 35:** If you had to move, how large would you prefer your new home to be?



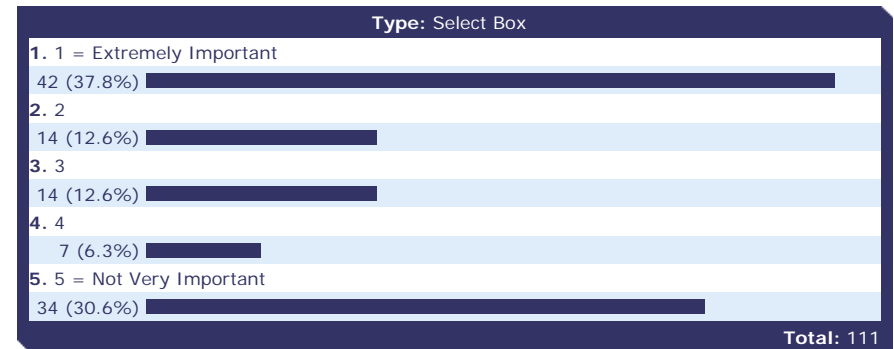
* **Question 38:** Near jobs



* **Question 36:** Which size housing lot would you prefer?

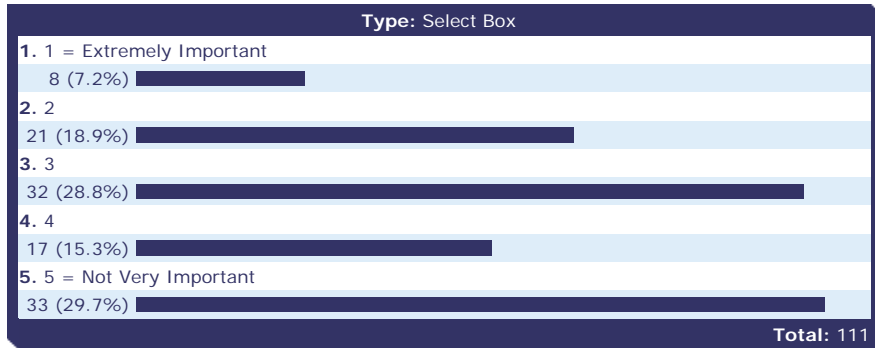


* **Question 39:** Schools

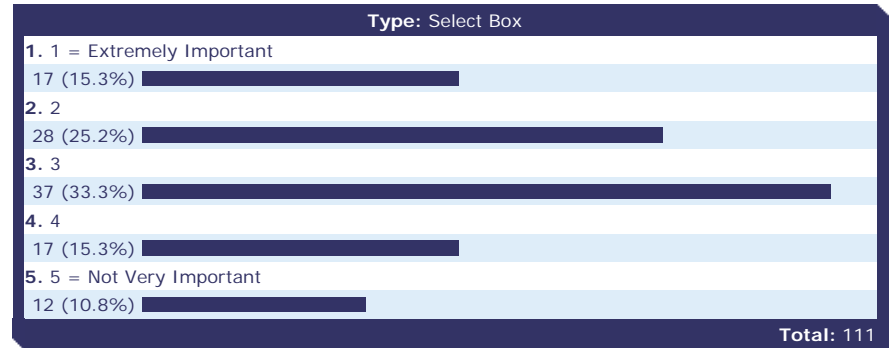


Appendix C.

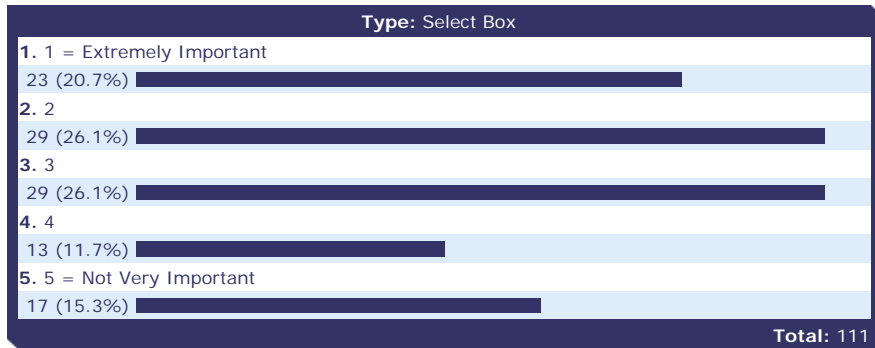
* Question 40: Local entertainment/Restaurants/Nightlife



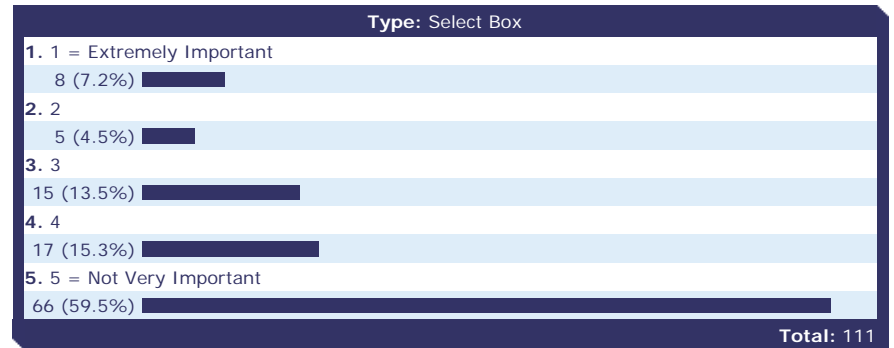
* Question 43: Close proximity to healthcare



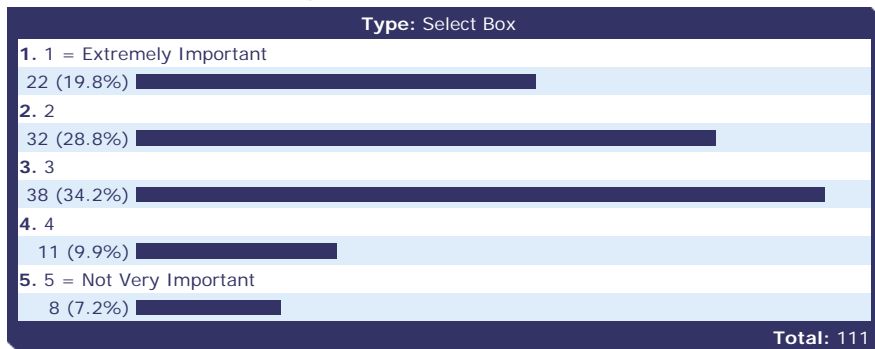
* Question 41: Close proximity to recreational opportunities (Parks, gyms, trails etc.)



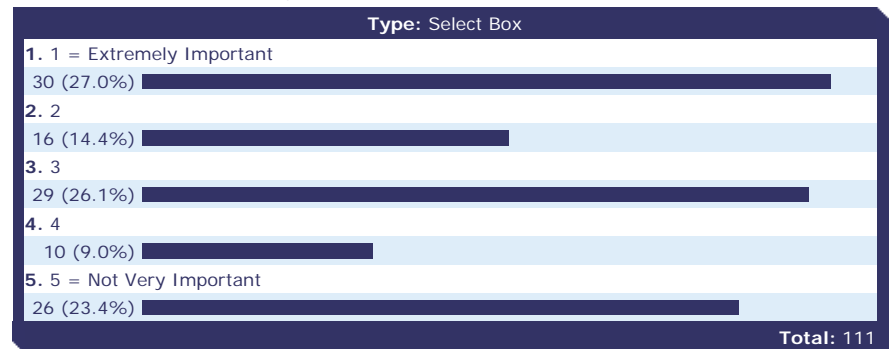
* Question 44: Access to public transportation services



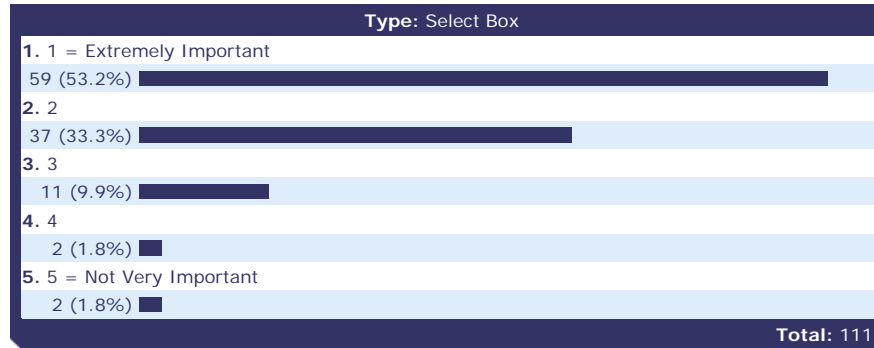
* Question 42: Close to shopping or services



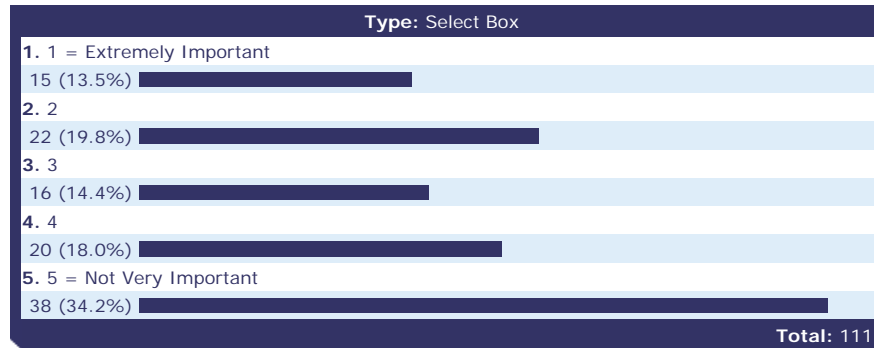
* Question 45: Close to family



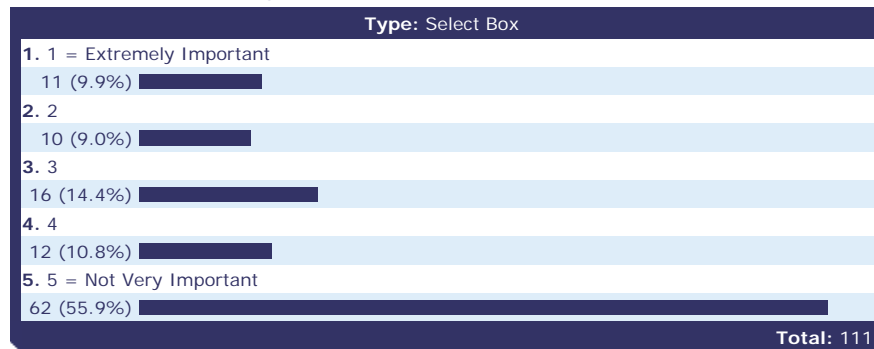
* Question 46: Cost of housing



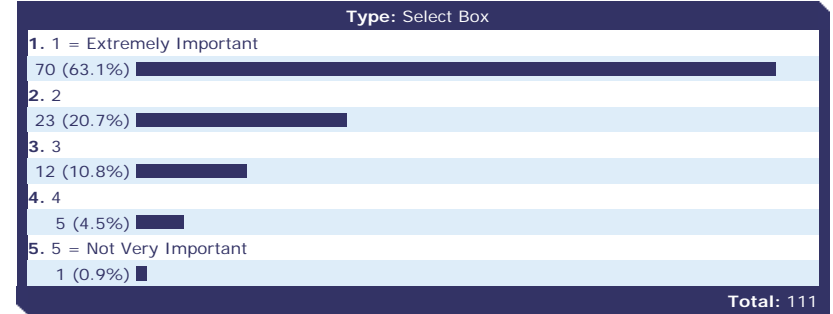
* Question 47: Historical character/Mature homes



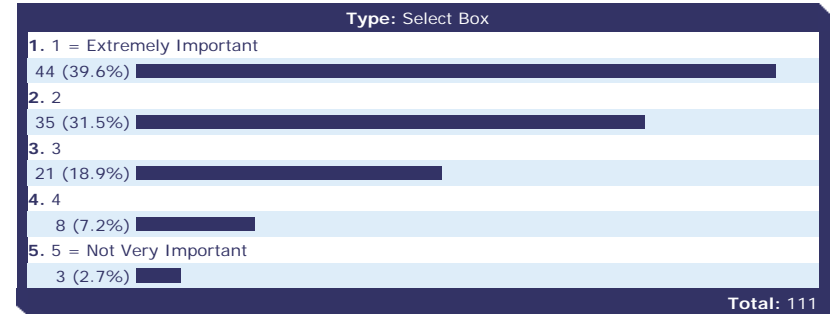
* Question 48: New housing development



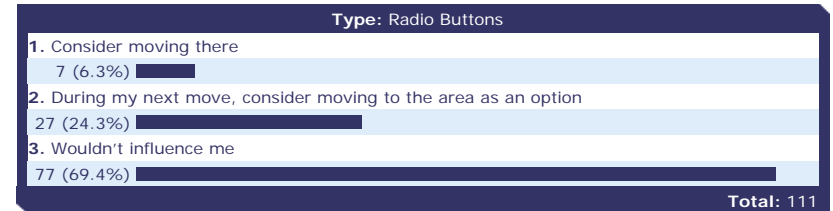
* Question 49: Crime Rate



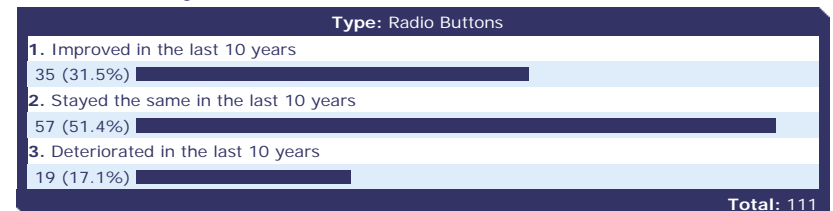
* Question 50: Traffic



* Question 51: If your city provided free Wi-Fi Service in the downtown residential neighborhoods, would you.....?

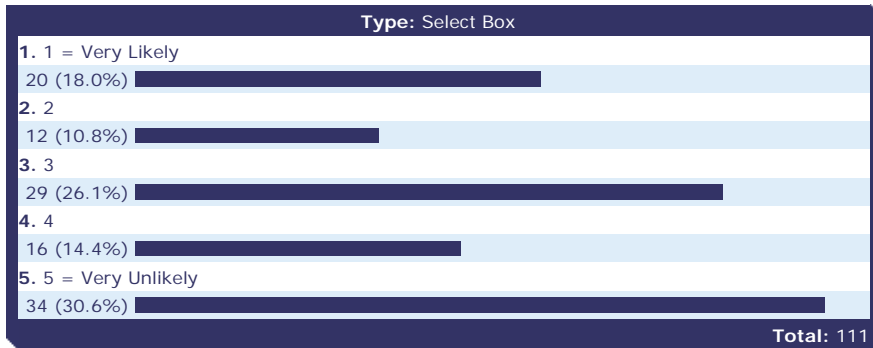


* Question 52: When you think about the appearance of your neighborhood, do you feel your neighborhood has...?

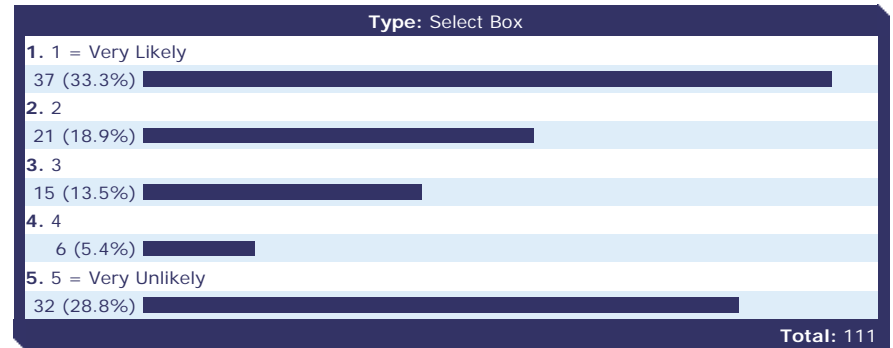


Appendix C.

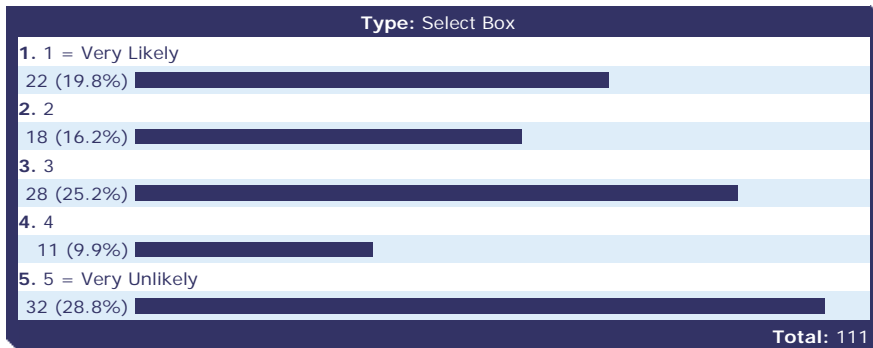
* Question 53: Bus service became free



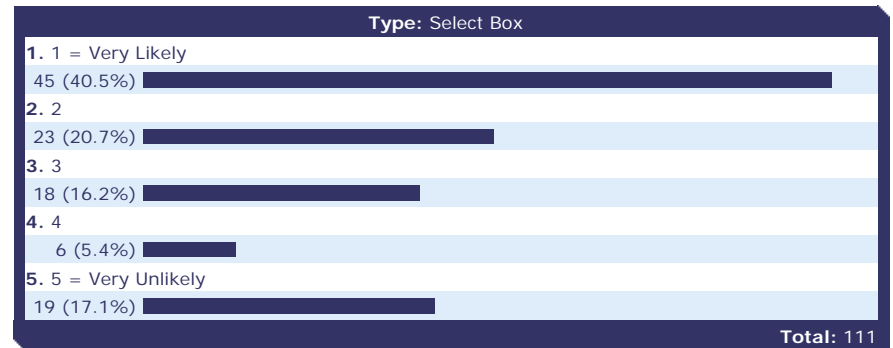
* Question 56: more routes were available



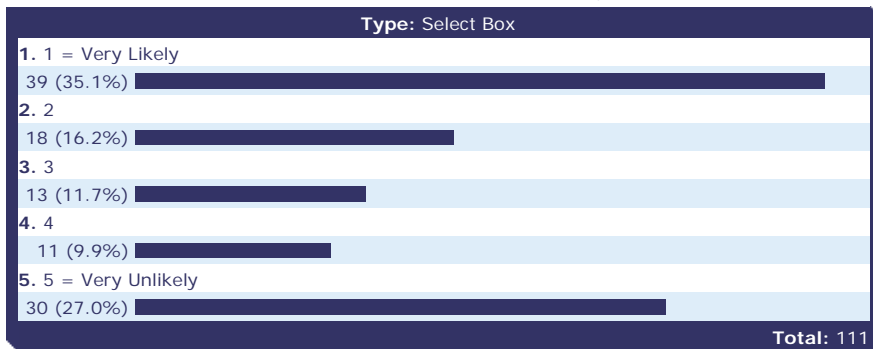
* Question 54: It became easier to transfer between routes



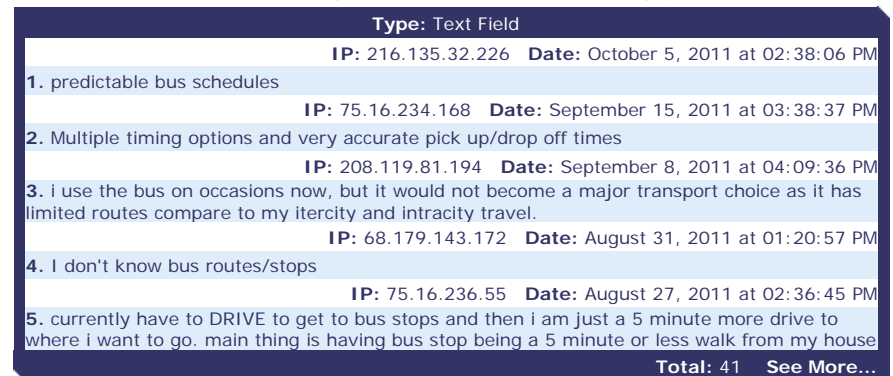
* Question 57: If gas prices were high enough



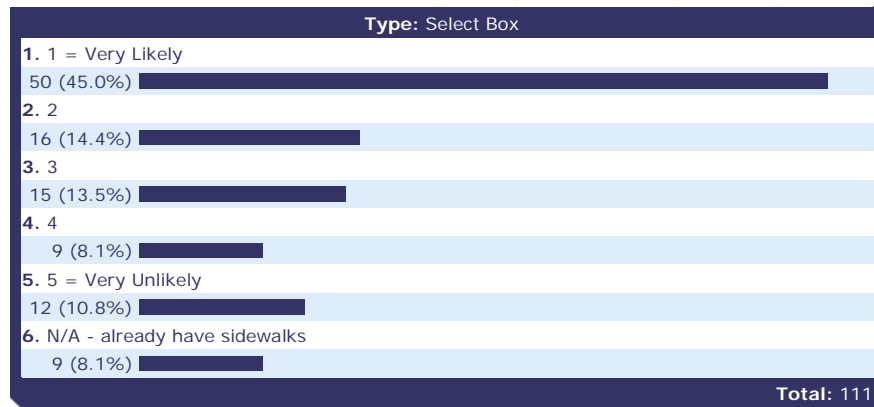
* Question 55: Bus stops are placed within a close distance to my home and desired destination



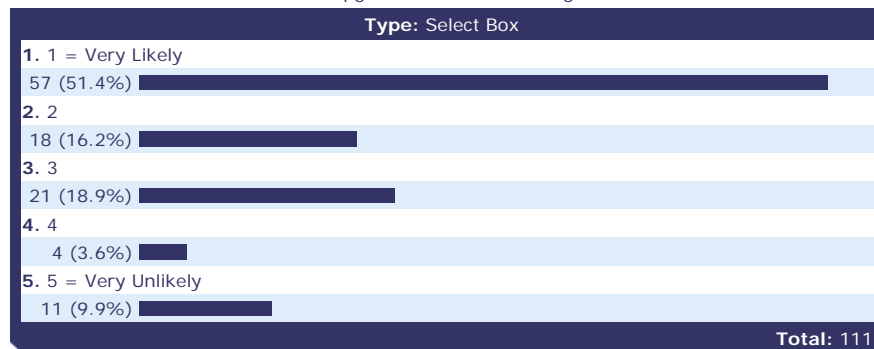
Question 58: Are there other changes that could be made to encourage you to ride the bus?



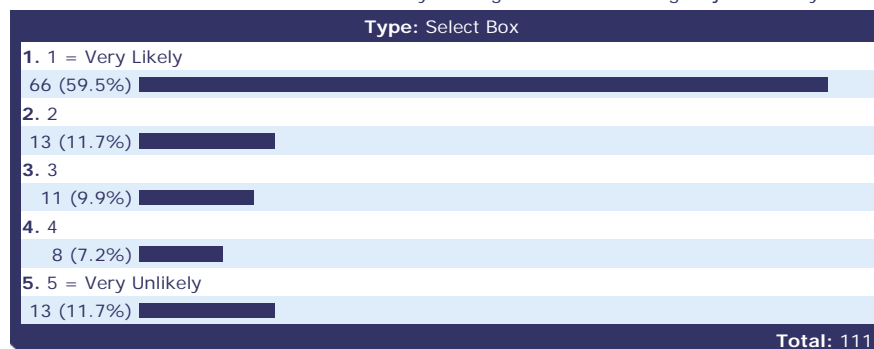
* **Question 59:** Sidewalks were constructed in your neighborhood and major roadways



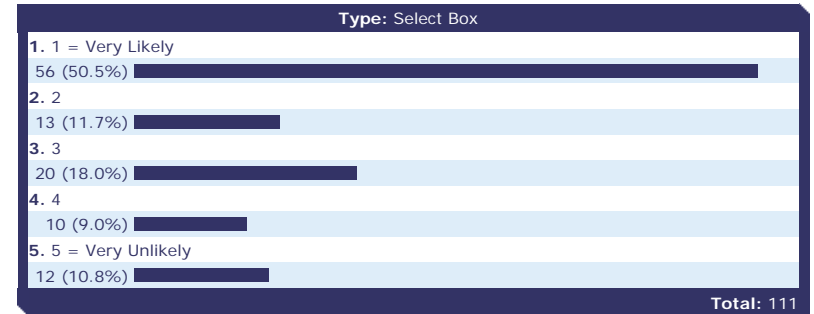
* **Question 60:** Intersections were upgraded to make crossing safer



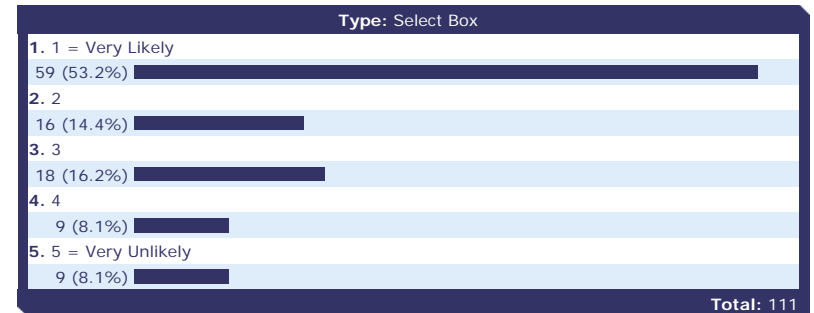
* **Question 61:** The addition of bike lanes in your neighborhood and along major roadways



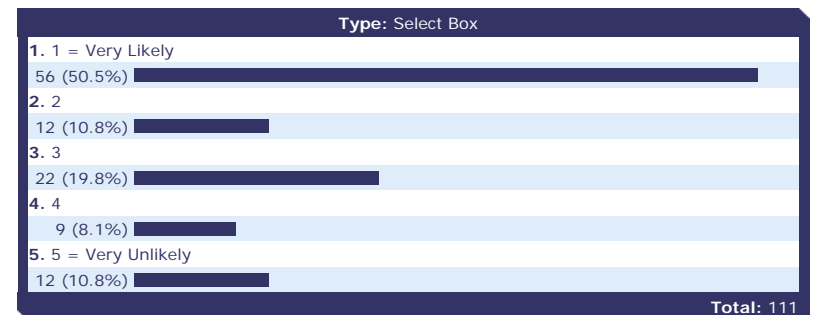
* **Question 62:** If gas prices were high enough



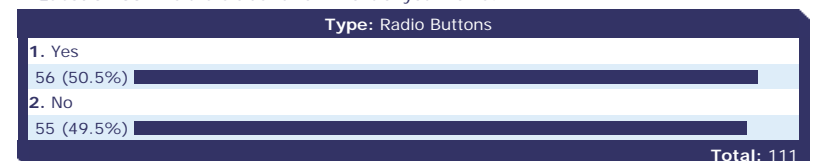
* **Question 63:** If there were better lighting along my travel route



* **Question 64:** If traffic laws were better enforced

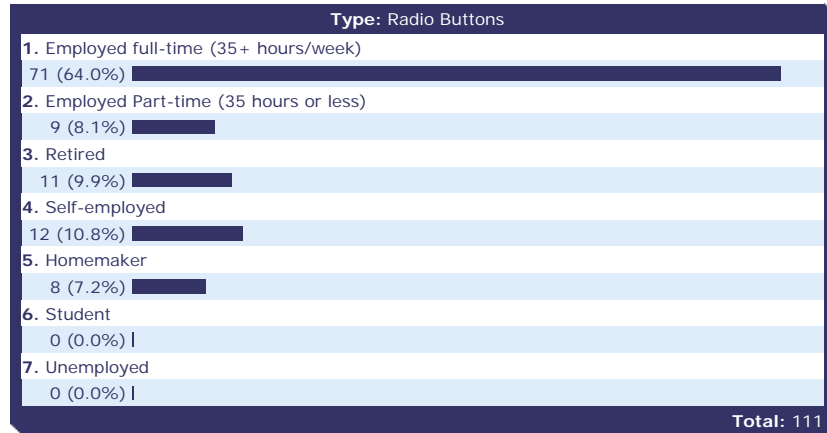


* **Question 65:** Are there sidewalks in front of your home?

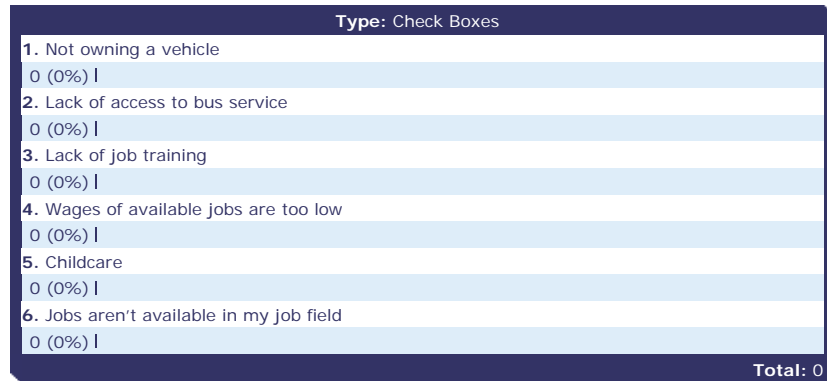


Appendix C.

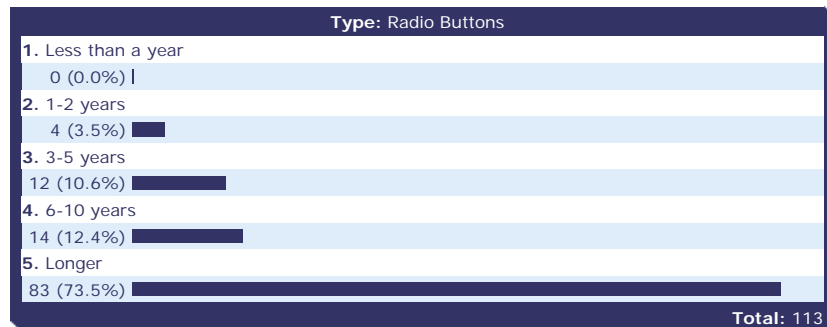
* Question 66: Are you currently...?



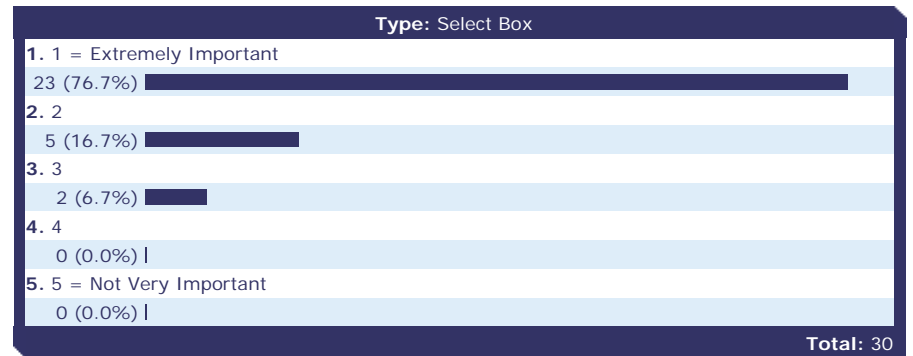
* Question 67: What has prevented you from finding a job?



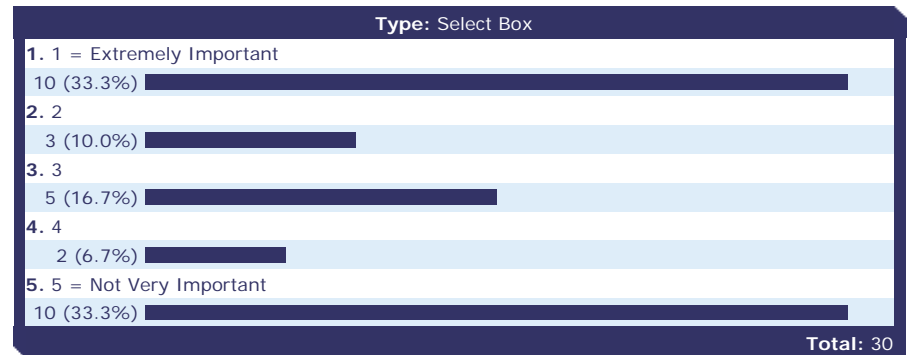
* Question 68: How long have you lived or owned property in the Evansville Region (Henderson, Warrick, or Vanderburgh County)?



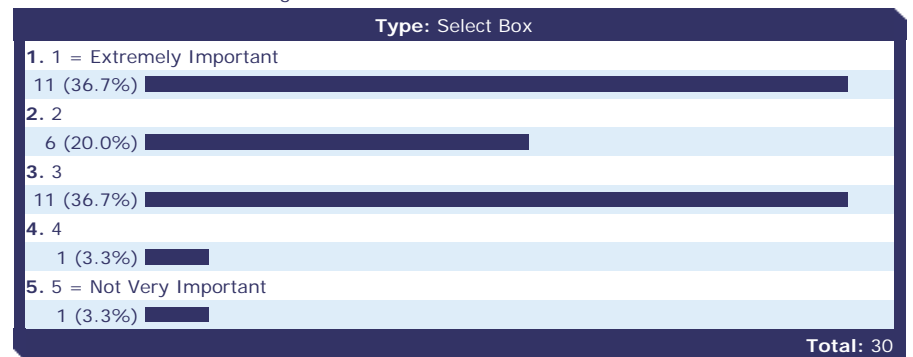
* Question 69: Job



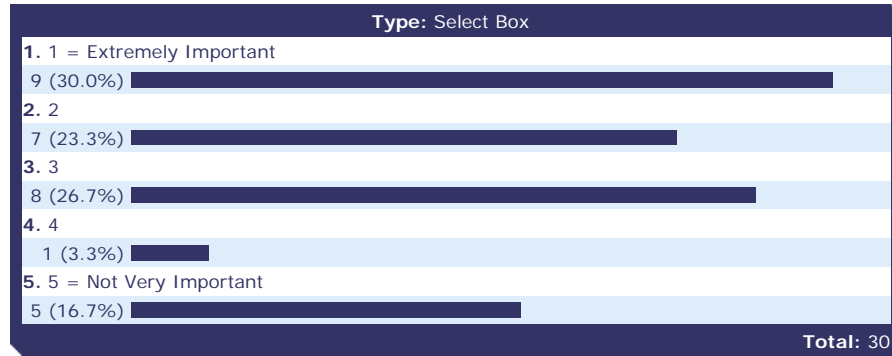
* Question 70: Family/Grew up here



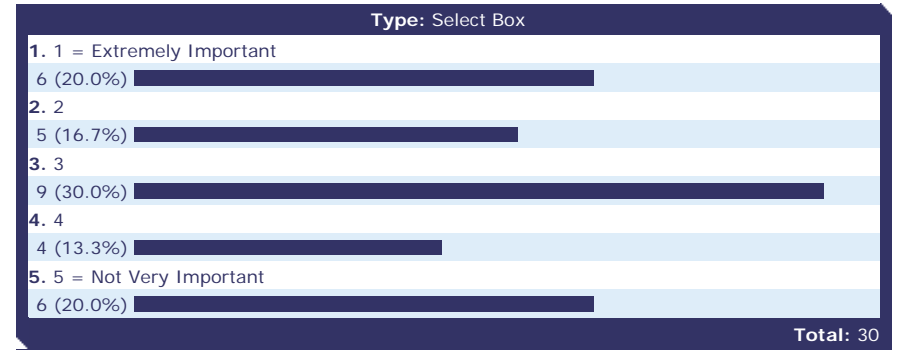
* Question 71: Cost of Living



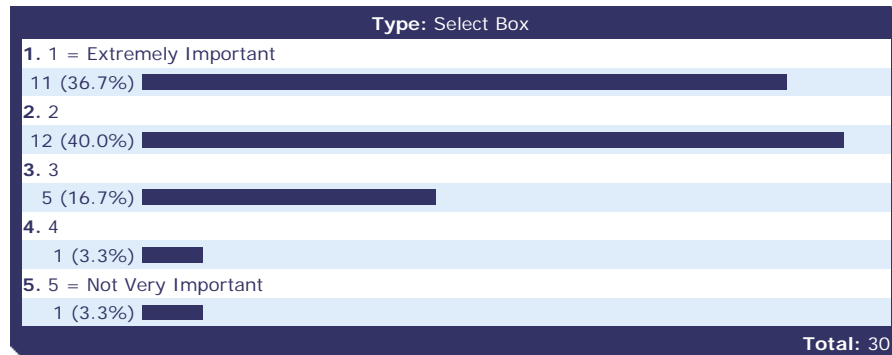
* Question 72: Schools



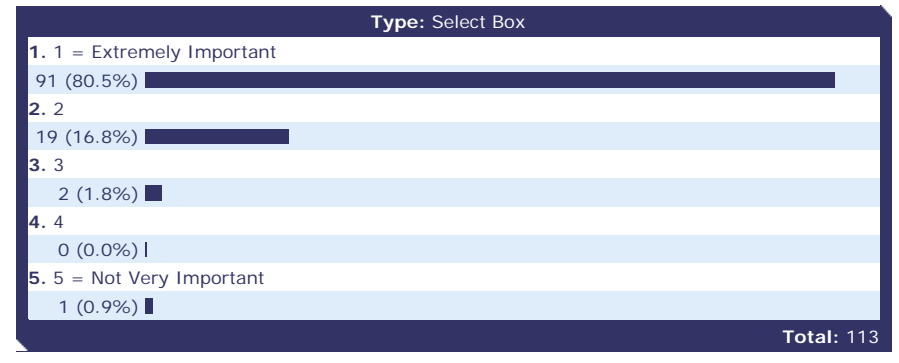
* Question 75: Amenities (located along a major river, festivals, parks, etc.)



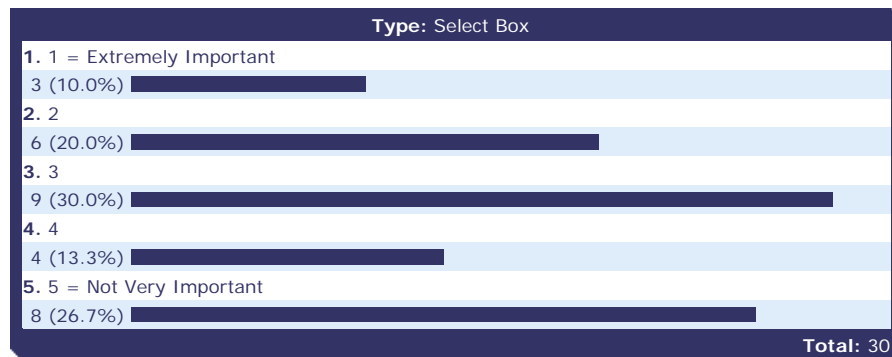
* Question 73: Atmosphere (family friendly place, sense of community, etc.)



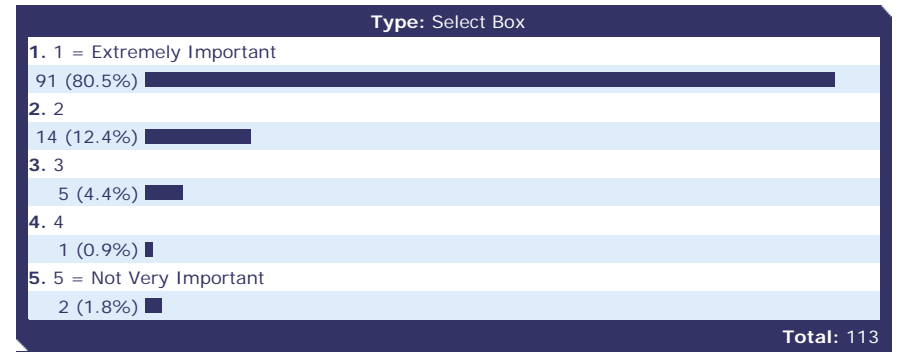
* Question 76: Increase the number of available jobs



* Question 74: Weather

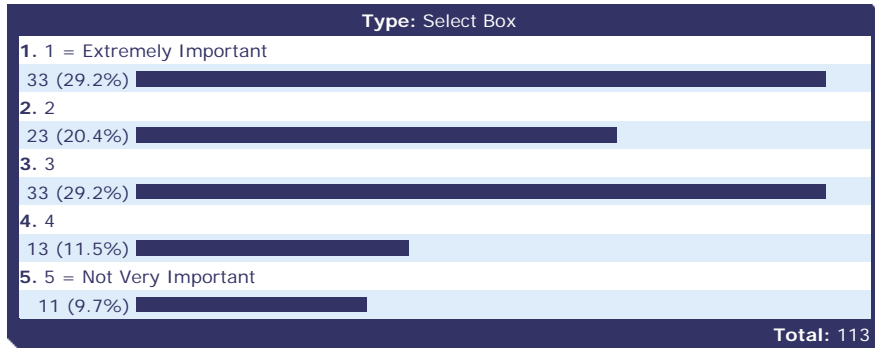


* Question 77: Increase the number of higher paying jobs

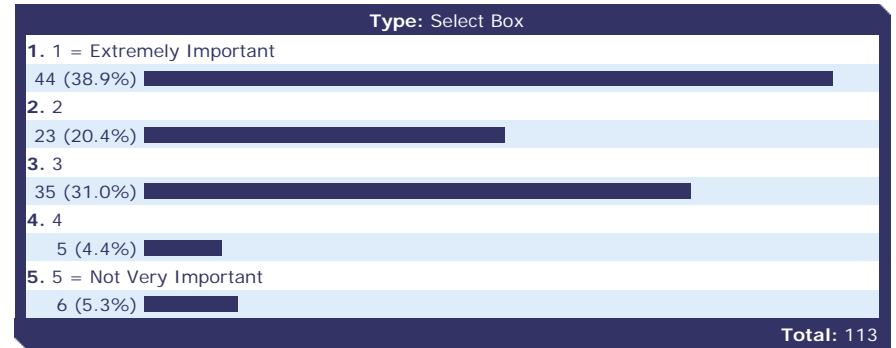


Appendix C.

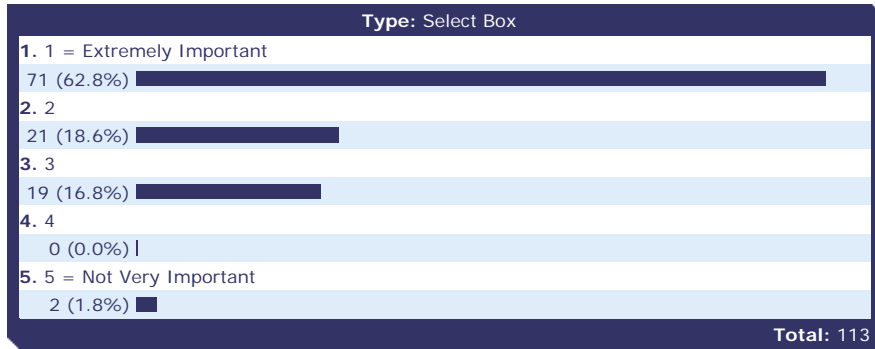
* **Question 78:** Improve the diversity of housing types (condos, single family homes, townhomes, etc.)



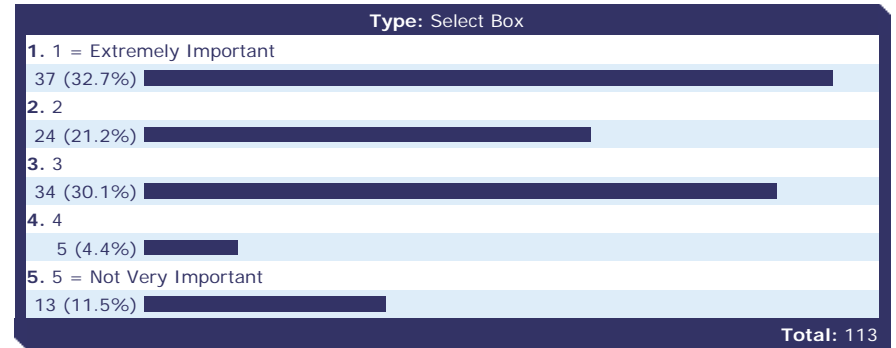
* **Question 81:** Provide more continuing education opportunities



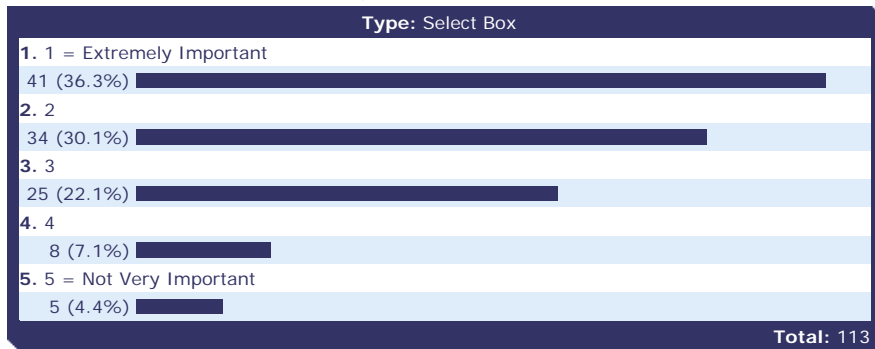
* **Question 79:** Increase the number of available recreational activities



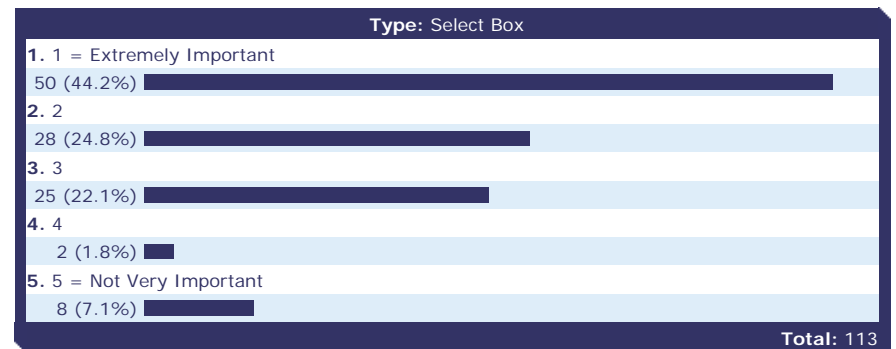
* **Question 82:** Increase public transportation options



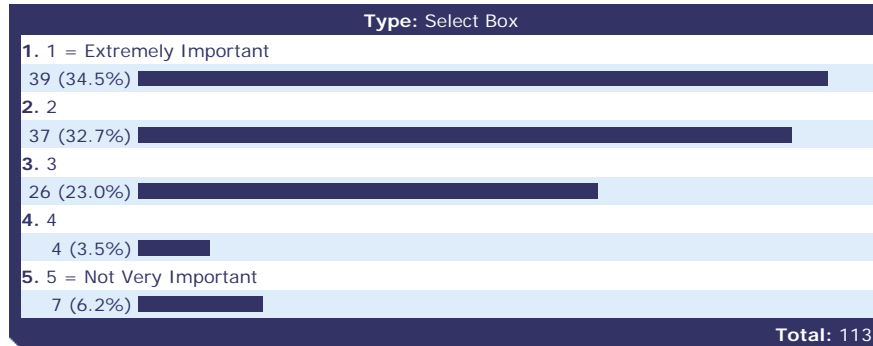
* **Question 80:** Increase the availability of restaurant and entertainment options



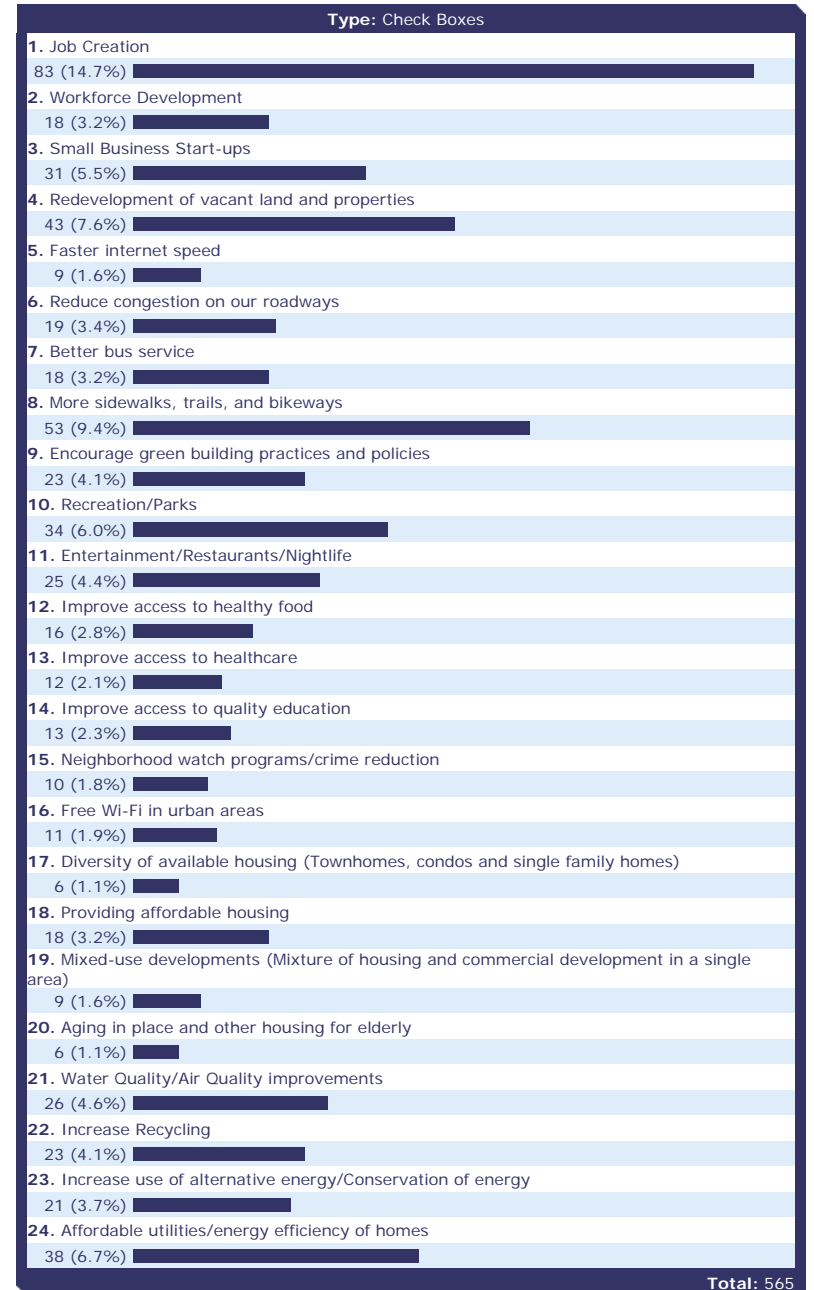
* **Question 83:** Provide more cultural activities



*** Question 84:** Provide more community festivals and events

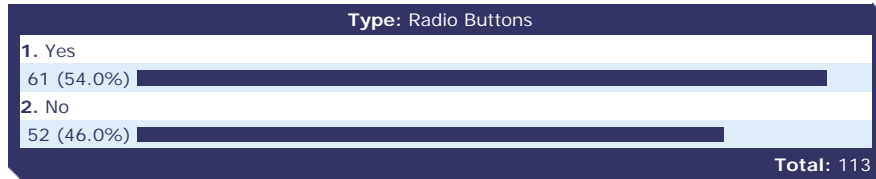


*** Question 85:** Which of the following do you think is the most important to the region and should be addressed in the Regional Plan for Sustainable Development?

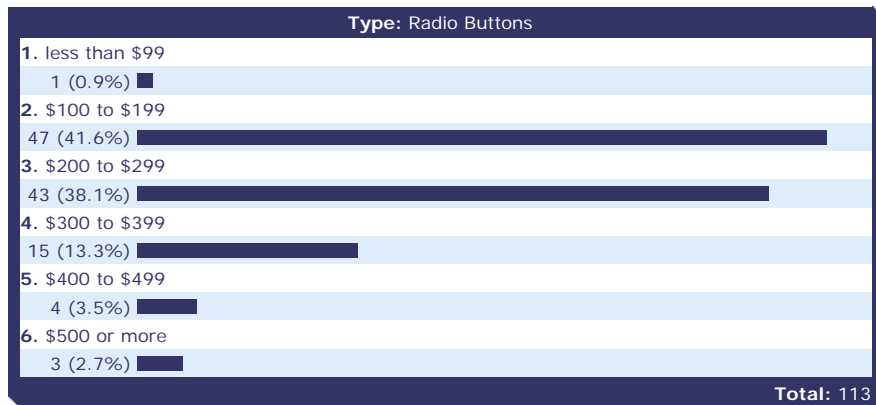


Appendix C.

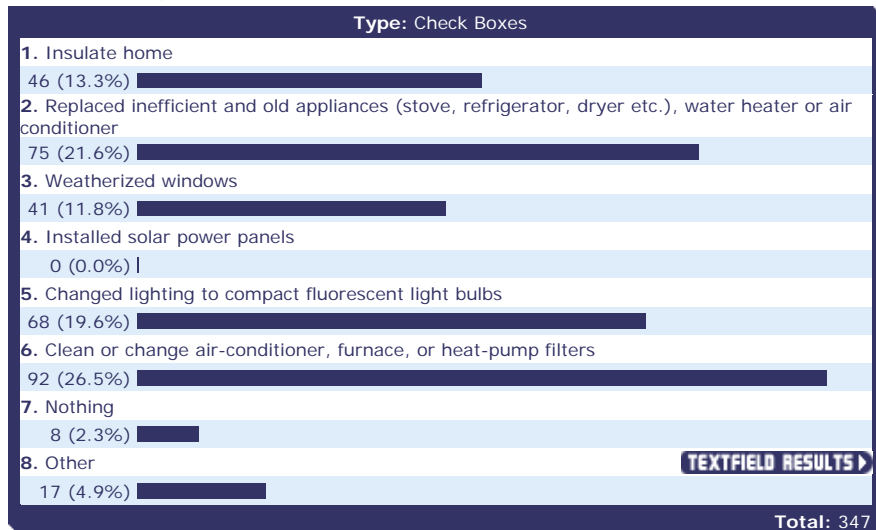
* **Question 86:** Do you feel that your home is energy efficient?



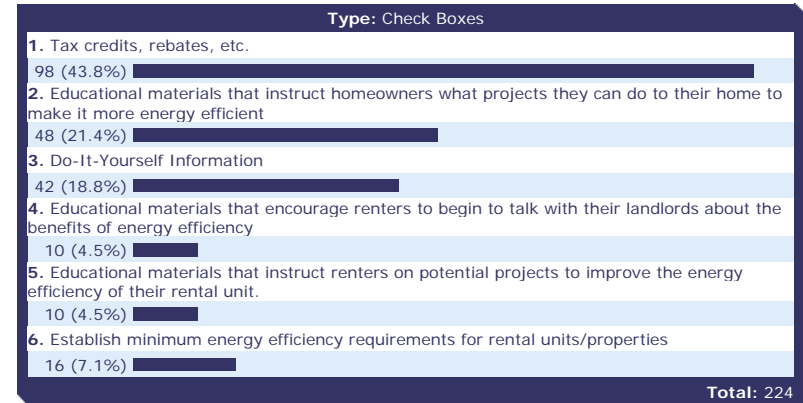
* **Question 87:** On average, how much do you spend a month on utilities (Just natural gas and electric)?



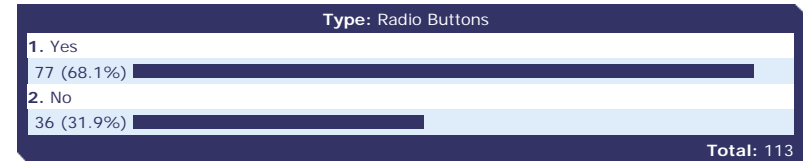
* **Question 88:** What steps have you taken in the last decade to improve the energy efficiency of your home?



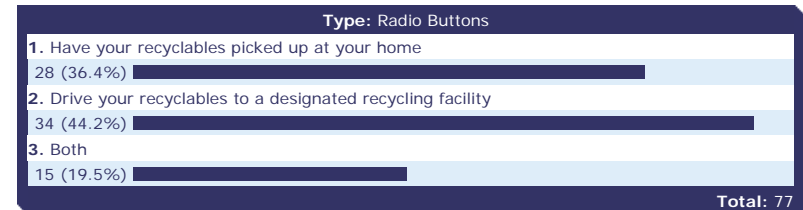
* **Question 89:** Which of the following programs would encourage you to make your home more energy efficient?



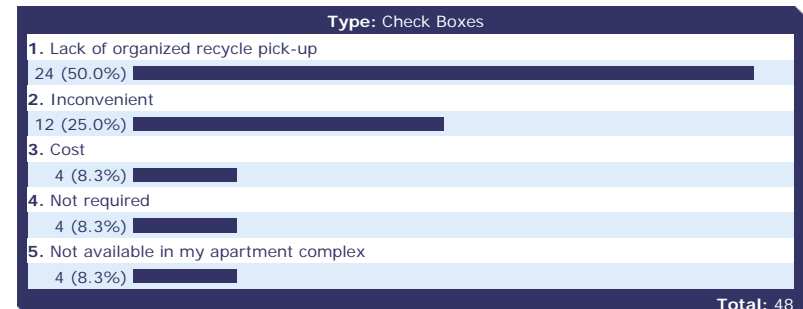
* **Question 90:** Do you recycle at home?



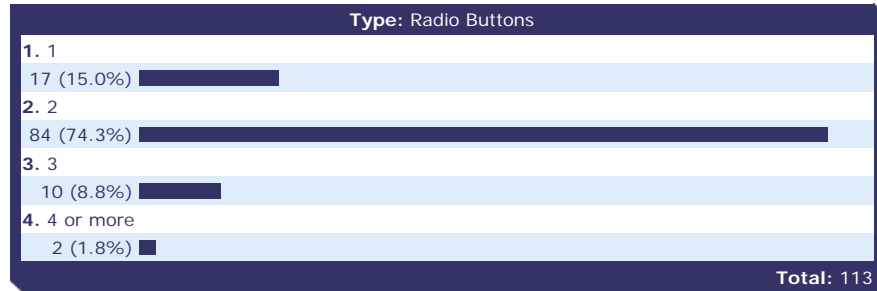
* **Question 91:** Do you...?



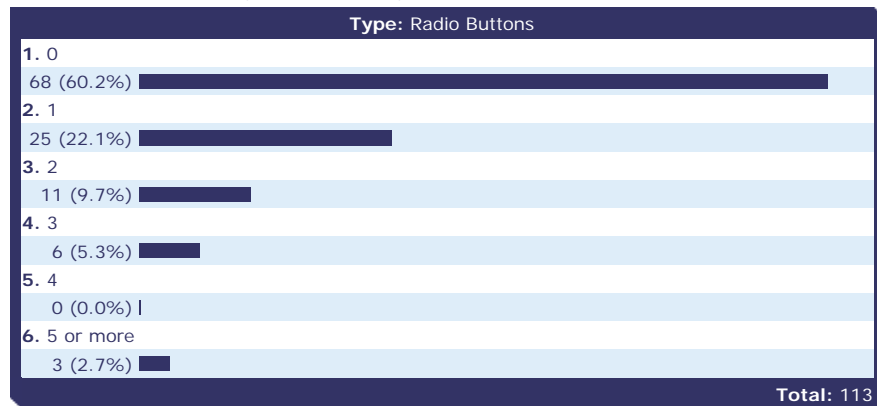
* **Question 92:** Why don't you recycle?



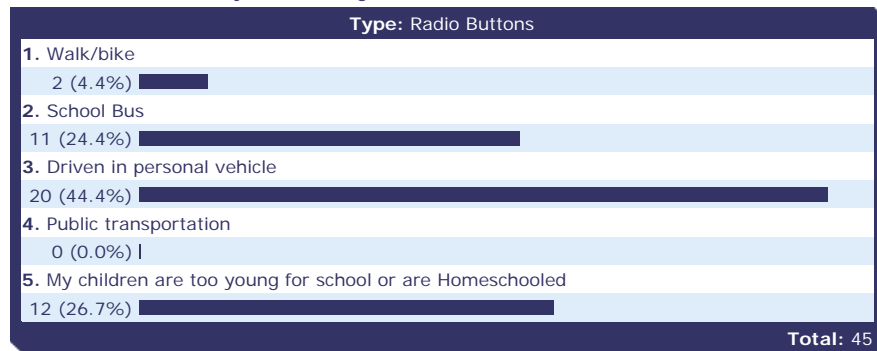
* **Question 93:** How many adults live in your home?



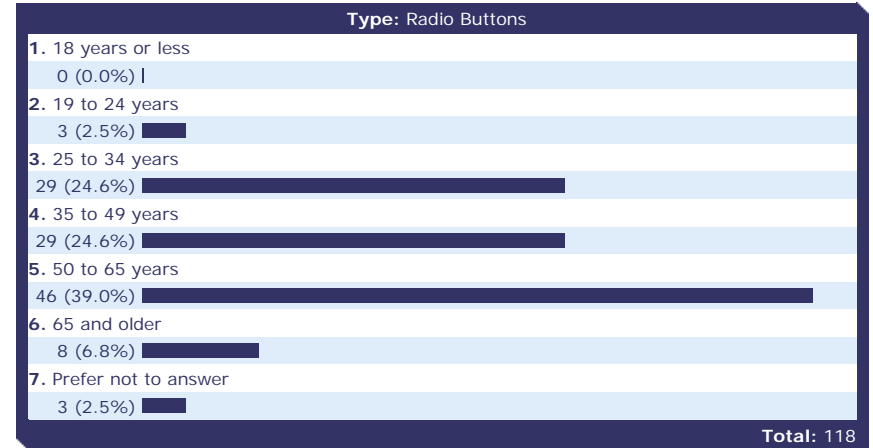
* **Question 94:** How many children live in your home?



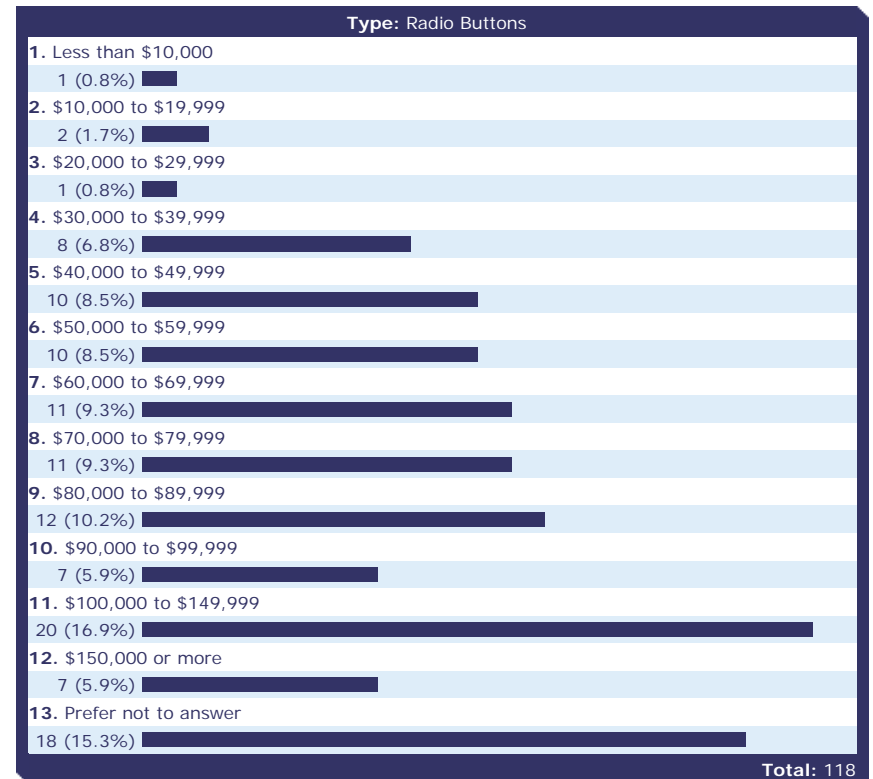
* **Question 95:** How do your children get to school?



* **Question 96:** What is your age group?

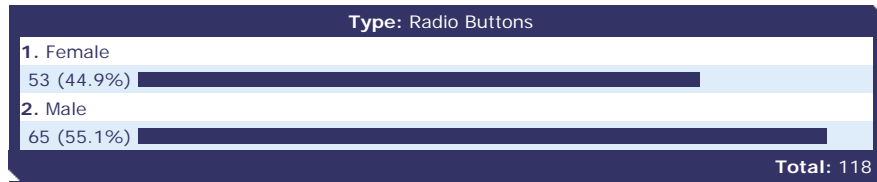


* **Question 97:** What is your total household income?



Appendix C.

* Question 98: Are you...?



(THIS PAGE INTENTIONALLY LEFT BLANK)

Appendix D. Discussion of Committees

Appendix D.

Steering, Technical, and Media Committees

When applying for the Sustainable Communities Regional Planning Grant, the Evansville MPO identified a number of agencies and organizations that expressed a desire to be part of the planning process. Upon notification of the grant being awarded, the Evansville MPO organized these groups into a series of committees with varying responsibilities.

A steering committee, three technical committees, and a media committee were established. These committees provided opportunities for greater participation of individuals within their organizations, local governments, business leaders, and citizens. All consortium members served on at least one of these committees. The steering committee is comprised of elected officials from Henderson County, Vanderburgh County, Warrick County, the city of Boonville, the city of Evansville, the city of Henderson, and the town of Newburgh, as well as four consortium members.

The three technical committees consisted of the consortium members and other local organizations, agencies, and businesses that had an interest in developing the region with a more sustainable approach than in the past. Due to the number of organizations who indicated a desire to participate, three separate technical committees were formed. These committees – live, work, and play – were divided based on the current role of each organization. The "live" technical committee consists of organizations that focus on housing and access to everyday necessities, including housing authorities, Habitat for Humanity, and realtors. The "work" technical committee consists of organizations that focus on the regional economy, including workforce development organizations, chambers of commerce, economic development organizations, and technical schools and universities. The "play" technical committee consists of organizations that focus on healthy lifestyles and entertainment opportunities, including parks departments, trails and greenways organizations, local hospitals, and tourism and entertainment organizations.

The media committee was formed from local television, radio, and newspaper organizations interested in being involved. This committee helped to promote various public workshops, including the Kick-off event, Visioning Workshops, public education programs, and other various events.

While all committees were involved in the development of the plan, the three technical committees were involved throughout the development process and played a major role in reviewing and commenting on all aspects of the plan. The following is a listing of all committee meetings during the development of the plan:

- June 21, 2011 – Steering Committee meeting to review responsibilities and timeline.
- July 15, 2011 – Media Committee meeting to discuss Kick-off Summit.
- July 18, 2011 – Work Technical Committee meeting to review responsibilities and conduct a SWOT (strengths, weaknesses, opportunities, and threats) analysis.
- July 19, 2011 – Play Technical Committee meeting to review responsibilities and conduct a SWOT (strengths, weaknesses, opportunities, and threats) analysis.
- July 22, 2011 – Live Technical Committee meeting to review responsibilities and conduct a SWOT (strengths, weaknesses, opportunities, and threats) analysis.
- August 3, 2011 – Regional Plan for Sustainable Development Kick-off Summit.
- January 17, 2012 – Play Technical Committee meeting to discuss goals and objectives.
- January 18, 2012 – Work Technical Committee meeting to discuss goals and objectives.
- January 24, 2012 – Live Technical Committee meeting to discuss goals and objectives.
- May 1, 2012 – Work Technical Committee meeting to discuss land use growth and sustainable projects.
- May 2, 2012 – Live Technical Committee meeting to discuss land use growth and sustainable projects.
- May 9, 2012 – Play Technical Committee meeting to discuss land use growth and sustainable projects.
- September 9, 2012 – Steering Committee meeting to present the "Sustainability Today" report and growth scenarios.
- February 20, 2013 – Live, Work, and Play Technical Committees joint meeting to hear Todd Litman present sustainability concepts and ideas.
- February 21, 2013 – Meeting with Steering Committee members and other interested parties to hear Todd Litman present sustainability concepts and ideas.
- April 11, 2013 – Meeting with Land Use Planners from Technical Committees to discuss land use growth and scenarios.
- July 2, 2013 – Meeting with Housing Planners from Technical Committees to discuss Fair Housing and Equity Assessment plan.
- July 11, 2013 – Meeting with members of Media Committee to discuss plan roll-out process.
- September 4, 2013 – Live, Work, and Play Technical Committees joint meeting to review growth scenarios and CommunityViz impact analysis.
- December 10, 2013 - Meeting with Steering Committee and Consortium Members

Appendix E. Consortium Steering Committee & Live, Work, Play Technical Committees

Appendix E.

Consortium Members

Organization	Name	Title	Category	Address	Email Address	Phone Number	Received Signed Agreement
Chamber of Commerce of Southwest Indiana	Christy Gillenwater	Director	Chambers	318 Main Street, Suite 401, Evansville, IN 47708	cgillenwater@ccswin.com	(812) 425-8147	received 4-24-12
Congregations Acting for Justice and Empowerment (CAJE)	Paul Medcalf	Coordinator	Not-for Profit	713 N. Second Ave. Evansville, IN 47710	getpaul@live.com	(812) 463-2253, (812) 881-6455	received on 8/15/11
Department of Metropolitan Development	Philip Hooper	Director	Government	1 NW Martin Luther King Blvd. Room 306 Evansville, IN 47708	phooper@evansvillegov.org	(812) 436-7823	received 8/11
Evansville - Vanderburgh Area Plan Commission	Ron London	Executive Director	rlondon@evansvilleapc.com	1 NW Martin Luther King Blvd. Room 312 Evansville, IN 47708	rlondon@evansvilleapc.com	(812) 436-7833	received on 8/8/11
Evansville Housing Authority	Rick Moore	Director	Housing	500 Court St. Evansville, IN 48808	rick.moore@evansvillehousing.org	(812) 428-8500	received on 8/5/11
Evansville Trails Coalition	Drew Haus	Executive Director		20 NW 4th Street, Suite 501, Evansville, IN 47708	roberta43@sbcglobal.net	(812) 424 0566	Received 12/18/11
Habitat for Humanity	Lori Reed	Director	Housing	1401 N. Fares Ave. Evansville, IN 47711	lreed@evansvillehabitat.org	(812) 423-5623	received on 8/5/11
Henderson Area Rapid Transit (HART)	Pam Whitter	Coordinator	Transit	P.O. Box 716 Henderson KY 42420	pam.whitter@cityofhendersonky.org	(270) 831-1249	received on 8/5/11
Henderson City-County Planning Commission	Kathy Ferrell	Interim Director	Land Use	1990 Barrett Ct. Suite C Henderson, KY 42420	kferrell@hendersonplanning.org	(270) 831-1289	received on 8/8/11
Henderson-Henderson County Chamber Of Commerce	Brad Schneider	Director		230 Second St. Suite 320 Henderson, KY 42420	bschneider@hendersonchamber.org	(270) 826-9531, (270) 827-4461	received on 8/4/11
Housing Authority Of Henderson	Bobbie Jarrett	Director	Housing	111 S. Adams St. Henderson, KY 42420	bjarrett@hahenderson.org	(270) 827-1294	received 12/14/11
Keep Evansville Beautiful	Marcia Dowell	Director		209 Main Street, Evansville, IN 47708	mdowell@keepevansvillebeautiful.org	(812) 425-4461	received
Leadership Evansville	Lynn Miller Pease			401 SE 6th Street, Suite 209, Evansville IN 47713	lynn@leadershipevansville.org	(812) 425-3828	
Metropolitan Evansville Transit System (METS)	Kerry Kamp	General Manager	Transit	601 John St. Evansville, IN 47708	kkamp@evansvillegov.org	(812) 436-4988	received 12/12/11
Sustainability, Energy & Environmental Quality	Dona Bergman	Director	Agency/Energy	100 E Walnut St. Suite 100, Evansville IN 47708	dbergman@evansvillegov.org	(812) 435-6145	received on 8/4/11
USDA Rural Development Office, Jasper IN	Terri Weyer	Director	Housing	1484 Executive Blvd Jasper, IN 47546	Terri.Weyer@in.usda.gov	(812) 482 1171 ext 118	received 12/21/11
Warrick Area Transit Solutions (WATS)	Paul Medcalf	Coordinator	Transit	3588 Katalla Dr Newburgh IN 47630	getpaul@live.com	(812) 459-4584	received 9/20/11
Warrick County APC	Sherri Rector	Executive Director/Assistant Director	Land Use/Government	107 W. Locust St. Courthouse Room 201 Boonville, IN 47601	srector@warrickcounty.gov	(812) 897-6190	received 9/20/11
Warrick County Chamber Of Commerce	Shari Sherman	Director	Chambers	224 W. Main St. Suite 203, PO Box 377, Boonville, IN 47601	ssherman@warrickcounty.us	(812) 897-2340	received 9/15/11
Welborn Baptist Foundation	Andrea Hays	Director, Movement & Upgrade	Foundation	21 Southeast 3rd Street Suite 610 Evansville, IN 47708	AHays@welbornfdn.org	(812) 437-7804, (812) 437-8260	received 8/30/11
Welborn Baptist Foundation	Kevin Bain	Executive Director		21 Southeast 3rd Street Suite 610 Evansville, IN 47708	Kbain@welbornfdn.org	(812) 437-8260	

Live Committee

Organization	Name	Title	Category	Address	Email Address	Phone Number
Aurora	Ken Scheller		Housing	734 W. Delaware, Suite 210, Evansville, IN ??? Zip	kscheller@auroraevansville.org	(812) 306-7987
Catholic Charities (a United Way Agency)	Terri Lautner-Uebelhor		Charity	123 NW Fourth St., Suite 603, Evansville, IN 47708	tuebelhor@evdio.org	(812) 423-5456
Congregations Acting for Justice and Empowerment (CAJE)	Paul Medcalf	Coordinator	Not-for-Profit	713 N. Second Ave. Evansville, IN 47710	getpaul@live.com	(812) 463-2253, (812) 881-6455
Department of Metropolitan Development	Philip Hooper	Director	City Agency	1 NW Martin Luther King Blvd. Room 306 Evansville, IN 47708	phooper@evansvillegov.org	(812) 436-7823
Department of Metropolitan Development	Dennis Au	Historic Preservation Officer	Historic Preservation	306 Civic Center Complex, One N.W. Martin Luther King, Jr. Blvd., Room 306 Evansville, IN 47708	dau@evansvillegov.org	(812) 436-7823
Department of Metropolitan Development	Laura Walker	Community Development Planner	City Agency	306 Civic Center Complex, 1 N.W. Martin Luther King, Jr. Blvd. Evansville, IN 47708	lwalker@evansvillegov.org	(812) 436-7823
Evansville Housing Authority	Rick Moore	Director	Housing	500 Court St. Evansville, IN 48808	rick.moore@evansvillehousing.org	(812) 428-8500
Evansville Metropolitan Planning Organization	Seyed Shokouhzadeh	Director	Metro Planning	1 NW ML King Jr Blvd, Room 316, Evansville, IN 47708	sshokouhzadeh@evansvillempo.com	(812) 436-7833
Evansville Vanderburgh School Corporation	David Smith	Superintendent	Schools	EVSC 1 SE 9th Street, Evansville, IN 47708	David.Smith@evsc.k12.in.us	(812) 435-8453
Evansville Water and Sewer Utility	Mike Labitzke	Engineering Director	Water/Waste Water	306 Civic Center Complex, One N.W. Martin Luther King, Jr. Blvd., Room 104, Evansville, IN 47708	mlabitzke@ewsu.com	(812) 436-7846 (812) 421-2120/2228
General Manager of Eastland Mall	Shawn Hayden		Eastland Mall		shawn.hayden@macerich.com	(812) 477-7171
Haas Construction	Gregory Haas	President	Builder	7499 Tying Road, Newburgh, IN 47630		(812) 853-2464
Habitat for Humanity	Lori Reed	Director	Housing	1401 N. Fares Ave. Evansville, IN 47711	lreed@evansvillehabitat.org	(812) 423-5623
Habitat for Humanity	Frank Lucician	Executive Director	Housing	P.O. Box 1071, Henderson, KY 42419-1071	exdir@hendersonhabitat.org	(270) 826-0015 (571) 409-9995
Henderson Area Rapid Transit (HART)	Pam Whitter	Coordinator	Transit	P.O. Box 716 Henderson KY 42420	pam.whitter@cityofhendersonky.org	(270) 831-1249
Henderson City-County Planning Commission	Kathy Ferrell	Interim Director	Land Use	1990 Barrett Ct. Suite C Henderson, KY 42420	kferrell@hendersonplanning.org	(270) 831-1289
Henderson County	Bill Hubiak	County Engineer	County Agency		whubiak@hendersonky.us	(270) 860-5544
Henderson County Surveyor	Dennis Branson		County Agency		dennis@bransonsurveys.com	
Henderson Department of Municipal Power and Light	Steve Smith		Utility	100 5th Street, Henderson, KY 42420-2911	ssmith@hmpl.net	(270) 826-2726
Henderson Planning Commission	Curt Freese	Assistant Director	Land Use		cfreese@hendersonplanning.org	

Appendix E.

Live Committee (Continued)

Organization	Name	Title	Category	Address	Email Address	Phone Number
Henderson Water Utility	Ken Ferry	General Manager	Water/Waste Water	111 Fifth Street, Henderson, KY 42420	ferryk@hkywater.org	(270) 831-1200
Housing Authority Of Henderson	Bobbie Jarrett	Director	Housing	111 S. Adams St. Henderson, KY 42420	bjarrett@hahenderson.org	(270) 827-1294
Keep Evansville Beautiful	Marcia Dowell	Director	Beautification	209 Main Street, Evansville, IN 47708	mdowell@keepevansvillebeautiful.org	(812) 425-4461
Metropolitan Evansville Transit System (METS)	Kerry Kamp	General Manager	Transit	601 John St. Evansville, IN 47708	kkamp@evansvillegov.org	(812) 436-4988
Morton Solar & Wind	Brad Morton	Owner	Energy		bmorton@mortonsolar.com	(812) 402-0900
National Association of Realtors	George R. Postlethweight	Executive Officer	Realtor	2225 N. Cullen Ave., Evansville, IN 47715	georgep@evansvillerealtors.com	(812) 473-3333
RCR Henderson	Justin Jones	Assistant Director	Foundation		jjones@sda-architecture.com	(270) 826-8476
Solid Waste District Vanderburgh	Joe Ballard	Executive Director	Garbage/ Recycling	327 Civic Center Complex, 1 N.W. Martin Luther King Jr., Blvd. Evansville, Indiana 47718	jballard@vanderburghgov.org	(812) 436-7800
Southwestern Indiana Builders Association	Bill Pedtke	Executive Director	Developer	2175 N. Cullen Ave. Evansville, IN 47715-2110	bpedtke@sibaonline.org	(812) 479-6026
Sustainability, Energy & Environmental Quality	Dona Bergman	Director	Agency/Energy	100 E Walnut St. Suite 100, Evansville IN 47708	dbergman@evansvillegov.org	(812) 435-6145
University of Evansville	Arlen Kaufman	Chem Professor in Environmental Science and Sustainability Lead certified.	Private University/ Education	Department of Chemistry University of Evansville 1800 Lincoln Ave Evansville, IN 47722	ak2@evansville.edu	(812) 488-2097
University of Evansville	Michael A. Tessier	Director of Residence Life and Assistant Vice President for Student Affairs	Housing for Students	University of Evansville 1800 Lincoln Avenue Evansville, IN 47722	mt28@evansville.edu	(812) 488-2956
University of Southern Indiana	Laurie Berry	Director of Housing and Residence Life	Housing for Students	University of Southern Indiana 8600 University Blvd. Evansville, IN 47712	general email: living@usi.edu	(812) 468-2334
USDA Rural Development Office, Jasper IN	Terri Weyer	Director	Housing	1484 Executive Blvd Jasper, IN 47546	Terri.Weyer@in.usda.gov	(812) 482 1171 ext 118
USDA Rural Development Office, Madisonville, KY	Jerry Cloyd	Director	Housing	1095 National Mine Drive, Madisonville, KY 42431	jerry.cloyd@ky.usda.gov	(270) 821-4430 ext 4
Vanderburgh APC	Blaine Oliver	Assistant Director/Planner	Land Use	1 N.W. Martin Luther King Jr. Blvd, Civic Center Complex, Room 312, Evansville, IN 47708	boliver@evansvilleapc.com	(812) 435-5881
Vectren	Ron Keeping	Director of Economic Development	Utility		rkeeping@vectren.com	(812) 491-4106

Live Committee (Continued)

Organization	Name	Title	Category	Address	Email Address	Phone Number
Warrick Area Transit Solutions (WATS)	Paul Medcalf	Coordinator	Transit	3588 Katalla Dr Newburgh IN 47630	getpaul@live.com	(812) 459-4584
Warrick County APC	Sherri Rector	Executive Director/Assistant Director	Land Use/ Government	107 W. Locust St. Courthouse Room 201 Boonville, IN 47601	srector@warrickcounty.gov	(812) 897-6190
Warrick County School Corporation, Transportation Dpt.	Guy Gentry	Director	Schools	300 East Gum Street, Boonville, IN 47601	ggentry@warrick.k12.in.us	(812) 897-0495
Welborn Baptist Foundation	Andrea Hays	Director, Movement & Upgrade	Foundations	21 Southeast 3rd Street Suite 610 Evansville, IN 47708	AHays@welbornfdn.org	(812) 437-7804, (812) 437-8260
	Amy Brown				amy.brown@usa.com	(812) 228-6150

Appendix E.

Play Committee

Organization	Name	Title	Category	Address	Email Address	Phone Number
Alphagraphics	Rita H. Joest	Sales Rep	Business	6220 Vogel Rd., Evansville, IN 47715	rjoest@alphagraphics.com	(812) 471-7100
Audubon Nature Center	Mark Kellan	Park Manager	Parks Department	3100 US Highway 41 North, Henderson, KY 42419-0576	Audubon@ky.gov	(270) 826-2247
Business Environments	Stephanie Richard		Business	5611 Morgan Avenue, Evansville, IN 47715	srichard@busenvir.com	(812) 474-4260
Career Services and Placement for USI	Phillip Parker	Director	Education	University of Southern Indiana, 8600 University Boulevard, Evansville, IN 47712-3596	plparker@usi.edu	
City of Henderson Parks Department	Emily Gilliam	Director	Parks Department	920 Madison Street, Henderson, KY 42419-0716	emilyg@cityofhendersonky.org	(270) 831-1274
Convention Visitor Bureau Evansville	Bob Warren	Executive Director	Tourism	401 Southeast Riverside Drive, Evansville, IN 47713-1037	bwarren@evansvillecvb.org	(812) 421-2200 ext 202
Deaconess	Danny Alsip		Hospitals		danny.alsip@deaconess.com	(812) 450-2315
Department of Metropolitan Development	Philip Hooper	Director	Government	1 NW Martin Luther King Blvd. Room 306 Evansville, IN 47708	phooper@evansvillegov.org	(812) 436-7823
Department of Metropolitan Development	Laura Walker	Community Development Planner	Government	306 Civic Center Complex, 1 N.W. Martin Luther King, Jr. Blvd. Evansville, IN 47708	lwalker@evansvillegov.org	(812) 436-7823
Department of Metropolitan Development	Skyler York	Community Development Planner	Government	306 Civic Center Complex, 1 N.W. Martin Luther King, Jr. Blvd. Evansville, IN 47708	svork@evansvillegov.org	(812) 436-7823
Education and Workforce Development Cabinet	Rhonda W. Bowles	Manager	Workforce	212 N. Water Street, Henderson, KY 42420	Rhonda.Bowles@ky.gov	(270) 826-2746
Evansville African American Museum	Nancy J. McClure	Administrative Assistant	Museums	579 South Garvin Street, Evansville, IN 47713-2403	officemanager@evansvilleaamuseum.com	(812) 423-5188
Evansville Central Library	Marcia Learned-Au	Director	Library	200 SE Martin Luther King Jr. Blvd., Evansville, IN 47713	mau@evpl.org	(812) 428-8390
Evansville Metropolitan Planning Organization	Seyed Shokouhzadeh	Director	Government	1 NW ML King Jr Blvd, Room 316, Evansville, IN 47708	sshokouhzadeh@evansvillempo.com	(812) 436-7833
Evansville Museum of Arts, History and Science	Josh Gilmore		Museums	411 Southeast Riverside Drive, Evansville, IN 47713	josh@emuseum.org	(812) 425-2406 ext 250
Evansville Public Library	Brett Schelhorn		Library		bretts@evpl.org	
Evansville Public Library	Melissa Davis		Library		melissad@evpl.org	
Evansville Regional Airport	Douglas Joest	Airport Manager	Airport	7801 Bussing Dr., Evansville, IN 47725	doug@evairport.com	(812) 451-4401 (Office) (812) 455-6593
Evansville Trail Coalition	Roberta Heiman	President	Not-for Profit	PO Box 13029, Evansville, IN 47728	roberta43@sbcglobal.net	
Henderson Area Rapid Transit (HART)	Pam Whitter	Coordinator	Transit	P.O. Box 716 Henderson KY 42420	pam.whitter@cityofhendersonky.org	(270) 831-1249

Play Committee

Organization	Name	Title	Category	Address	Email Address	Phone Number
Henderson City/County PC	Herb Mckee	Vice Chair Henderson City County Plan Commission	Land Use	730 Second Street, Suite B, Henderson, KY 42420	herbmckee730@gmail.com	(270) 869 5405
Henderson City-County Planning Commission	Kathy Ferrell	Interim Director	Land Use	1990 Barrett Ct. Suite C Henderson, KY 42420	kferrell@hendersonplanning.org	(270) 831-1289
Henderson County Tourism Commission	Marcia Eblen	Executive Director	Tourism	101 N. Water Street, Suite B, Henderson, KY 42420	marcia@hendersonky.org	(270) 826-0234
Kirby's Private Dining	Scott Schymik				schymik75@gmail.com	(812) 483-9052
Koch Family Children's Museum of Evansville	Stephanie Terry	Director	Museums	22 Southeast 5th Street, Evansville, IN 47708-1604	sterry@cmoekids.org	
Mesker Zoo	Erik Beck	Director of Operations		1545 Mesker Park Drive, Evansville, IN 47720	ebeck@meskerparkzoo.com	(812) 435-6143
Methodist	Bruce D. Begley	Executive Director	Hospitals		bbegley@methodisthospital.com	(270) 827-7501
Metropolitan Evansville Transit System (METS)	Kerry Kamp	General Manager	Transit	601 John St. Evansville, IN 47708	kkamp@evansvillegov.org	(812) 436-4988
Southwestern Indiana Builders Association	Bill Pedtke	Executive Director	Developer	2175 N. Cullen Ave. Evansville, IN 47715-2110	bpedtke@sibaonline.org	(812) 479-6026
St. Mary's	John Greaney		Hospitals		jsgreaney@stmarys.org	(812) 485-1509
Sustainability, Energy & Environmental Quality	Dona Bergman	Director	Agency/Energy	100 E Walnut St. Suite 100, Evansville IN 47708	dbergman@evansvillegov.org	(812) 435-6145
University of Evansville	Arlen Kaufman	Chem Professor in Environmental Science and Sustainability Lead certified.	Private University/ Education	Department of Chemistry University of Evansville 1800 Lincoln Ave Evansville, IN 47722	ak2@evansville.edu	(812) 488-2097
Vanderburgh APC	Blaine Oliver	Assistant Director/Planner	Land Use	1 N.W. Martin Luther King Jr. Blvd, Civic Center Complex, Room 312, Evansville, IN 47708	boliver@evansvilleapc.com	(812) 435-5881
Vanderburgh County and City of Evansville Parks Department	Denise Johnson	Executive Director	Parks Department	100 E. Walnut Street, C.K. Newsome Community Center, Evansville, IN 47713-1999	dajohnson@evansvillegov.org	(812) 435-6141
Warrick Area Transit Solutions (WATS)	Paul Medcalf	Coordinator	Transit	3588 Katalla Dr Newburgh IN 47630	getpaul@live.com	(812) 459-4584
Warrick County APC	Sherri Rector	Executive Director/Assistant Director	Land Use/ Government	107 W. Locust St. Courthouse Room 201 Boonville, IN 47601	srector@warrickcounty.gov	(812) 897-6190
Warrick County Chamber Of Commerce	Shari Sherman	Director	Chambers	224 W. Main St. Suite 203, PO Box 377, Boonville, IN 47601	ssherman@warrickcounty.us	(812) 897-2340
Warrick County Museum	Connie Barnheld	Director	Museums	1022 S Third Street, Boonville, IN 47601		(812) 897-7972
Warrick County Parks Board	Peggy Forbes	Board Member	Parks Dept.		Peggy@PeggyForbes.com	(812) 897-6200

Appendix E.

PI Committee

Organization	Name	Title	Category	Address	Email Address	Phone Number
City of Boonville	Beth Broshears	Administrative Assistant	Government		babroshears@yahoo.com	(812) 897-1230
City of Evansville		Executive Assistant	Government		-	
City of Henderson	Buzzy Newman/Theresa Curtis	Assistant City Manager	Government	222 First St. PO Box 716 Henderson, KY 42420	BNewman@cityofhendersonky.org	(270) 831-1200 ext. #2217
Evansville Courier & Press and Henderson Gleaner	Tim Ethridge	Editor	News Print	300 E. Walnut St., Evansville, IN 47713	ethridge@courierpress.com	(812) 464-0799
Evansville Metropolitan Planning Organization	Seyed Shokouhzadeh	Director	Government	1 NW ML King Jr Blvd, Room 316, Evansville, IN 47708	sshokouhzadeh@evansvillempo.com	(812) 436-7833
South Central Communications	Tim Huelsing	General Manager	News Radio		tim@southcentralmedia.com	(812) 433-3240
Townsquare Media	LaDonne Craig/Angie Ross	General Manager	News Radio		LaDonne.Craig@townsquaremedia.com	(812) 425-4226
Tucker Publishing	Kristen Tucker	Owner	News Print		ktucker@evansvilleliving.com	(812) 426-2115
Warrick Publishing Inc.	Debi Neal	Business Manager	News Print		business@warricknews.com	(812) 897-2330
WEHT News 25	Mark Glover	News Director	News Television		mglover@news25.us	(800) 879-8567
WNIN Public Radio/Television		Reporter	News Television & Radio		mschweizer@wnin.org	(812) 423-2973
WTVW Local 7	Bob Walters	News Director	News Television		bwalters@wtvw.com	(812) 424-7777

Steering Committee Members

Organization	Name	Title	Category	Address	Email Address	Phone Number
Chamber of Commerce of Southwest Indiana	Christy Gillenwater	Director	Chambers	318 Main Street, Suite 401, Evansville, IN 47708	cgillenwater@ccswin.com	(812) 425-8147
City of Boonville	Pam Hendrickson	Mayor		P.O. Box 585, Boonville, IN 47601	mavorbnp@sbglobal.net	(812) 897-1230
City of Corydon	Larry Thurby	Mayor				
City of Evansville	Connie Robinson	City Council				
City of Evansville	Lloyd Winnecke	Mayor		1N.W. Martin Luther King Jr. Blvd. Civic Center complex, Room 302, Evansville, IN 47708	mavor@evansvillegov.org	(812) 436-4962
City of Henderson	Alan Taylor	Commissioner				
City of Henderson	Mike Farmer	Commissioner				
City of Henderson	Robert "Robby" Mills	Commissioner				
City of Henderson	Robert Pruitt	Commissioner				
City of Henderson	Russell Sights	City Manager	Government	222 First St., PO Box 716 Henderson, KY 42420		
City of Henderson	Steve Austin	Mayor		222 First St. Henderson, KY 42420	saustin@cityofhendersonky.org	(270) 831-1200 ext. #2202
City of Robards	David Sellers	Mayor				
Congregations Acting For Justice And Empowerment (CAJE)	Virginia Dicken	Lead Organizer		713 N. Second Ave. Evansville, IN 47710	elliott.kavanaugh@gmail.com	(812) 425-8144
Department of Metropolitan Development	Philip Hooper	Director	Government	1 NW Martin Luther King Blvd. Room 306 Evansville, IN 47708	phooper@evansvillegov.org	(812) 436-7823
Evansville Housing Authority	Rick Moore	Director	Housing	500 Court St. Evansville, IN 48808	rick.moore@evansvillehousing.org	(812) 428-8500
Henderson County	Hugh McCormick	Judge Executive		Office of the County Judge Executive / Fiscal Court, 3rd Floor, Courthouse, 20 N. Main Street, Henderson, KY 42420	hmccormick@hendersonky.us	(270) 826-3971
Henderson-Henderson County Chamber Of Commerce	Brad Schneider	Director		230 Second St. Suite 320 Henderson, KY 42420	bschneider@hendersonchamber.org	(270) 826-9531, (270) 827-4461
Town of Darmstadt	Bob Stobbs	Town Council				
Town of Newburgh	Lori Buehlman	Town Manager		23 W. Jennings, P.O. Box 6, Newburgh, IN 47629	lbuehlman@newburgh-in.gov	(812) 853-3578
Vanderburgh County Commissioner	Joe Kiefer	Commissioner		1N.W. Martin Luther King Jr. Blvd. Civic Center complex, Room 305, Evansville, IN 47708	joekiefer@wowway.com	(812) 435-5241
Vanderburgh County Commissioner	Marsha Abell	Commissioner		1N.W. Martin Luther King Jr. Blvd. Civic Center complex, Room 305, Evansville, IN 47708	mabell@vanderburghgov.org	(812) 435-5241
Vanderburgh County Commissioner	Stephen Melcher	Commissioner		1N.W. Martin Luther King Jr. Blvd. Civic Center complex, Room 305, Evansville, IN 47708	smelcher@vanderburghgov.org	(812) 435-5241
Warrick County Chamber Of Commerce	Shari Sherman	Director	Chambers	224 W. Main St. Suite 203, PO Box 377, Boonville, IN 47601	ssherman@warrickcounty.us	(812) 897-2340
Warrick County Commissioner	Don Williams	Commissioner		107 W. Locust Street, Suite 301, Boonville, IN 47601	don@warrickcounty.gov	(812) 897-6120
Warrick County Commissioner	Marlin Weisheit	Commissioner		107 W. Locust Street, Suite 301, Boonville, IN 47601	marlin@warrickcounty.gov	(812) 897-6120
Warrick County Commissioner	Richard Reid	Commissioner		107 W. Locust Street, Suite 301, Boonville, IN 47601	rick@warrickcounty.gov	(812) 897-6120

Appendix E.

Work Committee

Organization	Name	Title	Category	Address	Email Address	Phone Number
Alcoa	Jim Beck	Communications and Public affairs	Major Employers	PO Box 10, Newburgh, IN 47629-0010	jim.beck@alcoa.com	(812) 853-4557 or (812)853-4115
Berry Plastics	Amy Westlund	Director of Warehousing	Major Employers	PO Box 959, Evansville, IN 47706-0959	amywestlund@berryplastics.com	(812) 429-9235
Department of Metropolitan Development	Philip Hooper	Director		306 Civic Center Complex, 1 N.W. Martin Luther King, Jr. Blvd. Evansville, IN 47708	phooper@evansvillegov.org	(812) 436-7823
Department of Metropolitan Development	Laura Walker	Community Development Planner		306 Civic Center Complex, 1 N.W. Martin Luther King, Jr. Blvd. Evansville, IN 47708	lwalker@evansvillegov.org	(812) 436-7823
Department of Metropolitan Development	Skyler York	Community Development Planner		306 Civic Center Complex, 1 N.W. Martin Luther King, Jr. Blvd. Evansville, IN 47708	syork@evansvillegov.org	(812) 436-7823
Economic Development Coalition of Southwest Indiana	Greg Wathen	President and CEO	Economic Development	318 Main Street, Suite 400, Evansville, IN 47708-1456	gwathen@southwestindiana.org	(812) 423-2020
Evansville Metropolitan Planning Organization	Seyed Shokouhzadeh	Acting Director		1 NW ML King Jr Blvd, Room 316, Evansville, IN 47708	sshokouhzadeh@evansvillempo.com	(812) 436-7833
Evansville Regional Airport	Douglas Joest	Airport Manager	Airport	7801 Bussing Dr., Evansville, IN 47725	doug@evairport.com	(812) 451-4401 (Office) (812) 455-6593
Henderson Area Rapid Transit (HART)	Pam Whitter	Coordinator	Transit	P.O. Box 716 Henderson KY 42420	pam.whitter@cityofhendersonky.org	(270) 831-1249
Henderson City/County PC	Kathy Ferrell	Interim Director		1990 Barrett Ct #C, Henderson, KY 42420-4951	kferrell@hendersonplanning.org	(270)831-1289
Henderson Community College	Susanne Wilson	Chief Institutional Advancement Officer, Executive Director of The College Foundation, Inc.	Higher Education	Office of Advancement, 2660 South Green Street , Henderson, KY 42420 ,	susanne.wilson@kctcs.edu	270-831-9805
Henderson-Henderson County Chamber Of Commerce	Brad Schneider	Director	Chambers	230 Second St. Suite 320 Henderson, KY 42420	bschneider@hendersonchamber.org	(270) 826-9531
Hospitality and Outreach for Latin Americans (HOLA)	Abraham Brown	President			abrown@evdio.org	(270) 724-2172
Ivy Tech	Alisha M. Aman	Director of Administration	Higher Education	Chancellor Office	aaman@ivytech.edu	(812) 429-1389
Metropolitan Evansville Transit System (METS)	Kerry Kamp	General Manager	Transit	601 John St. Evansville, IN 47708	kkamp@evansvillegov.org	(812) 436-4988
Morton Solar & Wind	Brad Morton				bmorton@mortonsolar.com	(812) 402-0900
Northwest KY Forward	Kevin T. Sheilley	President and CEO	Economic Development	PO Box 674, 1990 Barrett Court, Henderson, KY 42419-0674	kevin@northwestky.com	(877) 434-3766
Old National Bank	Kathy Shoettlin				kathy.schoettlin@oldnational.com	(812) 465-7269

Work Committee

Organization	Name	Title	Category	Address	Email Address	Phone Number
RCR/Henderson	Tim Skinner	Director	Foundation		tskinner@sda-architecture.com	(270) 826-8476
Southwest Indiana Building and Construction Trades Council	Jack McNeely	President	Labor	210 N. Fulton Avenue, Evansville, IN 47710	jmc45@att.net	(812) 422-2552
Southwestern Indiana Builders Association	Bill Pedtke	Executive Director	Developer	2175 N. Cullen Ave. Evansville, IN 47715-2110	bpedtke@sibaonline.org	(812) 479-6026
Southwestern Indiana Small Business Development Center	Kim Howard	Regional Director	Development		khoward@ccswin.com	(812) 425-8147 ext 15887
Sustainability, Energy & Environmental Quality	Dona Bergman	Director	Agency/Energy	100 E Walnut St. Suite 100, Evansville IN 47708	dbergman@evansvillegov.org	(812) 435-6145
Teamsters Local Union 215	Chuck Whobrey	President	Labor	825 Walnut Street, Evansville, IN 47706	teamsters215@sbcglobal.net	(812) 424-6471
Toyota	Kelly Dillion		Major Employers	4000 Tulip Tree Drive, Princeton, IN 47670	kelly.dillon@tema.toyota.com	(812) 387-2128
University of Evansville	Arlen Kaufman	Chem Professor in Environmental Science and Sustainability Lead certified.	Private University/ Education	Department of Chemistry University of Evansville 1800 Lincoln Ave Evansville, IN 47722	ak2@evansville.edu	(812) 488-2097
University of Kentucky - Henderson Field Office	Sarah Mardon	Program Manager - Center for Applied Energy Research	University	1401 Corporate Court, Henderson, KY 42420	sarah.mardon@uky.edu	(270) 827-3414 ext. 26
University of Southern Indiana	Philip Parker	Director - Career Services and Placement	Education	8600 University Boulevard Evansville, IN 47712	plparker@usi.edu	(812) 465-1865
University of Southern Indiana	Wendy Bredhold	Media Relations Specialist	Education	University of Southern Indiana, 8600 University Boulevard, Evansville, IN 47712-3596	wkbredhold@usi.edu	(812) 464-1774
Vanderburgh APC	Blaine Oliver	Assistant Director/Planner	Land Use	1 N.W. Martin Luther King Jr. Blvd, Civic Center Complex, Room 312, Evansville, IN 47708	boliver@evansvilleapc.com	(812) 435-5881
Warrick Area Transit Solutions (WATS)	Paul Medcalf	Coordinator	Transit	3588 Katalla Dr Newburgh IN 47630	getpaul@live.com	(812) 459-4584
Warrick County APC	Sherri Rector	Executive Director/Assistant Director	Land Use/ Government	107 W. Locust St. Courthouse Room 201 Boonville, IN 47601	srector@warrickcounty.gov	(812) 897-6190
Warrick County Chamber Of Commerce	Shari Sherman	Director	Chambers	224 W. Main St. Suite 203, PO Box 377, Boonville, IN 47601	ssherman@warrickcounty.us	(812) 897-2340
Woodward Commercial Realty	Evan Beck	Woodward Commercial Realty	Developer	4763 Rosebud Lane, Newburgh, IN 47630	ebeck@woodwardrealty.com	(812) 457-5325 Cell (812) 474-1900 Work

Appendix F. FHEA HUD Policy Guidance OSCH-2012-03



U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
Office of Sustainable Housing and Communities
WASHINGTON, DC 20410-0050

Program Policy Guidance OSHC-2012-03
Date: February 17, 2012
Subject: Fair Housing and Equity Assessment (FHEA)
Status: Current
Applicability: All OSHC Regional Planning Grantees
Related Guidance:
Comments:

Dear Sustainable Communities Regional Grantee:

This guidance document addresses the Fair Housing and Equity Assessment (FHEA) requirement of the grant program by providing the following:

- Background on the FHEA and Regional Analysis of Impediments (Regional AI) Opt-In
- FHEA Activities, Standard of Review and Submissions
- FHEA & Regional Analysis of Impediments capacity building and technical assistance
- Next Steps

Background on the FHEA and Regional AI Opt-In

In the August 2011 webinar, OSHC explained the rationale for requiring an FHEA, laid out the FHEA components (including a demonstration of the data tools), described its uniqueness and relationship to the Regional AI, and clarified what an FHEA product would need to include.

The FHEA includes the following assessment components:

1. Segregated Areas and Areas of Increasing Diversity and/or Racial/Ethnic Integration
2. Racially/Ethnically Concentrated Areas of Poverty
3. Access to Existing Areas of High Opportunity
4. Major Public Investments
5. Fair Housing Issues, Services, and Activities

Grantees are asked to focus their analysis at regional scale across these components, comparing within and across jurisdictions to gain a full picture of regional equity and access to opportunity.

Innovation, learning, and action are three hallmarks of the Sustainable Communities Initiative and, more specifically, the FHEA. To set a tone of innovation, OSHC is not overly directive or prescriptive with grantees. As the FHEA guidance presentation shows, each of the five areas above has key data points and sample questions to answer. Grantees can go further than what OSHC requires, both in terms of the data points and the questions.

During the orientation webinar, OSHC set grantee expectations for the FHEA. First, the findings of the FHEA should inform strategy development, priority setting, and investments as part of the regional plan. This is the “bridge”, i.e., the assessment findings need to “bridge” from the findings to the implementation phase of regional planning. Second, the Regional Planning Consortium members and

leaders shall engage in the substance of the FHEA and understand the implications for planning and implementation. This engagement standard reflects current thinking in the larger HUD fair housing policy development process. (In fact, since OSHC has hardwired engagement, governance, and decision-making as part of the regional planning effort, an infrastructure already exists for considering the FHEA.) Across both the substance and process of the FHEA, grantees are poised to innovate in executing this grant obligation, under careful guidance from OSHC and other partners at HUD.

Under federal fair housing requirements, each grantee has an obligation to conduct an Analysis of Impediments (AI) with respect to its own jurisdiction. This obligation can be met through the preparation of an individual AI or through the preparation of a well-crafted, broader, Regional AI so long as the Regional AI addresses both the impediments to fair housing choice in each jurisdiction and broader impediments to fair housing choice across the region. Jurisdictions that opt in to a Regional AI would only need to conduct a few activities in addition to the FHEA process in order to comply with the federal AI requirements for each jurisdiction’s AFFH certification. With additional guidance and support from the Department, we hope that all of you will choose to conduct a Regional AI.

This Program Guidance will be supplemented by additional guidance from HUD on the Regional Analysis of Impediments.

FHEA Activities, Standard of Review, and Submissions

As the Regional Planning grantee cooperative agreement indicates, all grantees must conduct “activities pertaining to a Regional Analysis of Impediments.” Fulfilling the requirements of the FHEA satisfies this grant obligation. As such, we enumerate below what the FHEA entails.

FHEA Activities: All Regional Planning grantees must do the following:

1. *Set an Approach to the FHEA* – All grantees should discuss with their GTR (Governmental Technical Representative) how they plan to fulfill the FHEA requirement. That discussion should include the approach they plan to take to each major element (e.g., data analysis, FHEA product, engagement on FHEA, and the “bridge”) in addition to a discussion of the timeline for completion. While no absolute deadline is imposed, the strategic nature of the FHEA activities should incent grantees to consider these activities early in their planning process.
2. *Data Analysis* – HUD has provided data and data tools to all grantees. This data package is a starting point for the grantees. OSHC encourages all grantees to supplement data in order to gain a full appreciation of the issues in the region. Moreover, grantees – under the leadership of the lead applicant and other partners – shall also analyze the data. Please refer to the sample questions in the webinar for guidance as to the depth of data analysis expected. The analysis should inform decision making in the regional planning effort.
3. *FHEA Product* – Grantees may construct a standalone product or may integrate the content of the FHEA into other documents, specifically the final regional plan deliverable. Whichever pathway is selected, grantees must delineate to their GTR how they plan to fulfill the FHEA and what product(s) must be judged by the GTR to ensure that the FHEA requirement was met.
4. *FHEA Engagement* – All grantees must discuss FHEA findings with their consortium, at a minimum. It is critical for regional leadership to understand the implications of the FHEA, particularly as it relates to decision-making on priorities and investment. Grantees should consult with the GTR as to how to construct the most meaningful and consequential conversation on the FHEA. Before the FHEA requirement is deemed satisfied, all grantees must certify that their region engaged with the FHEA content and findings.
5. *The “Bridge”* – After engaging on the FHEA findings, grantees should determine how those findings will inform the regional planning effort and decisions that flow from it. This linkage from analysis to

engagement to decision-making is referred to, in the August 2011 guidance webinar, as the “bridge.” To maximize the effect of the FHEA, its implications must be seen in decision-making, prioritization, and/or investment. Grantees may clarify guiding principles and/or commitments that emerge from the FHEA findings and engagement. Grantees should emphasize principles/commitments that would be clearly measurable so as to create the right conditions for accountability with the FHEA. For example, given the FHEA data findings, grantees could determine that preferences for affordable housing production be allocated to “high opportunity areas.” Similarly, grantees could make commitments to a percentage decrease in racially concentrated poverty over a period of time. The key is to have the FHEA findings inform decisions that are made in regional planning. As with all of the above, grantees should discuss with their GTR how they plan to approach the “bridge.”

FHEA Standard of Review: As with other key deliverables, your GTR will review your FHEA activities and submissions to determine whether you have fulfilled the requirement. While the above activities chart a pathway for completing the requirement, your region should ultimately determine your FHEA approach, in consultation with your GTR. The following questions are among the ways your GTR may evaluate whether your FHEA was completed in a meaningful and consequential way.

1. Did the grantee analyze the HUD provided data completely and seriously? Did the grantee supplement the HUD data with locally or regionally relevant data in order to gain a full appreciation of the context of regional equity and access to opportunity?
2. Does the FHEA product(s) reflect a meaningful consideration of the data and its implications for the region?
3. Did the grantee provide proof of serious engagement by the consortium and/or regional stakeholders on the FHEA findings and content?
4. Does the bridge to decision-making, prioritization, and investment provide a clear pathway toward holding the region accountable for its FHEA deliberations? To what extent is it clear that the FHEA activities will be meaningful and consequential for the region?

GTRs have discretion in applying the standard of review. However, given the cooperative approach to the FHEA, GTRs will apply this standard with the presumption that grantees have completed the requirement with their submissions. GTR review of the FHEA is not a review of the AI or a review of grantee’s compliance with its civil rights obligations.

FHEA Submissions: The following key deliverables need to be submitted to OSHC. Although they do not need to be separate submissions, all items must be accounted for in order for the GTR to render the FHEA submission substantially complete.

1. ***FHEA Product*** – All grantees must submit a standalone or integrated product that reveals the data that were analyzed, data findings, and conclusions or recommendations from findings.
2. ***FHEA Engagement Certification*** – All grantees must certify that the consortium and/or regional stakeholders considered the FHEA findings. The lead applicant will submit this certification on behalf of the region and will be accountable for the veracity of the certification claim.
3. ***FHEA Bridge*** – Whether as part of the FHEA product or in a standalone document, all grantees must submit their bridge document to clarify how the FHEA findings will inform decision-making, prioritization and investment.

FHEA & Regional Analysis of Impediments Capacity Building and Technical Assistance

HUD and OSHC specifically are committed to making the FHEA or your Regional AI exercise impactful for your region. OSHC will be providing capacity building assistance to grantees related to

fulfilling their FHEA requirement. In forthcoming guidance, the Department will outline technical assistance that it will provide for those grantees choosing to submit a Regional AI. All grantees should work with their GTRs in securing the capacity building and technical assistance that would be most helpful to the region. Unless your GTR determines otherwise (i.e., specific issues in your region that require technical assistance), all capacity building activities related to completing the FHEA or Regional AI will be optional.

Next Steps

First and foremost, all grantees should discuss the FHEA with their GTR to finalize an approach, including whether the region will evolve their FHEA into a Regional AI submission. These conversations with GTRs should take place by or before the end of March in order for capacity building and technical assistance resources to be deployed effectively. In particular, all Category II Regional Planning grantees should clarify with their GTR how they intend to satisfy the FHEA requirement, given the presence of an existing regional plan.

Once you determine an approach (including your GTR having an understanding of your timeline for completion), grantees should periodically update GTRs on the status of completing FHEA activities.

Appendix G. FHEA Data Documentation Draft 2013

FHEA Data Documentation

DRAFT

2013

Overview

With HUD's Office of Sustainable Housing and Communities asking its grant recipients to complete a Fair Housing Equity Assessment (FHEA), the agency is taking a more active role as a dynamic partner by providing more data and analytical tools to help quantify and interpret particular fair housing dynamics. This document outlines the data, methods, and sources behind the data that HUD is providing. HUD's Office of Policy Development & Research (PD&R) has compiled a set of neighborhood data and analysis that will be available to program participants to support local planning efforts. This document describes the data and analysis which accompanies three central equity principles: reducing segregation, eliminating racially/ethnically concentrated areas of poverty, increasing access to areas of high opportunity. This data package is by no means exhaustive, use of the data is optional and should not supplant more robust local data or knowledge. It represents a baseline effort to assemble consistent, nationally available data from a variety of sources in a single location and provide examples of possible analytical strategies to examine racially-concentrated areas of poverty, segregation and integration, and access to neighborhood opportunity.

1 Geographic Notes

Core data on race, ethnicity, and poverty is provided at two geographic levels: block groups from the Census 2010, and census tracts from the American Community Survey 2006-2010 estimates. Where census 2010 data is available it is used in place of survey data to allay concerns about sampling error. Data that incorporates economic cross-tabulations is from the American Community Survey 2006-2010. It is not provided below the census tract level due to concerns about sampling error.

2 Defining Racially/Ethnically-Concentrated Areas of Poverty

To assist communities in identifying racially/ethnically-concentrated areas of poverty (RCAPs/ECAPs), HUD PD&R has developed a census tract based definition for RCAP/ECAPs. The definition involves a racial/ethnic concentration threshold and a poverty test. The racial/ethnic concentration threshold is straightforward: RCAP/ECAPs must have a non-white population of 50 percent or more. Regarding the poverty threshold, Wilson (1980) defines neighborhoods of "extreme poverty" as census tracts with 40 percent or more of individuals living at or below the poverty line. Because overall poverty levels are much lower in many parts of the country, we supplement this with an alternate criterion. Thus, a neighborhood can be an RCAP/ECAP if it has a poverty rate that exceeds 40% or is three times the average tract poverty rate for the metro/micro area, whichever threshold is lower. Census tracts with this extreme poverty that satisfy the racial/ethnic concentration threshold are deemed RCAPs/ECAPs.

$$RCAP_i = \text{yes} \dots \text{if} \dots \left\{ \begin{array}{l} PovRate_i \geq [3 * \mu_{PovRate}^{obsa}] \\ \text{or} \\ PovRate_i \geq 0.4 \end{array} \right. \cap \left[\frac{(1 - NHW_i)}{Pop_i} \right] \geq .50$$

Where i indexes census tracts, $(\mu_{PovRate}^{obsa})$ is the metro (CBSA) mean tract poverty rate, $PovRate$ is the i th tract poverty rate, (NHW_i) is the non-hispanic white population in tract i , and Pop is the population in tract i .

While this definition works well for tracts in metropolitan or micropolitan areas, places outside of these geographies are unlikely to have racial/ethnic concentrations as high as 50 percent. In these areas, we consequently set the racial/ethnic concentration threshold at 20 percent in applying the RCAP/ECAP definition.

3 Analyzing Segregation

To assist program participants in describing the level of residential segregation in their geography, HUD PD&R is constructing several common social science indices that measure segregation. These metrics will allow program participants to identify whether their area features high, moderate or low levels of segregation. The measures described below will be coupled with geospatial presentations of racial/ethnic patterns over time so that program participants can visualize the evolving patterns in their community.

3.1 Dissimilarity index

A primary metric for identifying segregation is the dissimilarity index. A dissimilarity index represents a summary measure of the extent to which the distribution of any two groups (frequently racial or ethnic groups) differs across census tracts or block-groups. It is calculated as:

$$D_j^{WB} = \frac{1}{2} \sum_{i=1}^N \left| \frac{W_i}{W_j} - \frac{B_i}{B_j} \right|$$

Where i indexes census block-groups, j is the j th jurisdiction, W is group one and B is group two, and N is the number of block-groups i in jurisdiction j . By construction, the index is bound between zero and one. A value of zero implies "perfect" integration, achieved if every census tract or block-group mirrors the two groups shares in the overall geography. A dissimilarity index of 1 reflects complete segregation, where each tract has exclusively one of the two groups.

PD&R will provide dissimilarity indices at the jurisdiction-level, for jurisdictions of similar size in the same census region, and for metropolitan/micropolitan level. At each level, PD&R calculates the index between the relevant racial/ethnic groups and the majority group, disabled populations by disability type relative to non-disabled persons, and the largest immigrant populations and the majority group in a jurisdiction. In addition, to help communities understand how their situation compares with others around the country, PD&R reports will provide a color-coding designation that will signify whether HUD interprets the value as high, moderate, or low. Table 1 is a tentative statistical designation for the dissimilarity index based on an examination of the literature and an inspection of the statistical distributions of these values across these categories.¹

Measure	Values	Description
Dissimilarity Index [min: 0, max: 1]	< 0.40	Low Segregation
	0.41-0.54	Moderate Segregation
	> 0.55	High Segregation

¹See Massey and Denton (1993) or Glaeser and Vigdor (1999) for discussion of dissimilarity index values. HUD also examined the various statistical distributions of dissimilarity values across communities. For example, a dissimilarity index of 0.55 represented the 97th percentile of non-white/white segregation for CPD program participant geographies with sufficiently large (>10%) non-white populations using the ACS 05/09 estimates.

3.2 Isolation Indices

Another common approach to measuring segregation is the isolation index, which compares a group's share of the overall population in a jurisdiction to the average neighborhood share for members of that group. For example, suppose a jurisdiction is 20 percent Hispanic/Latino overall, but the average Hispanic/Latino resident of that jurisdiction lives in a neighborhood that is 60 percent Hispanic/Latino - the isolation index for Hispanics in this jurisdiction would take the value 0.4 (0.6-0.2). Similar to the dissimilarity index, the higher the value, the more segregated a community is. The isolation index cannot exceed 1 (or 100, depending on the scaling). Generalizing, for any group (M) in jurisdiction (j) the isolation index is calculated as follows:

$$Iso_M = \left[\frac{1}{i} \sum_i^N \frac{M_i}{M_j} * \left(\frac{M_i}{T_i} \right) \right] - \frac{M_j}{T_j}$$

Where (i) indexes block-groups and (T) is the total population in block-group (i) or jurisdiction (j).

The isolation index is highly correlated with the dissimilarity index, and conceptually very similar, but it tends to provide a better characterization of residential segregation when minority populations are extremely small.

3.3 Predicted Racial/Ethnic Composition Ratio

For very small communities, there are generally too few census block-groups or minorities for statistical metrics such as a dissimilarity index or even the isolation index to be particularly informative. Instead, for these communities, PD&R calculates a predicted value for the racial/ethnic minority share for a jurisdiction and compares this to the actual composition. Predicted values are based on a metropolitan/micropolitan area's income distribution by race and ethnicity. For a jurisdiction, the metro-level racial share for each income category is multiplied by the number of households the jurisdiction has in that category. The totals are summed to determine the predicted number of minorities in a jurisdiction. This total is then compared with the actual number of minorities in a community by calculating a ratio of actual to predicted. For any jurisdiction j , the predicted total for subgroup M is defined as \widehat{M}_j , it is the number of households (H) in household income category l in jurisdiction j , multiplied by the metropolitan area (k) share of subgroup M in household income category l , summed across all income categories l to N :

$$\widehat{M}_j = \sum_l^N H_{lj} * \frac{M_{lk}}{H_{lk}}$$

Ratios near 1 indicate that the jurisdiction is close to its predicted level of minority composition. Those far less than 1 show that the jurisdiction has many fewer minorities than one might expect given income levels. Table 2 presents a stylized example of this procedure for two hypothetical jurisdictions in the same metropolitan area. As is clear, jurisdiction A has a non-white population far below what might be expected. The non-white population in jurisdiction B is close to what one might expect. Table 3 characterizes the value ranges of the measure.

Table 2

Panel A. Hypothetical Jurisdiction A					
Income category	Metro area racial share	Total Jurisdiction Population	Predicted racial pop.	Actual racial pop.	Actual/Predicted Ratio
Less than \$50,000	0.32	10,000	3,200	1,300	
\$50,000 to \$100,000	0.34	6,000	2,040	500	
Greater than \$100,000	0.28	2,000	560	200	
Total			5,800	2,000	0.3448

Panel B. Hypothetical Jurisdiction B

Income category	Metro area racial share	Total Jurisdiction Population	Predicted racial pop.	Actual racial pop.	Actual/Predicted Ratio
Less than \$50,000	0.32	10,000	3,200	3,400	
\$50,000 to \$100,000	0.34	6,000	2,040	2,280	
Greater than \$100,000	0.28	2,000	560	400	
Total			5,800	6,080	1.0483

Note: This table is illustrative, the income categories presented here are notional.

Table 3

Measure	Values	Description
Predicted Racial/Ethnic Composition	0.0-50%	Non-White Share Extremely Below Predicted
(Across Jurisdiction, Non-Economic, Racial/Ethnic Segregation)	50-70%	Non-White Share Moderately Below Predicted
(ratio of predicted non-white share over actual non-white share)	70-90%	Non-White Share Slightly Below Predicted
	90-110%	Non-White Share Approximates Predicted
	110%+	Non-White Share Above Predicted

4 Analyzing Neighborhood Opportunity Indicators

HUD has developed a two-stage process for analyzing disparities in access to neighborhood opportunity. The first stage involves quantifying the degree to which a neighborhood offers features commonly associated with opportunity. This stage uses metrics that rank each neighborhood along a set of key dimensions. In the second stage, HUD combines these dimension rankings with data on where people in particular subgroups live to develop a measure of that group's general access or exposure to each opportunity dimension. These summary measures can then be compared across subgroups to characterize disparities in access to opportunity.

HUD considers "opportunity" a multi-dimensional notion. To focus the analysis, HUD developed methods to quantify a selected number of the important "stressors" and "assets" in every neighborhood. These dimensions were selected because existing research suggests they have a bearing on a range of individual outcomes. In particular, HUD has selected six dimensions upon which to focus:

- Neighborhood School Proficiency
- Poverty

- Labor Market Engagement
- Job Accessibility
- Health Hazards Exposure
- Transit Access

Invariably, these dimensions do not capture everything that is important to the well-being of individuals and families. In quantifying indicators of neighborhood opportunity, HUD is not making a definitive assessment of one's life chances based on geography. HUD is quantifying features of neighborhoods for the purpose of assessing whether significant disparities exist in the spatial access or exposure of particular groups to these quality of life factors.

While these important dimensions capture a number of key concepts identified by research as important to quality of life, the measures are not without limitations. PD&R constrained the scope of HUD-provided items to those that are closely linked to neighborhood geographies and could be measured consistently at small area levels across the country. For example, HUD's measure of school performance only reflects elementary school proficiency. It does not capture academic achievement for higher-grades of schooling, which are important to a community's well-being, but likely less geographically-tied to individual neighborhoods than elementary schools. Similarly, the health hazard exposure measure only captures outdoor toxins, missing indoor exposures. The national-availability restriction is a necessity given that all HUD program participants must complete an Assessment of Fair Housing. HUD realizes that there are other assets and stressors that are relevant for opportunity, such as neighborhood crime or housing unit lead and radon levels. However, these lack consistent neighborhood-level data across all program participant geographies. As a consequence, HUD encourages program participants to supplement the data it provides with robust locally-available data on these other assets and stressors, so that the analysis is as all-encompassing as possible. Each dimension is described below.

4.1 Neighborhood School Proficiency Index

The neighborhood school proficiency index uses school-level data on the performance of students on state exams to describe which neighborhoods have high-performing elementary schools and which have lower performing elementary schools. The proficiency index is a function of the percent of elementary school students proficient in read (*r*) and math (*m*) on state test scores for the *i*th school associated with the neighborhood (*i* = 1, 2, ...*n*) where *N* is the maximum number of schools in any block-group in the state-distribution, and school enrollment *s*:

$$School_i = \frac{N}{i} \frac{s_i}{\sum^n s_i} * \frac{1}{2} * r_i + \frac{1}{2} * m_i$$

Elementary schools are linked with block-groups based on a geographic mapping of attendance area zones from School Attendance Boundary Information System (SABINS), where available, or within-district proximity matches of up to the four-closest schools within a mile. In cases with multiple school matches, an enrollment-weighted score is calculated following the equation above.

4.2 Poverty Index

HUD created a simple poverty index to capture the depth and intensity of poverty in a given neighborhood. The index uses family poverty rates and public assistance receipt² to operationalize both aspects. The index is a linear combination of two vectors: the family poverty rate (*pv*) and the percentage of households receiving public assistance (*pa*). Where means (μ_{pv}, μ_{pa}) & standard errors (σ_{pv}, σ_{pa}) are estimated over the metropolitan area distribution or balance of state in non-metros.

$$POV_i = \left(\frac{pv_i - \mu_{pv}}{\sigma_{pv}} \right) - 1 + \left(\frac{pa_i - \mu_{pa}}{\sigma_{pa}} \right) * -1$$

²Public assistance is cash-welfare, such as Temporary Assistance for Needy Families (TANF).

4.3 Job Access Model

The job access index summarizes the accessibility of a given residential neighborhood as a function of its distance to all job locations, with distance to larger employment centers weighted more heavily. Specifically, a gravity model is used, where the accessibility (*A_i*) of a given residential block-group is a summary description of the distance to all job locations, with the distance from any single job location positively weighted by the size of employment (job opportunities) at that location and inversely weighted by the labor supply (competition) to that location. More formally, the model has the following specification:

$$A_i = \frac{\sum_{j=1}^n E_j d_{ij}^{-\beta}}{\sum L_j}$$

Where *i* indexes residential locations and *j* indexes job locations, and distance, *d*, is measured as “as the crow flies” or by commute time (depending on availability) between block-groups *i* and *j*. *E* represents the number of jobs in tract *j* and *L* is the number of workers. The term β is a distance friction, it characterizes how rapidly a job opportunity should be “discounted” as distance increases. This discount factor is estimated parametrically by modeling the observed commute patterns in a region. The contribution of distance in the commute model below is the coefficient β on the variable distance (*d*):

$$C_{ij} = \alpha L_i^\delta E_j^\theta d_{ij}^\beta$$

Where again *i* indexes residential locations and *j* indexes job locations, *C* is the observed number of commuters for block-group pairing *ij*.

4.4 Labor Market Engagement Index

The labor market engagement index provides a summary description of the relative intensity of labor market engagement and human capital in a neighborhood. This is based upon the level of employment, labor force participation and educational attainment in that neighborhood. Formally, the labor market engagement index is a linear combination of three standardized vectors: unemployment rate (*u*), labor-force participation rate (*l*), and percent with bachelor's or higher (*b*), using the following formula

$$LBM_i = \left(\frac{u_i - \mu_u}{\sigma_u} \right) * -1 + \left(\frac{l_i - \mu_l}{\sigma_l} \right) + \left(\frac{b_i - \mu_b}{\sigma_b} \right)$$

Where means (μ_u, μ_l, μ_b) and standard errors ($\sigma_u, \sigma_l, \sigma_b$) are estimated over the metropolitan area distribution or balance of state in non-metros.

4.5 Environmental Health Hazard Exposure Index

HUD constructed a health hazards exposure index to summarize potential exposure to harmful toxins at a neighborhood level.³ Potential health hazards exposure is modeled in a given block-group as a function of the volume of toxic industrial releases from the EPA's Toxic Release Inventory (*R*), the EPA toxicity assessment of the release chemicals (*X*), and the distance to the toxic release facility (*d*).⁴ Again *i* indexes residential locations, and *f* indexes facilities.

$$HazardExp_i = -1 * R_f X / d_{if}^2$$

4.6 Transit Access

HUD has constructed a transit access index where available data exists to support local analysis. HUD uses data on over 200 transit agencies that provide data through GTFS Exchange (<http://www.gtfs-data-exchange.com/>) to assess relative accessibility within metro areas (or balance of state). The appendix contains a list of metropolitan areas where GTFS data was available and used. The GTFS-based accessibility

³HUD anticipates deriving detailed health hazard exposure data from EPA's to-be-released C-FERST tool when available.

⁴See www.epa.gov/tri to learn more about the Toxic Release Inventory program.

index is designed to model relative accessibility to amenities via bus or trains within a metro. Because standardized data on the location of amenities is not uniformly available at a granular level, HUD uses the number of jobs in retail (NAICS 44-45), arts entertainment & recreation (NAICS 71), and food & accommodations (NAICS 72) as proxies for the magnitude of amenities at the block-group level from the Local Employment Dynamics dataset published by the census bureau⁵. First, HUD identified the number of jobs in these sectors within 1/2 mile of each bus stop and 3/4 mile of each rail transit stop and summed them. Then for each trip in the transit system, HUD calculated a stop-specific measure of the additional amenities accessed in each ensuing stop on that route, which it then divided by (deflated) the additional travel time to each ensuing stop. Mathematically, this can be expressed in several terms.

Let (s_{ij}) represent the accessibility of stop i on trip j , a is the amenity radius of a stop (the total jobs mentioned above), and T is the marginal travel time with each stop. Each stop of each trip takes on a value equal to the sum of the amenity radius of each ensuing stop divided by the time to that next stop for all stops on a trip.

$$s_{ij} = \sum_i^N \frac{a_{i+1}}{T_{i+1}}$$

These stop-journey specific (s_{ij}) values are then summed over all journeys j (where a journey in opposite direction are counted as two trips) made in 24-hours to create a single aggregate accessibility value for each stop in the system (where k is the total stops in the system).

$$A_i = \sum_j^k s_{ij}$$

To translate these stop accessibility values (A_i) to block-groups, HUD then calculates the distance between each stop and the population-weighted centroid of each block-group. The three highest accessibility stops within 3/4 of a mile are summed to generate a block-group value for accessibility. Finally, these values are placed into deciles (10-percentile) buckets within-metro or balance of state, and are scaled up by a factor of 10 to align with the other indices. Block-groups that are not within 3/4 of a mile of either a bus or transit stop are normalized to a value of 1 – the lowest accessibility score. For communities with fixed rail, but no available GTFS data, HUD calculates a simple access measure as the distance of the block-group centroid to the nearest fixed-rail.

⁵For states without Work Area Characteristics files in the LED data, population was used as a proxy

4.7 Sources

Table 3 below details the sources of each data point.

Table 3

Opportunity Dimensions	Input Variables	Source
Poverty Index	Family Poverty Rate	ACS 2006-2010
	Pct. Households Receiving Public Assistance	ACS 2006-2010
Neighborhood School Proficiency Index	School Math Proficiency / State Math Proficiency	Dept. of Education
	School Reading Proficiency / State Reading Proficiency	Dept. of Education
Labor Market Engagement Index	Unemployment Rate	ACS 2006-2010
	Labor force Participation Rate	ACS 2006-2010
	Pct. with a Bachelor's or higher	ACS 2006-2010
Job Access Index	block-group-level Job Counts	LED, 2010
	block-group-level Job Worker Counts	LED, 2010
	Origin-Destination Flows	LED, 2010
	Distance	GIS-Derived
Transit Access Index	Distance to stops and accessibility of stops (defined above)	GTFS
	Distance to Nearest Rail or BRT Station	DOT
Health Hazards Exposure Index	TRI Facilities, Releases	EPA, 2009
	RSEI Toxicity Assessment	EPA, 2007
	Distance	GIS-Derived

4.8 Access or Exposure to Opportunity Dimensions

To identify disparities in opportunity, HUD PD&R calculates exposure indices for each opportunity dimension across a range of subgroups. The exposure index calculates a weighted average for a given characteristic. The generic access for subgroup M to opportunity dimension R in city j is calculated as:

$$Exp_M^R = \sum_i^N \frac{M_i}{M_j} * R_i$$

Where i indexes block-groups in city j for subgroup M to opportunity dimension R . Again, N is the total number of block-groups in city j . The raw values for the opportunity dimensions are placed into 100 percentile buckets, based on the within-metro (or non-metro balance of state) ranking.⁶ For each dimension, the higher the percentile, the more favorable the neighborhood condition along that given dimension.

It is useful to provide an example of this in practice (Table 4). Consider a hypothetical jurisdiction with three neighborhoods. Given the poverty dimension values and population distributions as shown (and abstracting away from the deciles issue for the moment), one can calculate the total group score for both white and Hispanic children using the exposure index formula. The results indicate that there is a disparity between white children and Hispanic children with respect to poverty, with Hispanic children on average exposed to higher poverty levels.

⁶There are a few exceptions, with some percentiles calculated over the state distribution (school proficiency) and national distribution (health hazards exposure). Also for metro areas with fewer than 100 blockgroups, the blockgroups were placed into decile rankings, which were then scaled up by a factor of ten (10).

Table 4

Neighborhoods	White Children		Hispanic Children				
	Poverty Index Value	White Children Pop	Share	Exposure Index [(1)*(3)]	Hispanic Children Pop	Share	Exposure Index [(1)*(6)]
	(1)	(2)	(3)	(4)	(5)	(6)	(7)
A	80	400	0.4	32	100	0.2	16
B	50	400	0.4	20	150	0.3	15
C	20	200	0.2	4	250	0.5	10
Total		1000	1	56	500	1	41

Using these exposure indices, it's possible to compare the access or exposure to the above opportunity dimensions across protected classes and identify disparities. Column 4 illustrates the exposure index calculation for white children, with a summary value of 56. The corresponding value for Hispanic children is 41. Disparity values are calculated as the simple difference in average exposure to a given opportunity dimension across two groups. In the example above, the disparity between white and Hispanic children in exposure to poverty is -15 (41-56=-15). In this example, neighborhood A has the lowest-poverty and thus the highest ranking (80th percentile) among the three neighborhoods.

To account for differences in household income across groups, PD&R also provides these exposure indices across protected classes for persons in poverty. This assists jurisdictions in understanding whether there are differences in exposure to opportunity across groups that cannot be explained by differences in income.

PD&R provides these exposure calculations for each non-white group (overall and in poverty) and the disparity relative to the white population (overall and in poverty). PD&R also calculates basic significance tests (at the 0.05 significance level) to identify whether these disparities are statistically discernible from random noise.

References

[1] Glaeser, Edward, David Cutler, and Jacob Vigdor. 1999. "The Rise and Decline of the American Ghetto." *Journal of Political Economy* 107(3): 455-506.
 [2] Massey, Douglas and Nancy A. Denton. 1993. *American Apartheid: Segregation and the Making of the Underclass*. Cambridge: Harvard University Press.

Poverty

[3] Aaronson, Aaron. 1998. "Using Sibling Data to Estimate the Impact of Neighborhoods on Children's Educational Outcomes." *The Journal of Human Resources*. Vol. 33, No. 4, pp. 915-946.
 [4] Jacob, Brian A., Jens Ludwig and Douglas L. Miller. 2011. "The Effects of Housing and Neighborhood Conditions on Child Mortality." NBER Working Paper #17369.
 [5] Jens Ludwig, Lisa Sanbonmatsu, Lisa Gennetian, Emma Adam, Greg J. Duncan, Lawrence F. Katz., Ronald C. Kessler, Jeffrey R. Kling, Stacy Tessler Lindau, Robert C. Whitaker, and Thomas W. McDade, Ph.D. 2011. "Neighborhoods, Obesity, and Diabetes — A Randomized Social Experiment." *New England Journal of Medicine*; 365:1509-1519.

Schools

[6] Schwartz, Heather. 2010. "Housing Policy is School Policy" Rand Corporation.
 [7] Deming, David, Justine Hastings, Tom Kane and Doug Staiger. 2011. "School Choice, School Quality and Academic Achievement!" revise and resubmit, *American Economic Review*.

Labor Market Engagement

[8] Borjas, George. 1995. "Ethnicity, Neighborhoods, and Human-Capital Externalities," *American Economic Review*.
 [9] Ioannides, Yannis. 2003. "Empirical Nonlinearities and Neighborhood Effects in the Intergenerational Transmission of Human Capital," *Applied Economics Letters*

Job Access

[10] Ihlanfeldt, Keith. 2006. "Spatial Mismatch Within Urban Labor Markets," Chapter 24 in *A Companion to Urban Economics*, edited by Richard Arnott and Dan McMillen, Blackwell Publishing, Inc.
 [11] Raphael, Steven. 1998. "The Spatial Mismatch Hypothesis of Black Youth Joblessness: Evidence from the San Francisco Bay Area," *Journal of Urban Economics*.

Transit

[12] Quigley, John, Harry Holzer, and Steven Raphael. 2003. "Public Transit and the Spatial Distribution of Minority Employment: Evidence from a Natural Experiment," *Journal of Policy Analysis and Management*, 22(3): 415-442.

Health Hazards

[13] Moretti, Enrico and Janet Currie and Michael Greenstone. 2011. "Superfund Cleanups and Infant Health," *American Economic Review, Papers and Proceedings*.

Appendix H. UDC Brown Bag Lunch and Learn Events May - November 2013



Urban Design Center Brown Bag Lunch and Learn Series

Join us for lunch and video presentation followed by discussion
58 Adams Street Evansville, IN

12:00 PM – 1:00 PM Friday May 10, 2013

The Bridge to Better Development: 3CDC and the Revitalization of Urban Cincinnati

Presentation by Steve Leeper, CEO, Cincinnati Center City Development Corporation (3CDC). This presentation covers the story of 3CDC's success in redeveloping and revitalizing Cincinnati's central business district and over-the-Rhine neighborhood after years of neglect, crime, and disinvestment.

12:00 PM – 1:00 PM Thursday May 16, 2013

Who Am I: Solving Your Identity Crisis to Optimize Development Potential

A video recording of a presentation by Dena Belzer, President, Strategic Economics during the Sustainable Communities Leadership Academy in Denver, October 1-3, 2012. This presentation discusses the factors that effect land value and how to optimize development at a regional scale.

12:00 PM – 1:00 PM Thursday May 23, 2013

Transforming the Region: From Partnership to Plan to Performance

Two grantees share their work advancing sustainability at the regional scale: Marc Draisen, Executive Director, Metropolitan Area Planning Council and Bob Dean, Deputy Executive Director, Chicago Metropolitan Agency for Planning.

12:00 PM – 1:00 PM Friday May 31, 2013

It Takes More than Money: Building Capacity to Attract and Deploy Private Capital Investment

Presents the Capital Absorption Framework developed by Living Cities. The framework was developed to help communities make effective use of different forms of capital to provide needed goods and services to underserved communities. Presenters used this as a guided working session in which teams participated in capital absorption self assessment exercises at their tables.

Contact:

Bob Grewe at 812.480.2878
Rgrewe@blainc.com



Urban Design Center Brown Bag Lunch and Learn Series

Join us for lunch and video presentation followed by discussion
58 Adams Street Evansville, IN

12:00 PM – 1:00 PM Thursday June 6, 2013

US DOT *The Livability in Transportation Guidebook Part - 1.*

The online trainings and the Guidebook illustrate how livability principles have been incorporated into transportation planning, programming, and project design, using examples from State, regional, and local sponsors.

4:30 PM – 6:30 PM June 11, 2013

Urban Design Center - Open House

Join us for an Open House at the Urban Design Center and a preview of summary information on the priority redevelopment projects for the Haynie's Corner Art District. The Alhambra Theater will also be open and representatives from the Alhambra Theater Board of Directors will be present to share information. BLA staff will also be on hand to share information and answer questions about the priority projects.

12:00 PM – 1:00 PM Thursday June 13, 2013

Sustainable Practices in the Workplace

A presentation by Adam Auffart, Purdue Technical Assistance Program. In today's competitive environment, applying sustainable practices and using energy wisely can provide significant advantages. Purdue's Technical Assistance Program designed the Energy Efficiency & Sustainability (EES) programs to help companies improve processes and develop energy management practices through workshops, on-site training, awareness events, and implementation engagements.

12:00 PM – 1:00 PM Friday June 28, 2013

US DOT *The Livability in Transportation Guidebook Part - 2.*

The online trainings and the Guidebook illustrate how livability principles have been incorporated into transportation planning, programming, and project design, using examples from State, regional, and local sponsors.

Contact:

Bob Grewe at 812.480.2878
Rgrewe@blainc.com





**Urban Design Center
Brown Bag Lunch and Learn Series**

Join us for lunch and video presentation followed by discussion
58 Adams Street Evansville, IN

12:00 PM – 1:00 PM Friday July 12, 2013

Building Community, Building Ridership: Core Transit Riders as the Key to Transportation Equity and Sustainability

An video presentation by Stephanie Pollack, Associate Director, Kitty & Michael Dukakis Center for Urban & Regional Policy, at the Sustainable Communities Leadership Academy on Creating Connected Communities.

12:00 PM – 1:00 PM Friday July 19, 2013

Healthy Air: Health Communities

A video presentation that provides background and context of the Southwest Indiana’s experience with managing air quality. Dona Bergman, Director of Sustainability, Energy, and Environmental Quality for the City of Evansville will join us to share additional insights and answer questions.

12:00 PM – 1:00 PM Friday July 26, 2013

Evansville Revolving Loan Fund

Kelley Coures, Evansville Department of Metropolitan Development And Kim Howard, Southwest Indiana Small Business Development Center (ISBDC) will discuss the City of Evansville’s Revolving Loan Fund and partnership between the City and the S.W. ISBDC to provide support and resources to entrepreneurs to start or grow their business.



Contact:
Bob Grewe at 812.480.2878
Rgrewe@blainc.com



**Urban Design Center
Brown Bag Lunch and Learn Series**

Join us for lunch and video presentation followed by discussion
58 Adams Street Evansville, IN

12:00 PM – 1:00 PM Friday August 9, 2013

It’s the Economy Stupid – video presentation

Dena Belzer, *President, Strategic Economics*, explores how we can map our regional economies and understand the underlying relationships between housing, jobs, and transportation.

12:00 PM – 1:00 PM Friday August 16, 2013

Prioritizing High Standards for Bus Rapid Transit (BRT) in the U.S. – video presentation

A panel discussion at the Climate Leadership Academy on Accelerating Bus Rapid Transit. Dennis Hinebaugh, Director, National BRT Institute
Annie Weinstock, US BRT Program Director, Institute for Transportation & Policy
Scott Rutherford, Professor, University of Washington

12:00 PM – 1:00 PM Friday August 23, 2013 – video presentation

Changing Organizational Culture Through Sustainable Acting & Thinking

Bob Doppelt, Executive Director of The Resource Innovation Group, presents strategies for moving local governments toward a culture of sustainability.



Contact:
Bob Grewe at 812.480.2878
Rgrewe@blainc.com





Urban Design Center
Brown Bag Lunch and Learn Series
Join us for brown bag lunch and presentation followed by discussion at
58 Adams Street Evansville, IN

12:00 PM – 1:00 PM Friday September 6, 2013

Indiana Cooperative Development Center

Debbie Trocha, Executive Director, ICDC, will share information and examples on using cooperative development (co-op) organizational frameworks to pursue development activities ranging art/cultural initiatives to agribusiness activities.

12:00 PM – 1:00 PM Friday September 13, 2013

Developing Land Acquisition & TOD Funds – HUD webinar

Many communities are looking for creative and sustainable ways to finance affordable housing and community facilities. One model that is gaining increasing interest from communities throughout the country is a "structured fund" model that combines several different forms of capital from public, philanthropic and private sources.

Speakers from two communities, one city, one region, will highlight their current activities.

12:00 PM – 1:00 PM Friday September 20, 2013

Building Better Budgets: A National Examination of the Fiscal Benefits of Smart Growth Development

Many municipalities have found that a smart growth approach would improve their financial bottom line. Whether by saving money on upfront infrastructure; reducing the cost of ongoing services like fire, police and ambulance; or by generating greater tax revenues in years to come, community after community has found that smart growth development would benefit their overall financial health.

"Incentivizing Your City Centers:

Regional Connections Through Mass Transit and Redevelopment

This session will focus on the kinds of incentives and planing tools that can be used to promote both redevelopment in the traditional centers of a city — those outside downtown — and the unification of those areas through mass transit. The session will cover the use of a variety of economic development incentives, form-based codes implementation, and use of the Institute for Transportation Engineers "Walkable Urban Thoroughfares Manual" as a package for revitalization in El Paso, Texas.

RSVP/Contact:

Bob Grewe at 812.480.2878

Rgrewe@blainc.com



Urban Design Center
Brown Bag Lunch and Learn Series
Join us for brown bag lunch and presentation followed by discussion 58 Adams Street
Evansville, IN 47713

12:00 PM – 1:00 PM Friday October 4, 2013

"Promoting Affordable and Fair Housing

An overview of tools available to create and preserve affordable housing and how some of these tools have been successfully implemented.

Included is a discussion of policies and legal decisions that help to ensure communities create their fair share of homes for low- and moderate-income families and strategies to build public support for well-located affordable homes.

12:00 PM – 1:30 PM Friday October 18, 2013

"Snapshots of the Southwest Indiana Farm & Food Economy"

Ken Meter, MPA, President of Crossroads Resource Center and experienced food system analyst, will share his findings on the local and regional food system of Southwest Indiana and opportunities to access fresh and healthy foods.

12:00 PM – 1:00 PM Friday October 25, 2013

TEDx: How to Build a Better Block / Jason Roberts (video presentation)

The tools of Jason Roberts own experience and those developed for Better Block demonstrate how manageable and possible it is to improve one's city one block at a time. He began by attending board meetings, becoming acquainted with planners and policy-makers and he quickly realized that these people who make the changes he sought after possible, were looking for leaders to strike up urban projects.



RSVP/Contact:

Bob Grewe at 812.480.2878

Rgrewe@blainc.com





SUSTAINABLE EVANSVILLE
AREA COALITION
Henderson • Vanderburgh • Warrick

Urban Design Center

Join us for brown bag lunch and presentation followed by discussion at
Urban Living Center 58 Adams Avenue Evansville, IN 47713

12:00 PM – 1:00 PM Friday November 1, 2013

Euclid Gateway Vision in Cleveland - Chris Ronayne (video presentation)

Chris Ronayne discusses the Euclid Gateway Vision and the organization's campaign to "Bring Back Euclid Avenue" for the twenty blocks extending through University Circle in Cleveland, Ohio.

12:00 PM – 1:00 PM Friday November 15, 2013

STL-Style & Cherokee Street in St. Louis - Jeff & Randy Vines (pre-recorded video presentation from NEXT CITY)

Beginning in the late 1960s, Cherokee Street in St. Louis experienced a long period of decline, as suburban shopping malls began poaching urban commercial districts. Cherokee has reawakened as a DIY community of artists, immigrants, musicians, and grassroots startups. Bolstered by positive change, negative perceptions are now giving way to a spirit of optimism about Cherokee Street's place in the city's vibrant and ever-evolving cultural tapestry. [St. Louis, MO]

12:00 PM – 1:00 PM Friday November 22, 2013

Walk to School: Jennifer Keesmaat at TEDxRegina

(pre-recorded video presentation from 2011 TEDxPhilly conference)

Jennifer Keesmaat is an urban planner and Principal at Design Dialog, an integrated planning firm based in Toronto, Ontario. Jennifer's passion for building sustainable communities is evident in this TEDxRegina talk where she reminds us of a simple yet meaningful pastime -- the walk to school. This talk was filmed May 16, 2012 in Regina, Saskatchewan, Canada.



Contact:
Bob Grewe at 812.480.2878
rgrewe@blainc.com



Sustainable Communities
Learning Network

Appendix I. Workshop Information



SUSTAINABLE EVANSVILLE
AREA COALITION
Henderson • Vanderburgh • Warrick

Haynie's Corner Arts District 1/2 Day Neighborhood Gathering & Workshop

Sponsored by SEAC (Sustainable Evansville Area Coalition)

Saturday, July 14, 2012 8:30AM – 1:00PM
Center of Hope Church - 808 SE Third Street, Evansville, IN 47713

Light Breakfast, Lunch, and Door Prizes!

8:30 am	Doors Open, Donuts & Refreshments & Conversation
9:00 - 9:30 am	Introduction - overview of visuals and workshop
9:30 - 10:30 am	Generate Ideas
10:30 - 10:45 am	Break
10:45 - 11:30 am	Active Design Ideas
11:30 - 12:15pm	Lunch
12:15 - 1 pm	Presentation of Ideas Generated

This workshop is YOUR opportunity to help solidify the vision for the Haynie's Corner Arts District, and through SEAC we can begin to take action and help make your vision a reality. The Sustainable Evansville Area Coalition, <http://www.seacplan.org>, is a consortium of local organizations and government agencies working together to develop a Regional Plan for Sustainable Development for residents living, working, and playing within the tri-county area of Henderson, Vanderburgh, and Warrick Counties.

Haynie's Corner Arts District Public Workshop and Gathering – July 14, 2012

Environment

1. Environmentally friendly – green alleys (Adams and Jefferson off the grid)
2. Tree Canopy
3. Rain Barrels
4. Litter Control Enforcement!
5. Urban lighting issues effect on wildlife
6. Graffiti control
7. Healthier living spaces in old buildings
8. Artists and community volunteer build
9. Stimulate alternative energy with an artistic flavor – reuse – recycle

Transportation and Safety

1. Community rails for bike paths done in a progressive fashion
2. Public transportation!
3. Bus stop shelters NEEDED – Judson and Washington
4. Bike routes – connect Henderson to Newburgh and Evansville incorporating UE and USI
 - a. Haynie's corner HUB
 - b. Universities
5. Safety on bicycle and motorized units
 - a. Clear signage
 - b. Education
 - c. Culture awareness
 - d. Sidewalks for bicyclists and pedestrians – walkers and runners
 - e. Themed trails with art and benches
 - f. Restrooms
6. Full scale media

Arts and Culture

1. Art community
 - a. Organize
 - b. Provide forums
2. Studio space – rented
3. Community work forums – creation village
4. Old building converted to Art Center
5. Involve universities – gallery openings
6. Signage for district
7. More open, free events – one way

8. Performing arts – open forum
9. Hub area designed for artists – converting vacant homes
10. Common big building, four floors, common areas
11. Encourage mixed use
12. Open market art – farmers market
13. Diversity in art community
14. Combine gardens and art community green houses

Housing

1. Expensive to remodel and expensive utilities.
2. Rehabilitate homes to be energy efficient
3. Low maintenance – better materials
4. What are incentives to move here?
5. More realistic means to improve area
6. Embrace the stigma!
7. Recycle homes and salvage
8. Giving salvage to artists, community, small business owners?
9. Sustainable living at its best
10. Affordable – live/work space
11. Incentives for artists to live in area
12. Community gardens with volunteers
13. Greenhouses and green spaces
14. Need housing for mixed income levels
15. Keep unique and consistent with the architecture and culture – synergy with arts, farmers market/ co-ops, venues, housing, small businesses and restaurants.

Economic Development

1. Incentives for small business owners in a concentrated area
2. APC invasion in a more urban/modern concept
3. Mixed use area working together
4. Relook at zoning rules
5. Incorporate social media to advertise
6. Reusing buildings – Haynie’s corner vacant homes
7. Church 500 block Washington to Covert
8. Community gardens and parks
9. Need incubating space
10. Need community grocery, basic necessities, etc. congruent with architectural design
11. Dining – café, fine, lunch, open on Sundays
12. Private owned properties in Haynie’s corner converted to public space
13. Home improvement store/ salvage yard - old or new?

14. Consignment shops
15. Wi-Fi area
16. Costco or Trigger Joes would encourage people from all areas (Kentucky Ave.)
17. Art supplies store – satellite stores – Dick Blick – Universities
18. University extension in Haynie’s corner art areas including the public – University as a jumping board

SIGN-IN SHEET
 Haynie's Corner Arts District Gathering and Workshop
 Center of Hope Church
 Evansville Indiana
 Saturday, July 14th, 2012
 8:30AM - 1:00 PM

	<u>Name (Please Print)</u>	<u>Email Address</u> (This information will remain confidential)	<u>Address</u>
1.	Lila Cates	lilacates@insightbb.com	2812 E Mulberry St 47714
2.	PAT HENDERIX	hpatreeca@yahoo.com	1205 E LOUISIANA ST 47711
3.	Keith Boyd	boydpk@aol.com	1205 E. Louisiana St 47711
4.	Darnell Hinton	hintondarnell56@yahoo.com	300 SE Martin King Dr 47710
5.	JEFF GRUSZEWSKI	jgruski@aol.com	425 ADAMS AVE 47713
6.	Greg Martin	BO Adk	100 Adams Evansville In.
7.	STEPHANIE RICHARD	THERICHARDLIFE@GMAIL.COM	8012 LARCH LANE 47710
8.	Sandra Nguyen	sanderkay4@yahoo.com	420 Washington Ave 47713
9.	Ted Nguyen	Tednguyen3@yahoo.com	420 Washington Ave 47713
10.	MIKE MARTIN	MSMARTIN TO AATT.MEI 323 MAIN ST	323 MAIN ST 47708
11.	Amy Rich	Amy Rich@patchwork.org	429 Adams / 100 Washington
12.	Marcia An	m.an@mac.com	411 SE 2 nd St, 47713
13.	Dennis An	denniscan@netm.l.com	sin an in ee
14.	JEREMY HUST	coi loverseven@yahoo.com	
15.	Betty McKeigle		216 MADISON Ave 47713

SIGN-IN SHEET
Haynie's Corner Arts District Gathering and Workshop
Center of Hope Church
Evansville Indiana
Saturday, July 14th, 2012
8:30AM - 1:00 PM

	<u>Name (Please Print)</u>	<u>Email Address</u> (This information will remain confidential)	<u>Address</u>
1.	Ann Cotney		615 S.E. 3 rd Apt B Evansville 47713
2.	Skyler York		
3.	JAN BARRELL	JANBARRELL@YAHOO.COM	
4.	BILL BENNETT	WBENNETT@INSIGHTBB.COM	
5.	ERIC RANG	ERANG@UPSARCH.COM	413 MAIN ST. APT C
6.	Erin Mattingly		
7.	Kelly Gilbert	mstellygilbert@ad.com	1306 SE 1ST
8.	LIONEL D. YETTER	LDYETTER@GMAIL.COM	219 WASHINGTON AVE
9.	Debbie Tucker	djtkt@yahoo.com	2825 Edgewood Dr
10.	Sylvester Johnson		300 MILB BLVD
11.	Tom Coe	TOMCOE@INSIGHTBB.COM	401 SE 6TH ST Suite 206
12.	Ken Haynie	kenhaynie@fete.com	509 Sandalwood Drive 47715
13.	LEONARD COLLINS		316 MADISON AVE
14.	Brod Mills	bmills@evansvilleups.com	1000 McKinley Room 316
15.	Sharon Milligan	Shamilli@wowway.com	300 Main St, Ste 4H, 47708

Appendix I.

SIGN-IN SHEET
 Haynie's Corner Arts District Gathering and Workshop
 Center of Hope Church
 Evansville Indiana
 Saturday, July 14th, 2012
 8:30AM - 1:00 PM

	<u>Name (Please Print)</u>	<u>Email Address</u> <small>(This information will remain confidential)</small>	<u>Address</u>
16.	D. Stein	steind@lite@Hotmail.com	301 Washington Ave.
17.	H. Braysmith	hbraysm. @usi.edu	1041 Taylor
18.	Erin Braysmith	ebraysmith@gmail.com	1041 Taylor, 47714
19.	Katie Waters	kmwaters@usi.edu	10 Park Place 47713
20.	Erin Ramsey	erin.ramsey@evsc.k12.in.us	1301 Judson
21.	Bill HEDEL		916 SE SIXTH ST
22.	Vishu Lingala	vlingala@evansvillempo.com	
23.	Andrea Hays	ahays@wellbornfdn.org	43 21 SE 3 rd St
24.	Tom Loesch	t.loesch@insightbb.com	916 SE 6th
25.	Philip Raspberry	philRaspberry@	832 SE Riverside
26.	Justin Knight	knightowl673@yahoo.com	808 SE 6th Street
27.	MARCELLA BOONE	Marcella Boone	1108 Judson
28.	Tim Boone	Tim Boone	11
29.	B'LIYAH HAWKINS	B'LIYAH HAWKINS	11
30.	Cocoy Christy	crsper m1@Hotmail.com Gmail	703 SE 3rd ST

SIGN-IN SHEET
Haynie's Corner Arts District Gathering and Workshop
Center of Hope Church
Evansville Indiana
Saturday, July 14th, 2012
8:30AM - 1:00 PM

	<u>Name (Please Print)</u>	<u>Email Address</u> <small>(This information will remain confidential)</small>	<u>Address</u>
31.	<u>David Ballou</u>	<u>dballou328@kubco.com</u>	<u>226 Ridgeway Ave</u>
32.	<u>Brent Green</u>	_____	<u>106 Adams ave.</u>
33.	<u>Anna Maria Wretsthe</u>	<u>annamaria.wretsthe@gmail.com</u>	_____
34.	<u>Brenda Moss</u>	<u>mossbn2010@gmail.com</u>	<u>21 E. Powell Ave</u>
35.	<u>Meridyth Driskill</u>	<u>Meridyth.MoonlightDriver@gmail</u>	<u>423 SE 3rd apt A</u>
36.	<u>Ranielle McDonough</u>	<u>Rubyredtattoo@gmail.com</u>	<u>423 SE 3rd st apt A</u>
37.	<u>Melissa Rose</u>	<u>melissarose33@gmail.com</u>	_____
38.	<u>Ann Phillips</u>	<u>1011 Putman</u>	<u>812 4545853</u>
39.	_____	_____	_____
40.	_____	_____	_____
41.	_____	_____	_____
42.	_____	_____	_____
43.	_____	_____	_____
44.	_____	_____	_____
45.	_____	_____	_____

14news.com



More 14 News Sites

Search input field with 'Search' button

Log in Contact us

Haynie's Corner residents will share ideas | Community Spirit

Title (Max 100 Characters)

Haynie's Corner residents will share ideas

Submitted by [Rich Miller](#) (profile) (delete) Web Producer
Friday, July 13th, 2012, 7:42am

1 0

Like Tweet

Print us Share email

Topics: [Community Spirit](#) ([news/community-spirit](#)), [Events](#) ([news/events](#))



Residents of Haynie's Corner are invited to a community gathering and workshop on Saturday, July 14 from 8:30 a.m. to 1 p.m. at Center of Hope Church at 3rd and Blackford.

The event is sponsored by [SEAC](#) (<http://www.seacplan.com/>) (Sustainable Evansville Area Coalition), which will lead a discussion and invite conversation about residents and business owners in the four neighborhoods that intersect and connect at the Art District's Center: Wheeler, Blackford's Grove, Goosetown and Culver.

You're invited to share your ideas and help incorporate them into the Haynie's Corner Arts District plan.

A light breakfast and lunch will be provided and there will be door prizes.

For questions, contact Amy Johnson (ajohnson@blainc.com) (<mailto:ajohnson@blainc.com>).

Organizers say part of the mission is to show unity and garner support from the city for moving ideas into reality.

Click here (<http://www.14news.com/global/searchresults.asp?vendor=ez&qu=Haynie%27s+corner>) for related stories about Haynie's Corner from 14 News.

Want more news from downtown Evansville? Bookmark our home page: <http://downtown.14wfe.com/> (<http://downtown.14wfe.com/>) Become our Facebook fan by clicking the widget on the left.

Topics: [Community Spirit](#) ([news/community-spirit](#)), [Events](#) ([news/events](#))

#

Top Downtown Stories

Haynie's Corner Arts District ½ Day Neighborhood Gathering & Workshop

Saturday December 8, 2013 8:30 AM - 11:30 AM
Center of Hope Church – 808 SE Third Street, Evansville, IN 47713

- 8:30 AM Doors Open, Donuts & Refreshments & Conversation
- 9:00 AM Opening Remarks & Introductions
- 9:15 AM Updates on Initiatives & Activities
- 10:15 AM Break
- 10:30 AM Feedback & Suggestions & Next Steps
- 11:30 AM Adjourn

This is workshop YOUR opportunity to obtain the most current information concerning the development of the Haynie's Corner Art District and to share your ideas and suggestions.

Through Sustainable Evansville Area Coalition (SEAC) we can begin to take action to help make your vision a reality.

For more information on the SEAC, visit our website at: www.seacplan.com



If you have questions about the event, you can reach me via the contact information below.

Hope to see you there.

Bob

Bob Grewe, AICP
Manager, Community Development Services
Bernardin, Lochmueller & Associates, Inc.
6200 Vogel Road
Evansville, IN 47715
812.479.6200 ext. 168
812.480.2878 m
RGrewe@blainc.com

Haynie's Corner Neighborhood Workshop Saturday December 8, 2012 Center of Hope Church

NOTES from the big board

Planning concept frames 3-5 year plan

Important to keep the area "clean".

Need to plant more trees.

Idea to place "live cameras" in and around Haynie's Corner so persons via the web can see what is going on in the Arts District.

Develop a stage that could be easily set up near or above the fountain for performances and could be easily taken down and stored to be out the way.

Utilize Goosetown Park.

Look at innovative parking solutions

Consider a trolley to take people around the arts district

Create "edgy" lighting.

Create urban feel.

Do "edgy" so as not to interfere with "historic".

Sell/ market the Arts Districts by explaining the unique and interesting composition of residents in the area.

Get the ARTS back in the Arts District

Develop Co-Op studio space (consult with area artists)

Art supplies shops

Tell our story in video

Sell the "people" in the neighborhood by just the "houses" in the neighborhood.

Tie Arts District to the Greenway

Capitalize on location downtown

Leverage all the "runs" through the Arts District.

Need to consider tourism (CVB) perspective in terms of Arts District future direction

Focus on cultural assets

Get utilities involved (bury power lines that are distracting or impacting investment)

Move food co-op and add more basic items such as: milk, eggs, bread, etc.)

More rental units in homes/galleries.

SIGN-IN SHEET
Haynie's Corner Arts District Gathering and Workshop
Center of Hope Church
Evansville Indiana
Saturday, December 8th, 2012
8:30AM - 11:30AM

<u>Name (Please Print)</u>	<u>Email Address</u> (This information will remain confidential)	<u>Address</u>
1. <u>Bill JEFFERS</u>	<u>tomatcheed48@hotmail.com</u>	<u>2641 MALIBU DR 47725</u>
2. <u>Dennis Au</u>	<u>dau@evansville.gov.org</u>	<u>411 SE 2ND 47713</u>
3. <u>Ellen Sprapski</u>	<u>preservation70@gmail.com</u>	<u>717 Charing ST, #707 47713</u>
4. <u>SAM FOREST</u>	<u>skforis@gmail.com</u>	<u>Brownburg, IN</u>
5. <u>Corey Ghazly</u>	<u>crspccmy@gmail</u>	<u>300 E ST 47713</u>
6. <u>Kelly Gilbert</u>	<u>ms.kerly.gilbert@aol</u>	<u>1306 SE 1ST ST</u>
7. <u>Chorwill Wilkerson</u>	<u>Chorwill42@yahoo.com</u>	<u>38 Worthington</u>
8. <u>MICHAEL BELOW</u>	<u>mikebelow@GMAIL.com</u>	<u>7000 MARX RD</u>
9. <u>Fin Mattingly</u>	<u>emattin@evansvillein.com</u>	
10. <u>Brittany Baum</u>	<u>bbaum@nrpgroup.com</u>	<u>401 SE 6th St, Suite 206</u>
11. <u>Wendy Bredhold</u>	<u>wendybredhold@gmail.com</u>	<u>837 Herndon Dr</u>
12. <u>Amy Rich</u>	<u>Amy.Rich@patchwork.org</u>	<u>100 Washington Ave / 429 Adams</u>
13. <u>Denise Woods</u>	<u>neesekay@hotmail Yahoo.com</u>	<u>116 Jefferson AVE</u>
14. <u>Anne Mekim</u>	<u>anne.mekim@artswin.org</u>	<u>518 Main Street</u>
15. <u>Holary Braysmith</u>	<u>hbraysmi@csi.edu</u>	<u>1091 Taylor Ave</u>

SIGN-IN SHEET
Haynie's Corner Arts District Gathering and Workshop
Center of Hope Church
Evansville Indiana
Saturday, December 8th, 2012
8:30AM -11:30AM

	<u>Name (Please Print)</u>	<u>Email Address</u> (This information will remain confidential)	<u>Address</u>
16.	Keith Boyd	boydpk@aol.com	1218 E. Louisiana St
17.	Skyler York		DMD
18.	Fred Padgett	fcpadgett@aol.com	1218 E. Louisiana St Welton Baptist Church
19.	Wil Marquez	design@wpurpose.com	
20.	Kristin Forrest	kmmarti@gmail.com	45 Robinwood Dr. Brownsburg IN 46112
21.	S. Christy Baker	sbaker@esj.edu	1701 S. E. Second St. 47713
22.	Paul Hancock	AKS Paul I LOVE.com	3588 KATAWA DR. 47630
23.	Lardyn Rusk	crusk@evansvillein.gov	1 NW MLK 47708
24.	DAVID GOFFINET	dgoffinet@blaine.com	6200 Vogel Rd
25.	BOB GREWE	rgrewe@blaine.com	6200 Vogel Rd
26.	MIKE SHOUBERTS		
27.	John Martin	martinj@courierpress.com	C&P, 300 Walnut St.
28.	Kristen Jean Michelle McElure	jmcelure@evansvillehabitat.org	1401 N. FARM AVE
29.	LEONARD COLLINGS		316 Madison Ave
30.	Ken Haynie	kenhaynie@fete	509 Sandalwood

Appendix I.

SIGN-IN SHEET
Haynie's Corner Arts District Gathering and Workshop
Center of Hope Church
Evansville Indiana
Saturday, December 8th, 2012
8:30AM - 11:30AM

	<u>Name (Please Print)</u>	<u>Email Address</u> <small>(This information will remain confidential)</small>	<u>Address</u>
31.	<u>Christine Mungro</u>	<u>cmungro@gmail.com</u>	
32.	<u>Bob Haynie</u>	<u>bhaynie@haynietravel.com</u>	<u>603 S. Lowbared</u> <u>ENT</u>
33.	<u>JOE BALLARD</u>	<u>JOEBALLARD@EVANSVILLE.IN.GOV</u>	<u>1112 SE. RIVERSIDE</u>
34.	<u>Marian Au</u>	<u>mau@eupl.org</u>	<u>411 SE 2nd St</u>
35.	<u>TOM LOESCHER</u>	<u>t.loesch@insightpro.com</u>	<u>303 4722</u>
36.	<u>Maria Phillips</u>	<u>Warr Av</u>	
37.	<u>Maria Phillips</u>	<u>Warr Av</u>	
38.	<u>Emily Gartner</u>	<u>emgartner@yahoo.com</u>	<u>611 Wash. Av.</u>
39.	<u>Mary Allen Greig</u>	<u>Charal996@gmail.com</u>	<u>44 Washington</u>
40.	<u>Delores Stein</u>	<u>STEINDOELITE@hotmail.com</u>	<u>301 Washington Ave</u>
41.	<u>Anna Maria Whelstie</u>	<u>annamaria.whelstie@gmail.com</u>	<u>22 Jefferson</u>
42.	<u>ERIC D BRAUNSMITH</u>	<u>lightBlueLLC@gmail.com</u>	<u>1041 Taylor Ave</u>
43.	<u>Watez Phelps</u>		<u>1228 Culver Dr</u>
44.	<u>Brian J. Greenwell</u>	<u>greenwell@mail.com</u>	<u>601A E. Chandler</u>
45.	<u>Sarah A. Schuler</u>	<u>sschuler@upsarch.com</u>	<u>523 Main Street</u>

SIGN-IN SHEET
Haynie's Corner Arts District Gathering and Workshop
Center of Hope Church
Evansville Indiana
Saturday, December 8th, 2012
8:30AM - 11:30AM

	<u>Name (Please Print)</u>	<u>Email Address</u> <small>(This information will remain confidential)</small>	<u>Address</u>
46.	<u>Blaine Oliver</u>	<u>boliver@evansville.ape.com</u>	<u>1932 Mt. Auburn Rd</u>
47.	<u>BARRY MILLER</u>	<u>bar1946@breglobel.net</u>	<u>10 Challen Ave</u>
48.	<u>Mike Whelstone</u>	<u>WHESTONE@AOL.COM</u>	<u>4744 Woods Tower N 47630</u>
49.	<u>Vishu Lingala</u>	<u>vishuglingala@gmail.com</u>	<u>2112 Lincoln Ave</u>
50.	<u>Wozniak</u>	<u>Stevanwozniak@yahoo.com</u>	<u>Evansville IN - 47714</u>
51.	_____	_____	_____
52.	_____	_____	_____
53.	_____	_____	_____
54.	_____	_____	_____
55.	_____	_____	_____
56.	_____	_____	_____
57.	_____	_____	_____
58.	_____	_____	_____
59.	_____	_____	_____

OPEN HOUSE

INVITATION

Tuesday June 11, 2013

4:30 PM - 6:30 PM

**Urban Design Center
58 Adams Street
Evansville, IN**

Join us to review specific projects designed to further the redevelopment of the Haynie's Corner Art District.

Each project will be depicted with summary narrative, maps and graphics.

Staff will be present to share information on the projects, take comments and answer questions.

The Alhambra Theater will also be open and Board Members will be on hand to answer questions.

Hope you can join us.

For more information contact:

Bob Grewe
Bernardin Lochmueller & Associates
rgrewe@blainc.com
812-480-2878



1 Revitalization of the Alhambra Theatre

Recommendation

- Revitalization of the Alhambra Theatre is the defining project associated with realizing the successful redevelopment of the Haynie's Corner Art District and establishing meaningful art engagements in the Art District.
- Priority effort should be made to prepare and execute a redevelopment plan for the Alhambra Theatre that will provide for flexible utilization of the space for performances and events. Further, the facility design should provide a unique and inspiring experience. State of the art performance and event technologies could provide competitive advantages for the facility.
- In order to attract the required funding, a business plan and pro-forma should be prepared to understand the feasibility of the continued operation of the Alhambra Theatre followed by a robust fundraising initiative.

Phasing



- Completion of the renovation is essential to the successful redevelopment of the area. However, the project must be positioned and timed to leverage investment.
- It is essential to bring development partners/investors/donors onboard early in the process.

Location

- The Alhambra Theatre is located at 50 Adams Avenue. However, the project may require that the structures at 56 and 58 Adams Avenue be incorporated into the project. These structures can expand the art experience and provide capacity to host a greater variety of events and programs.
- The project area also includes the neighboring blocks near and around the Alhambra Theatre, as they provide parking for theatre patrons. This same area can provide venues for food/beverages and unique retail shopping experiences before and after events.

Responsibility

- The Alhambra Theatre Board of Directors is the owner of the facility and the party responsible for the redevelopment project. Should the structures at 56 and 58 Adams be required to accommodate the Alhambra Theatre redevelopment, the Evansville Brownfields Corporation would also be involved in the project.
- The redevelopment project involves a considerable amount of funding and contains a measure of risk. The Alhambra Theatre Board of Directors should fully evaluate the required organizational framework and partnerships to accomplish a project of this magnitude.

Funding Sources

- National Endowment for the Arts
- Historic Tax Credits
- Indiana Tax Credits (NAP)
- Indiana Arts Commission
- Southwest Indiana Arts Council
- Corporate Partnerships
- Donations
- Universities
- Foundations
- Rental Revenues

Estimated Cost

- \$500,000 - \$2,000,000 for redevelopment
- Annual operation and maintenance costs to be determined.
- Prices vary based on the scope of improvements. Improvements should be phased. Opening the theatre for events should be a priority. Future funds for additional improvements should be more forthcoming once the facility is operating.





2 Create & Sustain an Urban Design Center

Recommendation

- Create and sustain an Urban Design Center to educate/advocate for sustainable development and high quality design practices in the region.
- To date the Urban Design Center is a pilot project with an “open-ended” scope of work focusing on sustainability and urban design education.
- Planning efforts should be pursued to better define the appropriate mission and role of this facility. An effective use may be as a center for art and urban living connecting people to culture, community, and place.

Phasing

Short Term
0-2 years

- Planning efforts should consider that the current lease for the Urban Design Center at 58 Adams Avenue ends November 2013.

Location

- Currently the Design Center is located at 58 Adams Avenue. Ideally, the future location should remain in or near the Evansville downtown area to be proximate to local government and design related organizations. However, in consideration of the cost for space, other low/no cost locations may prove to be more appropriate.

Responsibility

- Currently the Urban Design Center is a pilot project staffed by planners from Bernardin Lochmueller and Associates. Future staff may involve a mix of professional staff, volunteers and interns from area universities.

Funding Sources

- City of Evansville Department of Metropolitan Development
- Vanderburgh County Area Plan Commission
- Evansville Metropolitan Planning Organization
- Grants
- Donations
- Foundations
- Universities
- Area architectural, design and planning firms/professionals
- Fees for services

Estimated Cost

- \$50,000 - \$200,000 annually
- Funding will be contingent on the availability of resources, scope of work and value realized to the community.





3 Mixed use infill project at Haynie's Corner

Recommendation

- Pursue a mixed use redevelopment project on the parcel at 1022 S.E. Second Street. This project will serve as an anchor development for the neighborhood and will also help to pilot the concepts of successfully embedding mixed use developments into/near residential areas and accommodating higher density developments. Currently the structure at this location is a considerable detractor for the Art District. This is also the location of the former Haynie's Corner Drug Store, which is the area's namesake.
- The project would entail commercial/retail space on the ground floor with housing on the second and third floor. Retail space in the Haynie's Corner area is limited, so there is considerable likelihood that tenants could be identified in advance. The second and third floor housing should be designed to be affordable by incorporating compact space and sustainable design considerations. Units with such features would appeal to persons that desire an urban living experience. Urban living typically results in less time spent in an apartment as persons spend more time consuming and experiencing urban amenities.
- A detailed pro-forma may identify the need for development subsidy. However, with commercial lease payments from ground floor development and "efficiency unit" type design, the level of subsidy for the project should be considerably less than a stand-alone multi-family project.
- Design considerations should take into account the Maybelle and Montrose apartments that are adjacent to the parcel. Design features could help to incorporate these apartments into the mixed use development. This could help to increase the project feasibility, assuming the Maybelle and Montrose units do not require a significant amount of improvements. Parking will be another consideration to address in initial planning and design.

Phasing



- The project must be positioned and timed to leverage investment.

Location

- 1022 S.E. Second Street
- 1012 S.E. Second Street (Maybelle and Montrose Apartments)

Responsibility

- Brownfields Corporation (owner)
- City of Evansville Department of Metropolitan Development
- Private sector development partner (to be identified via RFP process)

Funding Sources

- Evansville Brownfields Corporation (value of land)
- DMD - HOME and/or CDBG funding
- Low Income Housing Tax Credits
- State/Local/Federal Housing Programs
- Private investment
- Lease payments from ground floor spaces
- Lease payments from apartments

Estimated Cost

- \$3,000,000 to \$4,000,000 for redevelopment
- Cost would vary depending on the final design components that are incorporated in the project.





4 Washington Ave Improvements between Second & Third

Recommendation

- Pursue strategic public works enhancements to the core of the Haynie's Corner Art District, specifically along Washington Avenue between Second and Third Street. Projects would be framed as pilot initiatives that can be replicated in other areas of the city and most importantly incorporate sustainable design principles and public art components. The design concept involves the creation of a boulevard experience with an island separating traffic lanes and providing space for trees and related plantings. Specifically the project includes the following:
 - Reconstruction of Washington Avenue as a complete street, accommodating vehicles, buses, biking and pedestrians.
 - Installation of a traffic island to separate traffic lanes and provide space for putting in trees and other suitable plants, creating a boulevard effect.
 - Installation of new sidewalks that allow the percolation of stormwater.
 - Installation of trees and plants that are watered with stormwater (rain gardens).
 - Installation of permanent outdoor seating that incorporates neighborhood themes and design.
 - Re-configure parking with a diagonal alignment that provides additional parking on both sides of Washington Avenue.
 - Identify and secure space that can accommodate a variety of public art.
 - Installation of Wi-Fi service to provide a high capacity broadband core in the Art District.

Phasing



- The project must be completed in a manner that keeps pace with and complements the redevelopment efforts in surrounding blocks.
- The project must be positioned and timed to leverage investment.

Location

- Washington Avenue, between Second and Third Street

Responsibility

- City of Evansville Department of Metropolitan Development
- Evansville Metropolitan Planning Organization
- City of Evansville Street Department
- City of Evansville Department of Parks and Recreation
- City of Evansville Department of Storm Water Management

Funding Sources

- Community Development Block Grant funds
- US Environmental Protection Agency (EPA)
- Indiana Department of Environmental Management (IDEM)
- Tax Increment Financing funds

Estimated Cost

- Cost would vary depending on the component projects selected for implementation.





5 Event/parking area between Adams & Washington Ave

Recommendation

- Create additional parking space by combining the existing parking lot at 60 Adams and a new lot on the vacant property at 9 Washington Avenue.
- The parking/event area would be a pilot project that would incorporate sustainable design and unique features that would create parking spaces and a preferred venue for art/cultural and entertainment events. Similar spaces could be constructed in other neighborhoods.

Phasing



- The project must be completed in a manner that keeps pace with and complements the redevelopment efforts in surrounding blocks.
- The project must be positioned and timed to leverage investment.

Location

- Combine existing parking lot at 60 Adams and a new lot on the vacant property at 9 Washington Avenue.

Responsibility

- Brownfields Corporation (owner 60 Adams Avenue)
- Homes of Evansville (owner of 9 Washington Avenue)
- City of Evansville Department of Metropolitan Development
- City of Evansville Department of Parks and Recreation
- Alhambra Theatre Board of Directors

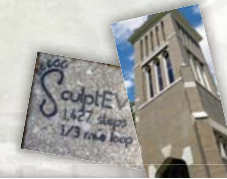
Funding Sources

- Community Development Block Grant funds
- Tax Increment Financing funds
- City of Evansville Department of Storm Water Management
- Corporate sponsorship

Estimated Cost

- Cost would vary depending on the sustainable design and event accommodations that are incorporated in the project.





6 Trail improvements near Adams Ave & Second St

Recommendation

- Leverage the planned construction of an extension of the Evansville Greenway along Adams Avenue and south along S.E. Second Street. The corner of S.E. Second Street and Adams is the core of the Haynie's Corner area. This provides the opportunity for Haynie's Corner to become a Greenway destination. It also provides a safe and immediate route for Haynie's Corner residents to access the Greenway and all amenities along the route, downtown and beyond.
- Trail Improvements and amenities may include the following:
 - Bike racks, drinking fountain, restroom, trash containers, maps of neighborhood amenities, bicycle rest and repair/maintenance area, bike rental facility, bike share facility.

Phasing



- The project must be completed in a manner that keeps pace with and complements the redevelopment efforts in surrounding blocks.
- The project must be positioned and timed to leverage investment.

Location

- Ideally the trail improvements/amenities would be located proximate to the intersection of S.E. Second and Adams Avenue. However, there are a number of parcels in the vicinity of the intersection that might allow for a more robust selection of improvements. Also, consideration should be given to incorporating trail amenities into the Urban Design Center or the Mixed Use Infill Development projects.

Responsibility

- Evansville Metropolitan Planning Organization
- Evansville Area Trails Coalition
- City of Evansville Department of Parks and Recreation
- Evansville Brownfields (owner of vacant parcels)

Funding Sources

- Evansville Metropolitan Planning Organization
- Indiana Department of Transportation
- Welborn Baptist Foundation
- Tax Increment Financing funds
- Corporate sponsorships
- Donations



Estimated Cost

- Cost would vary depending on the sustainable design and event accommodations that are incorporated in the project.





7 Gateways along Washington Ave at Sixth & Eighth

Recommendation

- In order to promote and highlight the Haynie's Corner Art District, appropriate and interesting gateway and signage features should be installed along Washington Avenue. The intersection at Eighth and Washington provides an opportunity for signage on a vacant parcel at 200 Washington Avenue. The remnant Washington Avenue Temple tower at Patchwork Central provides the opportunity to more fully utilize this iconic structure as an "identifier" for the Art District. Appropriate lighting and signage on and near the tower could create a compelling and recognizable structure.

Phasing



- The project must be completed in a manner that keeps pace with and complements the redevelopment efforts in surrounding blocks.
- The project must be positioned and timed to leverage investment.

Location

- Location for signage would be at 200 Washington Avenue and the tower structure at Patchwork Central, 100 Washington Avenue.

Responsibility

- Patchwork Central (provide approval for enhancements to their tower)
- Evansville Department of Metropolitan Development
- Evansville Brownfields Corporation (owns parcel at 200 Washington Avenue)

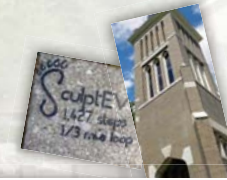
Funding Sources

- Tax Increment Financing
- Community Development Block Grant funds
- Corporate sponsorships
- Donations

Estimated Cost

- Cost would vary depending on the design components that are incorporated in the project.





8 Install transit shelter at Adams Ave & S.E. Second St

Recommendation

- Design and construct a transit shelter at/near S.E. Second Street and Adams Avenue that will serve as a pilot for other new transit shelters in the region. The shelter should incorporate respective neighborhood themes/design considerations and should also incorporate sustainable design features. The goal of the project is to use the transit shelter as a pilot to expand the network of transit shelters across the region as a strategic measure to increase transit ridership.

Phasing



- The project must be completed in a manner that keeps pace with and complements the redevelopment efforts in surrounding blocks.
- The project must be positioned and timed to leverage investment.

Location

- The location of the transit shelter would be in the vicinity of S.E. Second Street and Adams Avenue. Value could be realized by locating the shelter near the trail improvements/amenities that is referenced in Project 6.

Responsibility

- Metropolitan Evansville Transit Authority
- Evansville Metropolitan Planning Organization
- Evansville Department of Metropolitan Development

Funding Sources

- Metropolitan Evansville Transit Authority
- Evansville Department of Metropolitan Development
- Community Development Block Grant funds
- Tax Increment Financing funds
- Corporate sponsorships
- Donations
- Advertising revenues

Estimated Cost

- Cost would vary depending on the design components that are incorporated in the project.





9 Sustainable Housing with Gallery Space

Recommendation

- Identify a housing renovation or new construction project that can serve as a model for incorporating gallery and art production space to attract artists to the Haynie's Corner Art District. This would serve as a model for utilization of the Art District Overlay District that allows for an art gallery as a component of a residential property. A demonstration project will help to better define and represent this unique housing and business development opportunity.
- Deciding on a renovation versus new home construction should involve an analysis of the opportunities for each. This analysis would take into account the availability of existing homes for renovation and vacant lots to accommodate new construction that are proximate to the core of the Art District.
- A related consideration might be to develop a multi-family property that would provide a cooperative art gallery and production space. Market dynamics might indicate the artists prefer rental housing accommodations rather than homeownership.
- Considering the unique aspects of this initiative, it may be advisable to be more "opportunistic" about identifying a participant(s) for the pilot project at the outset and frame the balance of the development project around the individual. Considering the unique housing preferences for given individuals, identifying properties for the project, without input from the participant(s) would be ill advised.

Phasing



- The project must be completed in a manner that keeps pace with and complements the redevelopment efforts in surrounding blocks.
- The project must be positioned and timed to leverage investment.

Location

- The location of the project should be within the Haynie's Corner Art District Overlay. This will aid in defining the Art District and will help the project to serve as a model for future similar projects.

Responsibility

- Evansville Department of Metropolitan Development
- Evansville Brownfields Corporation
- Not for profit housing development organizations
- Area artists

Funding Sources

- Community Development Block Grant funds
- HOME Investment Partnership funds
- Local, state, federal homebuyer programs

Estimated Cost

- Cost would vary depending on the design components that are incorporated in the project.



Appendix I.



10 Develop gallery & event space in Haynie's Corner

Recommendation

- Develop high quality gallery space in the Haynie's Corner Art District. An essential component to an art district is gallery space for artists to display and sell their products. The galleries are also a key component to attracting new investment. Effective gallery space attracts people and people can attract investment. Galleries are essential to creating a vibrant art district and to attracting future commercial and retail activity.

Phasing



- The project must be completed in a manner that keeps pace with and complements the redevelopment efforts in surrounding blocks.
- The project must be positioned and timed to leverage investment.

Location

- The location of the project should be proximate to the core area of the Haynie's Corner Art District.
- Consideration should be given to the potential of creating a pilot gallery in one or more of the existing structures.

Responsibility

- Evansville Department of Metropolitan Development
- Southwest Indiana Arts Council
- Haynie's Corner Advisory Committee
- Roundtable of Haynie's Corner Artists

Funding Sources

- Community Development Block Grant Funds
- Tax Increment Financing
- Southwest Indiana Arts Council
- Corporate sponsorships
- Foundations
- Cooperative Development Model

Estimated Cost

- Cost would vary depending on the design components that are incorporated in the project.





Other Potential Projects

Marketing

- All aspects: overlay district, housing, realtors, etc.
- Social media - mp3 files describing the area and amenities

Coordinated approach to developing an art district

Washington Street Road Diet - accommodate bikes

Neighborhood cleanup events - adoption of certain areas for cleanup and maintenance

Business incubator, "moose club" to support creativity

Repairs to Adams Street in front of fountain and accessibility at crosswalks

- Install festival design to avoid grade separation at curbs
- What makes a good festival space: Electric service, lighting, restrooms, etc.

Code Enforcement - essential to attract investment

Large mixed use development at 1012 S.E. 2nd Street

Development Process

- Piecemeal/incremental approach
- Assemble all potential resources/incentives and attract larger development potential
- Are we looking for local development organization to participate or do want a national developer?

Murals and related public art

Festival Design for neighboring streets (no curbs, center drain, etc.)

Get local universities on board

Splash pad at fountain

- Can we parse out development opportunities to local organizations? What are pros and cons?
 - Do want to make a recommendation or do we frame alternatives in the plan?
- *Whatever the case, public investments should seek to leverage private funds.

Sign-in Sheet

<u>Name</u>	<u>Address</u>	<u>Email</u>
Austin: Chandra Maxheimer	2808 Marion Ave.	austinmaxheimer@aol.fedwa
Deb Tucker	2825 Edgewood	djtktl@yahoo.com
Sharon Milligan	300 Main St, Suite 4H	Shamilli@wowway.com
Scott Wylie	618 SE Riverside Dr #C 47713	scott@vcfoundation.org
Shaun Short	3126 Dearborn St. 47712	Shaun.Short@yahoo.com
Charleen Wilkinson	38 Washington	Chorwill42@yahoo.com
TOM LOESCH	916 SE 6	
MMH H. Lee	"	"
Mary Allen	44 Washington Ave	chara1996@gmail.com
Greg Allen	"	gregallen@impactevansville.org
Amy Rich	100 Washington/429 Adams	Amy Rich@Patchwork.org
Rachael Goldman	618 SE Riverside #B	rachaelgoldman@gmail
AnnaBeth Pfafflin	1759 Spence Hollow Rd. Newburgh 47130	apfafflin@vpsrck.com
Kelly Gilbert	1306 SE 6th St 47713	mskellygilbert@aol.com
Bill/Brenda Jeffers	tomatohead 48@	hotmail.com
ANNA Maria Whetstone	22 Jefferson Ave 4744 Woodstower Dr.	annamaria.whetstone@gmail.com
Erin Mattingly	EMPO	
Phillip Thomas	DMD	
Skyler York	DMD	

(THIS PAGE INTENTIONALLY LEFT BLANK)

Appendix J. Combined Alhambra Theatre Code Study

February 25, 2013

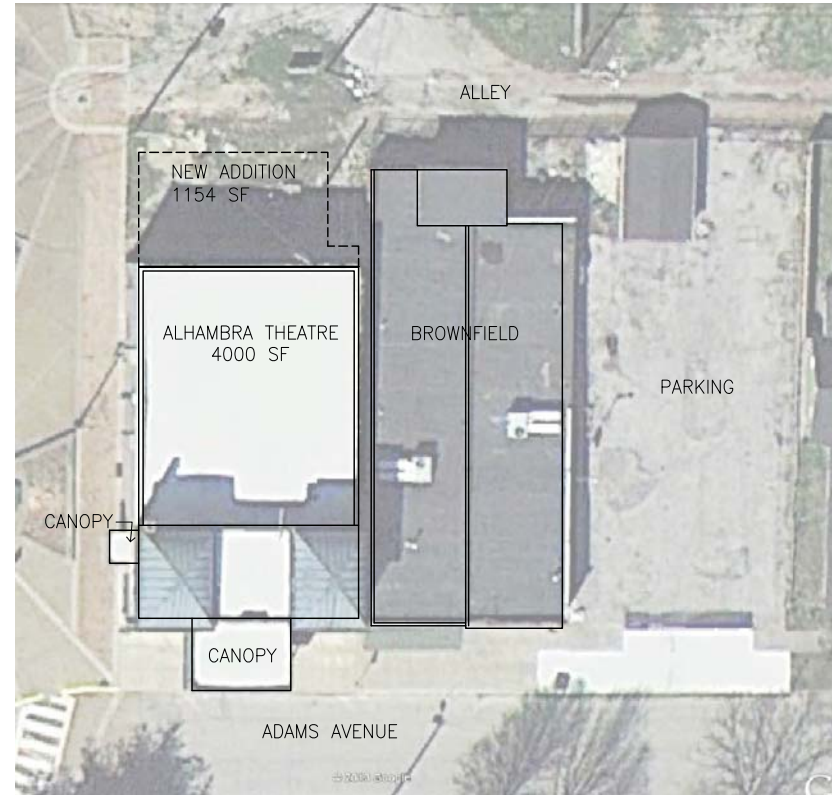
**Alhambra Theatre Study
 Code Summary for Drawings**

Applicable Code:	2008 Indiana Building Code (IBC)
Scope of Project:	Code study to rehabilitate an existing historical theatre and meet current codes for Energy and Life Safety.
Occupancy Classifications:	A-1 Assembly [303.1]
Room Requirements:	Motion picture projection room required 80 s.f. (for single machine). [409.1] Projection Room Ventilation [409.3] Stage construction shall be of wood or approved non-combustible material [410.3.1] (Stage is less than 1,000 s.f. and less than 50 feet in height).
Incidental use separations:	Dressing rooms and appurtenant rooms from stage-(for stage less than 50 feet in height- fire barrier with 1 hour rating. [410.5.1] Dressing rooms and storage rooms from each other- fire barrier with 1 hour rating. [410.5.2]
Stage:	At least one approved means of egress from each side of stage. [410.5.3] Automatic sprinkler system required. [410.6]
Allowable Area for A-1:	1 story -5,500 sf (allowable) 5154.00 sf (proposed) [Table 503]
Mezzanine:	1 story with Mezzanine [505]
Construction Type:	Type VB Construction permitted based upon allowable area and height for A-1 occupancy. [508.3.2]
Building Elements-fire Resistant requirements:	Building elements, including structural frame, bearing walls, floors and roof are permitted to be on combustible construction. [Table 601]
Fire separation distance:	Less than 5 feet- 1 hour Greater than or equal to 10 feet but less than 30 feet- 0 hour. [Table 602]
Fire Doors:	Doors in 1-hour fire barriers 60-minute rated [715.2]
ANSI A117.1-2003:	Wheelchair space dispersion – 151-500 2 wheelchair space locations with a minimum of 5 intervening rows of separation. [802.10] Wheelchair space requirements. [802.3]

Automatic Sprinklers:	Fire area has an occupant load of greater than 300 occupants. [903.2.1.1.2]
Standpipes:	Standpipes are not required, in buildings with automatic sprinkler system. [905.3.1]
Fire Alarm System:	Not required with building equipped with automatic sprinkler system. [907.2.1]
Occupancy:	Assembly concentrated chairs: 1784sf/7 net=255 occupants Stage: 610sf/15 net=41 occupants Dressing: 674.5sf/50 gross=14 occupants Accessory Storage: 335sf/300 gross=1 occupant [Table 1004.1.1]
Panic Hardware:	Required for egress doors serving the Assembly [1008.1.9]
Aisle Access way for Table and Chair Arrangement:	19 inches from edge of table. [1014.4.3]
Means of Egress:	2 means of egress required from rooms or areas with an occupant load exceeding 50 or a common path of travel exceeding 75 feet (75 feet for A Occupancy) [1015.1]
Egress Travel Distance:	Egress travel distance is permitted to be a maximum of 250 feet for A-1 Occupancy [1016.1]
Egress Corridors:	Egress corridors are not required to be fire rated based upon automatic sprinkler protection [1017.1]
Assembly:	Occupant load greater than 300 occupants: Provided with main exit with sufficient width to accommodate 1/2 of occupant load but width of exit not less than total required width of all means of egress. [1025.2]
Assembly Other Exits:	Occupant load greater than 300 occupants: additional means of egress for one half capacity of total occupants. [1025.3]
Foyers and Lobby:	Waiting area separated from required means of egress by railing 42" high or partition [1025.4]
Assembly Aisles:	Aisle width 48" for aisle stairs having seating each side. 36" for aisle stair having seating only one side.
Clear Width of Aisle Accessway:	Clearance of 12" plus 0.3 inches for every seat beyond 14 seats. [1025.10]
Aisle Treads:	Minimum 11" wide. [1025.11.1]
Aisle Risers:	Minimum 4" high to maximum 8". [1025.11.2]
Wheel Accessible Spaces:	101-300 occupants, 5 spaces required [Table 1108.2.2.1] Line of sight over seated spectators between heads. [802.9.1.2]

VPS ARCHITECTURE

Plumbing Fixture:	All Toilets: 1/125 males 1/65 females
	Lavatories: 1/200 both male & female
	Drinking Fountain: 1/500 persons
	Service Sink: 1 required.
	Assume 50% male to female ratio. [Table 2902.1]



1 SITE PLAN
C101 SCALE: 1" = 20'-0"

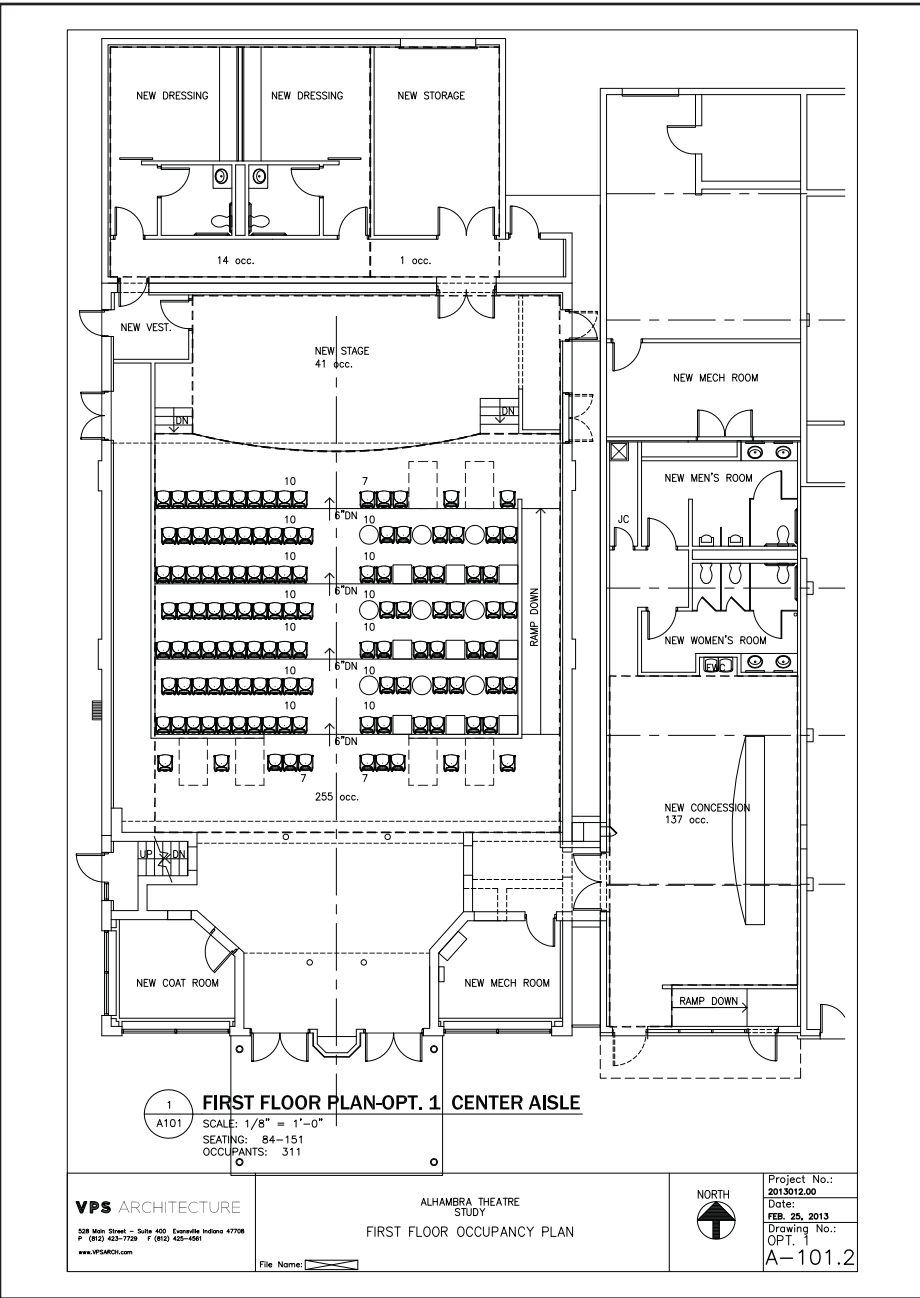
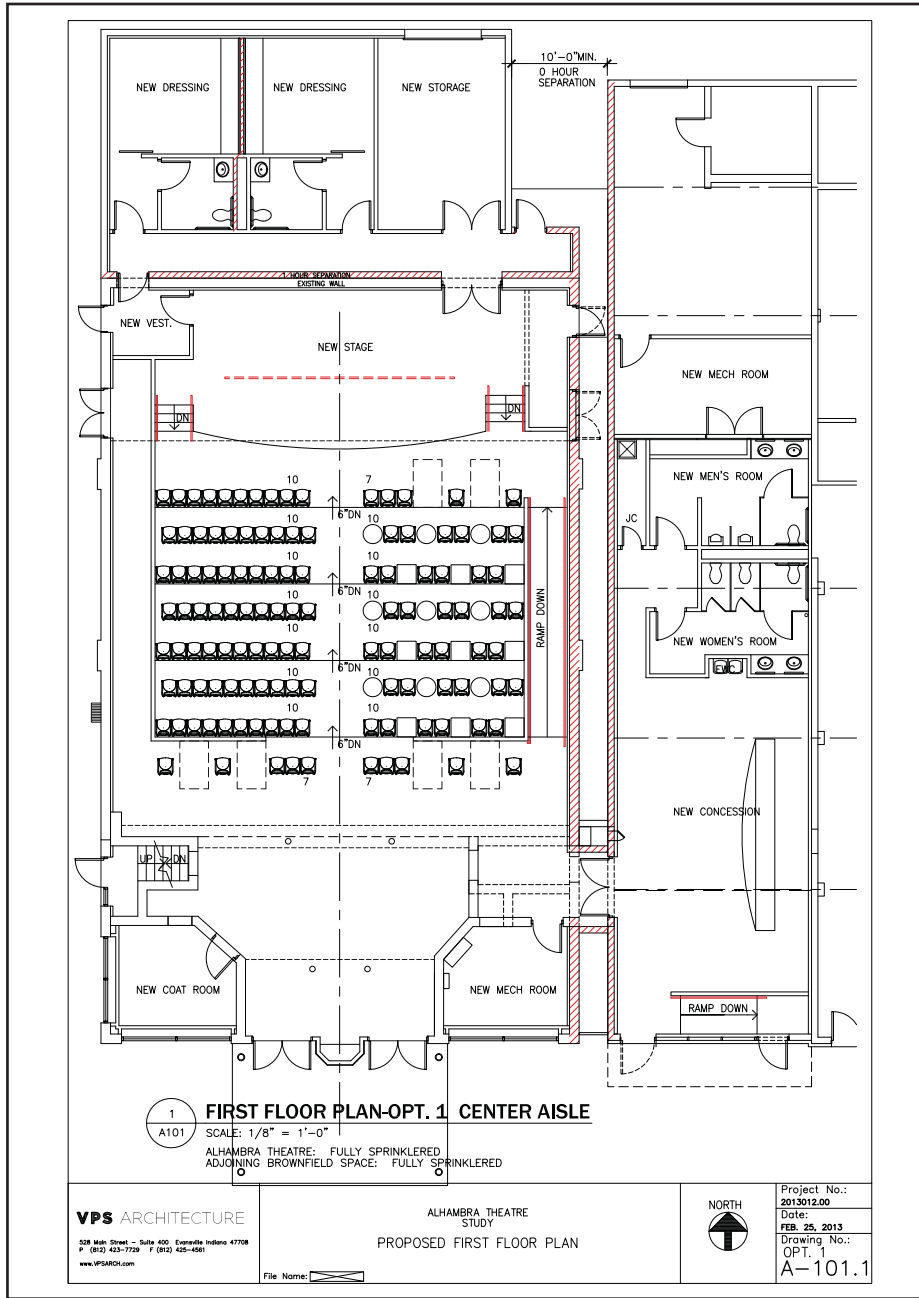
VPS ARCHITECTURE
528 Main Street - Suite 400 Covington Indiana 47708
P (812) 423-7729 F (812) 425-4561
www.VPSARCH.com

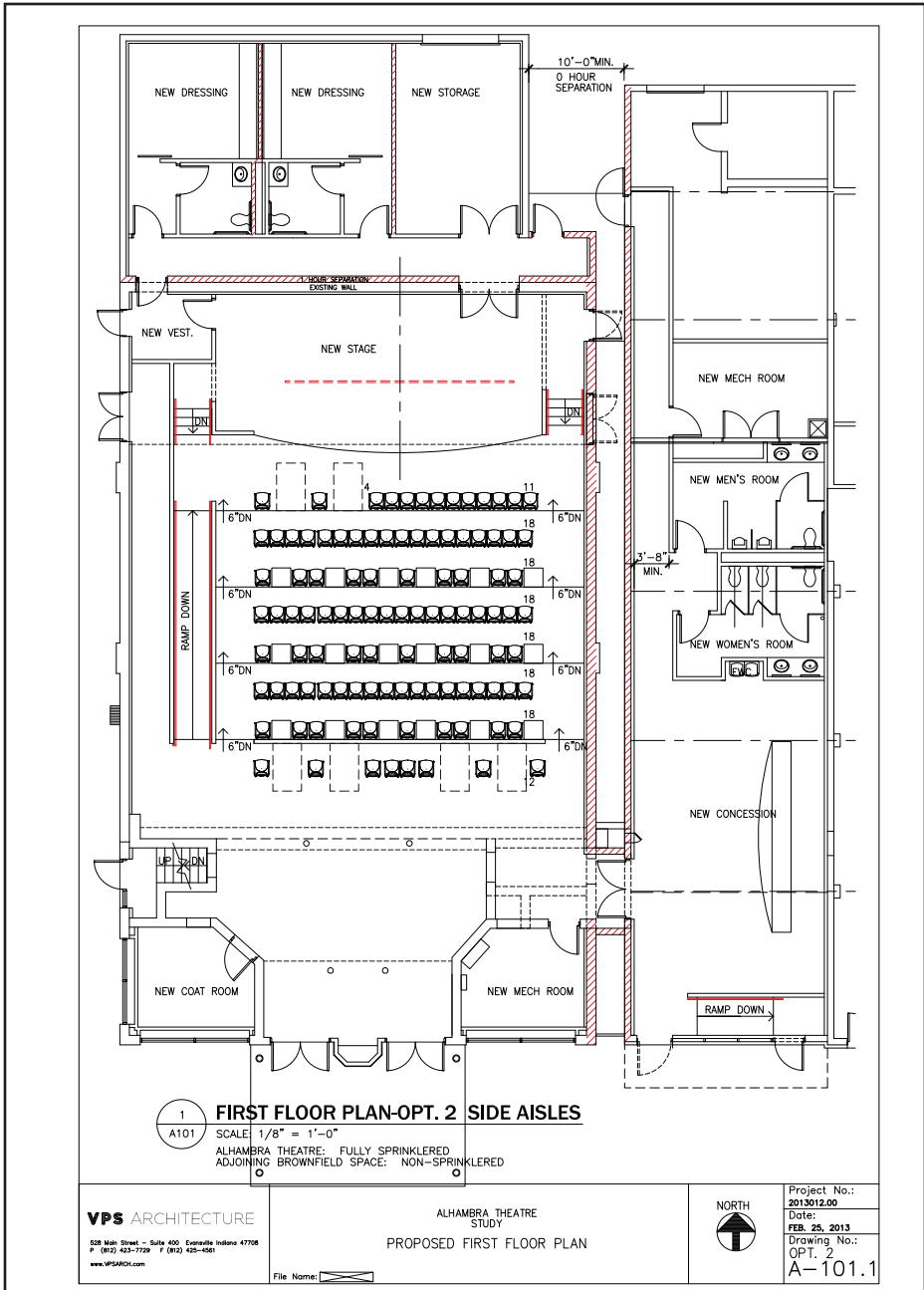
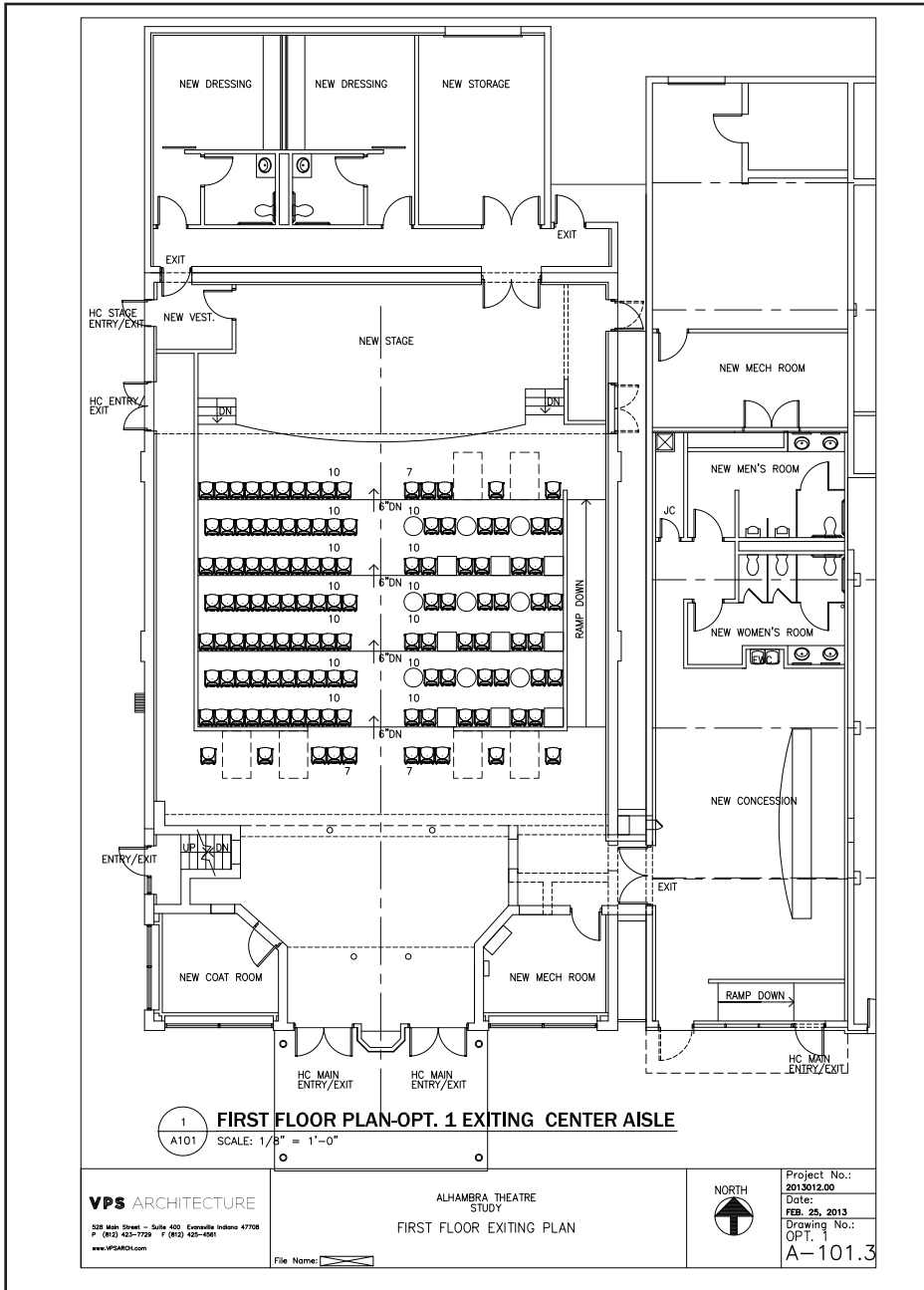
ALHAMBRA THEATRE
STUDY
SITE PLAN

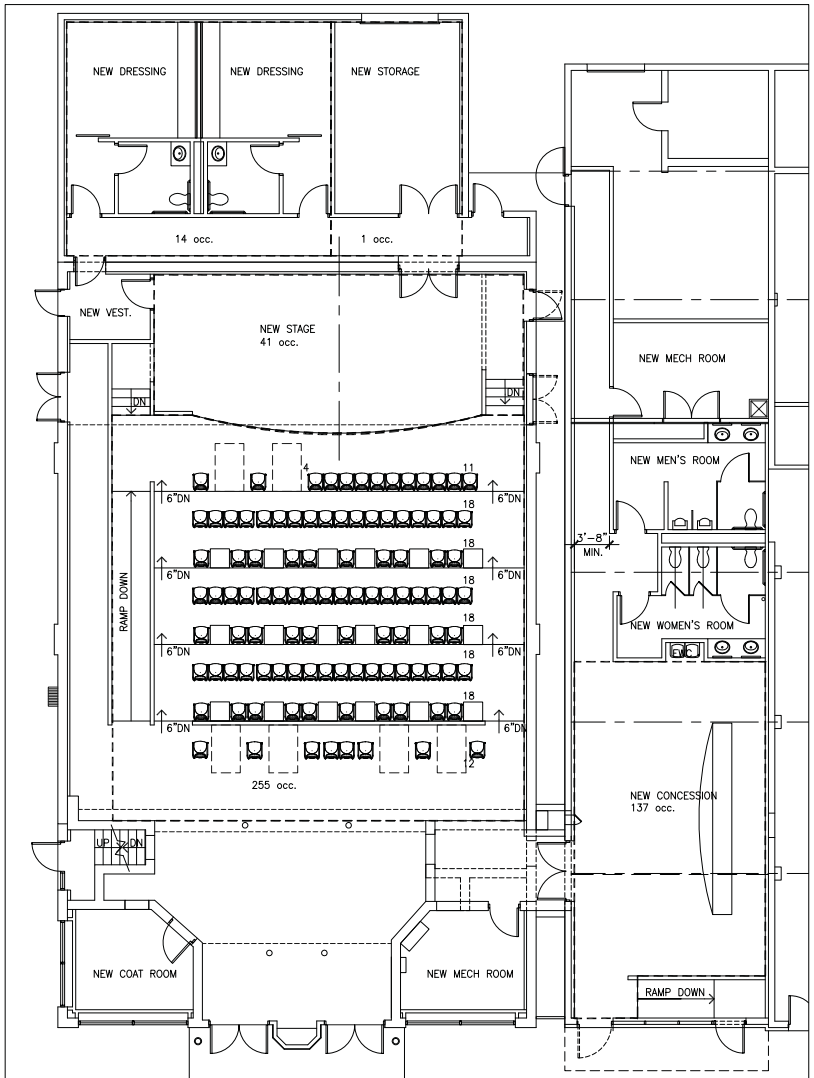


Project No.:
2013012.00
Date:
FEB. 25, 2013
Drawing No.:
C-101

File Name:

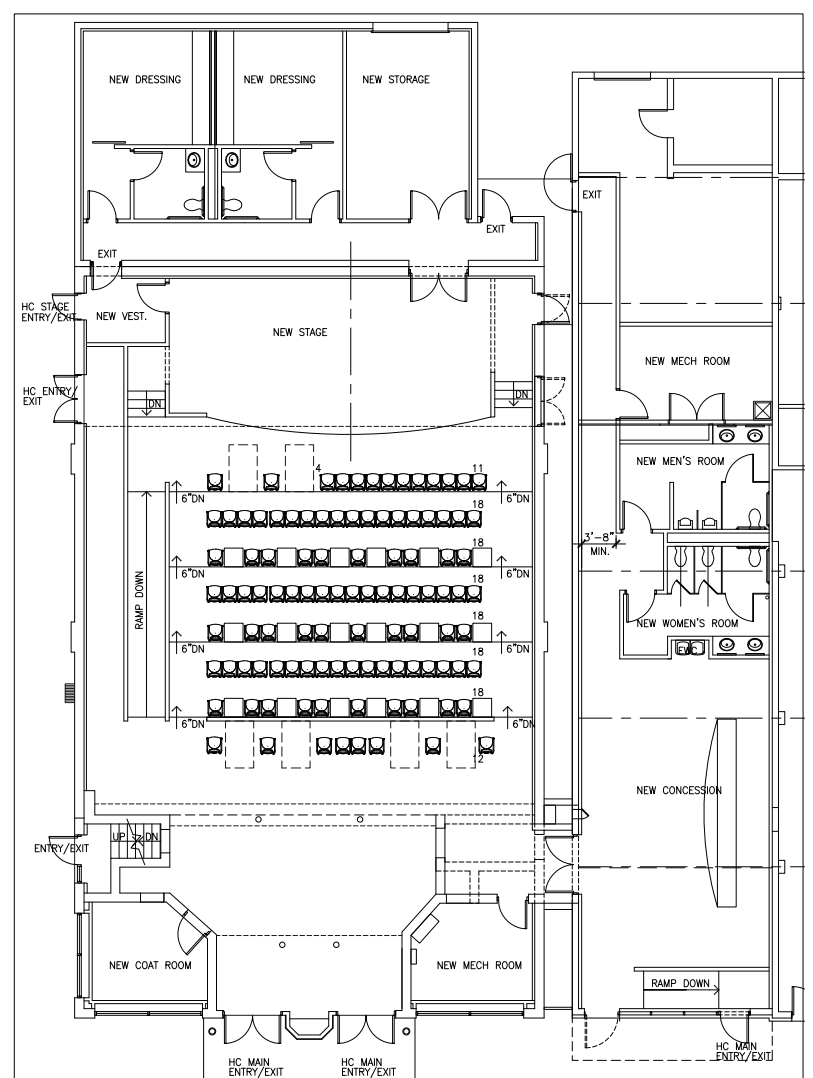






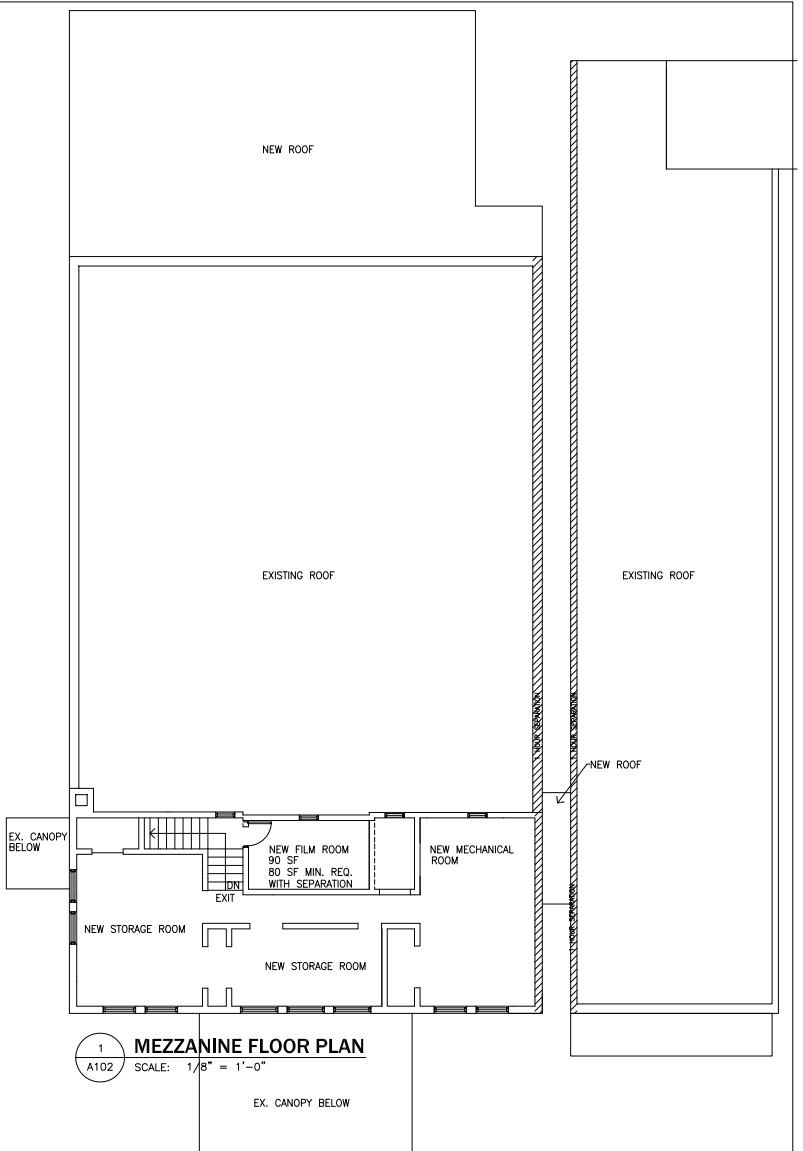
1
A101 **FIRST FLOOR PLAN-OPT. 2 SIDE AISLES**
SCALE: 1/8" = 1'-0"
SEATING: 78-135
OCCUPANCY: 311

VPS ARCHITECTURE <small>528 Main Street - Suite 400, Evansville Indiana 47708 P (812) 425-7729 F (812) 425-4561 www.VPSARCH.com</small>	ALHAMBRA THEATRE STUDY FIRST FLOOR OCCUPANCY PLAN	NORTH 	Project No.: 2013012.00
			Date: FEB. 25, 2013 Drawing No.: OPT. 2 A-101.2



1
A101 **FIRST FLOOR PLAN-OPT. 2 EXITING SIDE AISLES**
SCALE: 1/8" = 1'-0"

VPS ARCHITECTURE <small>528 Main Street - Suite 400, Evansville Indiana 47708 P (812) 425-7729 F (812) 425-4561 www.VPSARCH.com</small>	ALHAMBRA THEATRE STUDY FIRST FLOOR EXITING PLAN	NORTH 	Project No.: 2013012.00
			Date: FEB. 25, 2013 Drawing No.: OPT. 2 A-101.3



1
A102 **MEZZANINE FLOOR PLAN**
SCALE: 1/8" = 1'-0"

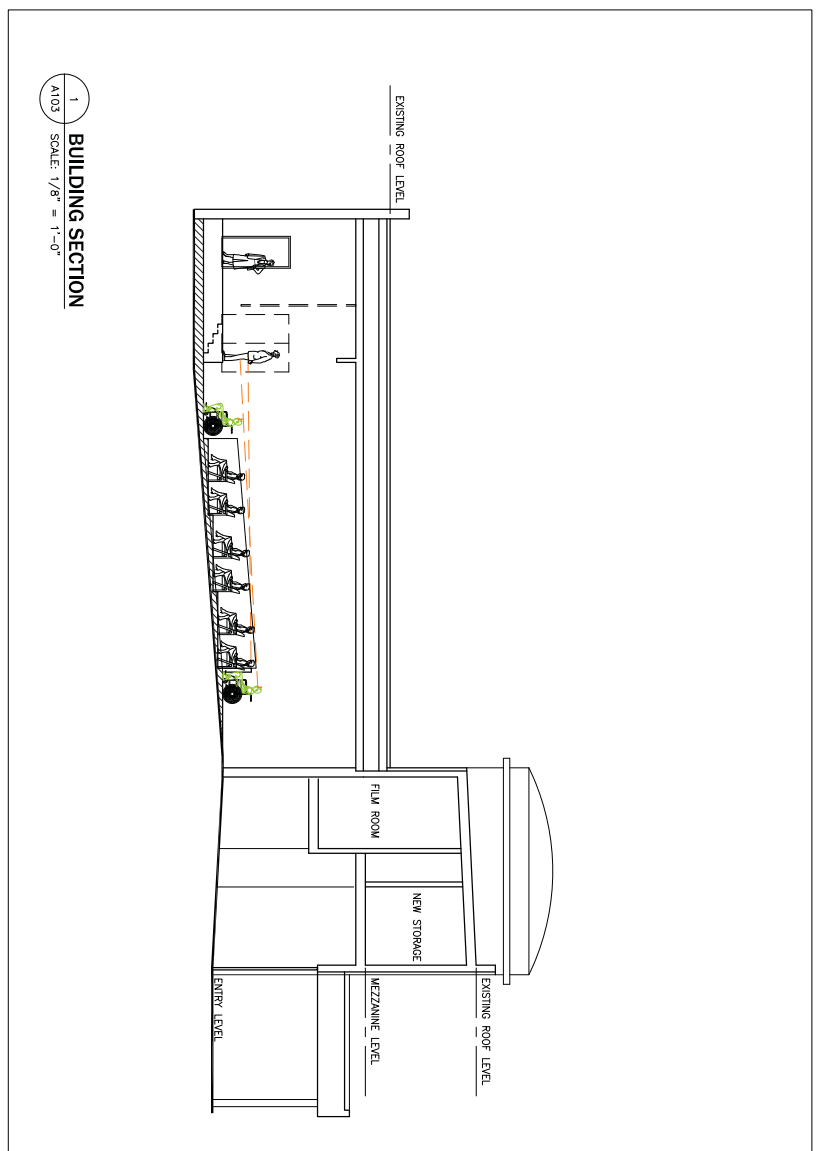
VPS ARCHITECTURE
528 Main Street - Suite 400 - Evansville Indiana 47708
P (812) 423-7729 F (812) 425-4561
www.VPSARCH.com

ALHAMBRA THEATRE
STUDY
PROPOSED MEZZANINE FLOOR PLAN



Project No.:
2013012.00
Date:
FEB. 25, 2013
Drawing No.:
A-102

File Name:



1
A103 **BUILDING SECTION**
SCALE: 1/8" = 1'-0"

VPS ARCHITECTURE
528 Main Street - Suite 400 - Evansville Indiana 47708
P (812) 423-7729 F (812) 425-4561
www.VPSARCH.com

ALHAMBRA THEATRE
STUDY
THEATRE BUILDING SECTION



Project No.:
2013012.00
Date:
FEB. 25, 2013
Drawing No.:
A-103

File Name:

Appendix J.





Appendix K. Code Citation for Creation HCAD Advisory Committee

Chapter 2.110 HAYNIE'S CORNER ARTS DISTRICT ADVISORY COMMITTEE

Sections:

- [2.110.010](#) Established.
- [2.110.020](#) Rules and regulations.

2.110.010 Established.

(A) The neighborhoods of Culver, Goosetown, and Wheeler Drive previously designated as an Arts District shall be known as "The Haynie's Corner Arts District."

(B) There is hereby established the Haynie's Corner Arts District Advisory Committee. The committee shall review and support the creation and expansion of projects within the Haynie's Corner Arts District. The purpose shall include, but not be limited to, the following:

- (1) The committee shall recognize the community focal point of the Haynie's Corner Arts District to be the Alhambra Theatre.
- (2) The committee shall develop and propose incentives to stimulate and encourage the addition of artists into the Haynie's Corner Arts District.
- (3) The committee shall work to develop the Haynie's Corner Arts District as an attraction and stimulus for economic development.
- (4) The committee shall encourage property owners and residents to enhance and to preserve the historic character-defining features of their properties that were the deciding factors in the National Register eligibility of several neighborhoods in the Haynie's Corner Arts District.
- (5) The committee shall review and recommend changes, if needed, to encourage the economics of art to flourish while maintaining the historic residential character of the Haynie's Corner Arts District.
- (6) The committee shall assist in promoting revitalization of vacant or blighted homes and property in the Haynie's Corner Arts District.
- (7) The committee shall develop a strategic plan to accomplish all of these purposes and submit such plan to DMD and the City.

(C) The committee shall consist of seven members with five members appointed by the Mayor and two members appointed by the Common Council.

(1) The five members appointed by the Mayor shall be as follows:

- (a) One member representing participating local financial institutions.

(b) One member being the Executive Director of the Department of Metropolitan Development or his/her designee.

(c) One member representing historic preservation interests.

(d) One member representing the arts community within the district.

(e) One member representing the community at large.

(2) The two members appointed by the Common Council shall be as follows:

(a) One member representing the business interests within the district.

(b) One member being a resident of a low/moderate income family within the district.

Any member of the committee who undergoes a change in status relative to the categories upon which his or her appointment is based shall resign from the committee or face removal by the appointing authority.

(D) Members shall be appointed to two-year terms and serve at the pleasure of the appointing authority. The Executive Director of the Department of Metropolitan Development, or his/her designee, shall be a permanent member of the committee.

(E) A committee member may resign from the committee by giving written notice to the appointing authority with copies to the Director of the Department of Metropolitan Development and the chairperson of the committee.

(F) The committee shall make an annual written report to the Evansville Redevelopment Commission, DMD, City Council, and the Mayor detailing the activities of the committee.

(G) The committee shall make public an annual report detailing the activities of the Haynie's Corner Arts District.

(H) The Department of Metropolitan Development shall provide technical and administrative assistance to the committee. As the administrative entity, the Department of Metropolitan Development shall record the minutes and provide other administrative functions, including, but not limited to, sending written notice of meetings to the committee members and providing supporting materials as needed.

(I) All meetings shall be conducted in compliance with the Indiana Open Door Law.

(J) A majority of the membership shall constitute a quorum, and a majority vote of the quorum shall be required for a motion to pass.

(K) The committee shall elect a chairperson and vice-chairperson from its membership at the first meeting each year.

(L) The chairperson may appoint subcommittees to assist the work of the committee as the need arises. A member of the committee shall be the chairperson of any and all subcommittees. [1983 Code § 3.34.01.]

2.110.020 Rules and regulations.

The committee shall recommend rules and procedures to implement the purposes and objectives of this chapter. [Ord. G-2007-12, passed 10-22-07. 1983 Code § 3.34.02.]

Appendix L. Arts Overlay Zone Code Citation

Chapter 18.115 ARTS OVERLAY ZONE

Sections:

- [18.115.010](#) Guidelines.
- [18.115.015](#) Location.
- [18.115.020](#) Approval criteria.

18.115.010 Guidelines.

(A) Purpose. The purpose of the arts overlay zone ("AOZ") is to facilitate investment involving improvements to land and structures within the district, while encouraging artistic and creative uses. The AOZ overlays properties already classified into existing zoning districts. The objective is to offer more flexibility in uses allowed and development standards in the AOZ as incentives for new development. The intended result of the overlay is to help establish a mixed use area with art-related businesses, other low intensity, neighborhood-supporting businesses, live/work units and traditional residences integrated together in a manner that maintains the residential character of the area. The AOZ uses an innovative approach allowing artists and owners and operators of support businesses to occupy joint living and commercial space within the same structure that would otherwise not be allowed in many of the underlying zoning districts. The creation of the AOZ promotes investment through mixed use development that expands the presence of and/or otherwise enhances the arts within the zone.

(B) General Requirements for Mixed Use. The AOZ will function as follows:

- (1) In the residential zoning districts, the commercial or nonresidential uses allowed will be limited to low-intensity commercial and arts-related uses as defined in EMC [18.115.020\(C\)](#) and (D).
- (2) The commercial component of the use shall generally be accessory to the residential use on residentially-zoned properties, and the residential component of the use shall be accessory to the commercial use on commercially-zoned properties.
- (3) All nonresidential uses in residential zoning districts shall have a residential component unless the commercial use can meet the conditions established herein to be considered a primary use.
- (4) All residential units must comply with the minimum size requirement for a dwelling in EMC [18.130.020](#).
- (5) Commercial uses must not produce odor, fumes, dust, light, glare, noise, or other similar impacts extending beyond the property line of the lot where the live/work unit is located.
- (6) All commercial uses not located in a C-4 zoning district in the AOZ shall be conducted inside enclosed structure(s), with no outside storage areas. Several examples of artwork or product may be displayed outside on a site only during hours of operation of the nonresidential use. [Ord G-2011-8 § 2, passed 5-16-11.]

18.115.015 Location.

The AOZ is established in the Haynie's Corner area south of the Evansville central business district as shown on the arts overlay zone map included at the end of this chapter, and on the official City of Evansville zoning map. [Ord G-2011-8 § 2, passed 5-16-11.]

18.115.020 Approval criteria.

All new development and additions, expansions or modifications of existing structures within the AOZ must meet the following criteria in order to be approved:

(A) Zoning. The underlying zoning classification of the district is unchanged. Land owners desiring to improve their property have the option to proceed using the underlying district regulations or the requirements of this overlay. Live/work uses, nonresidential uses in residential zoning districts and residential uses in commercial zoning districts must be located within the AOZ boundaries. All zoning code requirements not mentioned herein as part of the AOZ are subject to the requirements of the underlying zoning classification (including the development standards in Table A in EMC 18.130.010).

(B) Subarea Boundaries. To establish a layering of land use intensity in the AOZ, the zone shall be divided into the following three distinct areas as shown on the attached arts overlay zone map:

- * The residential live/work area;
- * The residential transition area; and
- * The commercial core area.

(1) The residential live/work area is the eastern portion of the AOZ, the residential transition area is generally the middle portion and the commercial core is the western end of the zone.

(2) The residential live/work area and the residential transition area are separated by a line extending through the AOZ as follows:

starting at a point centered on the intersection of Putnam Avenue and the alley between Adams and Jefferson Avenues; proceeding north along Putnam Avenue to the alley between Washington and Adams Avenues; east along the alley to Judson Avenue; north along Judson Avenue to Washington Avenue; west on Washington Avenue to the point where Judson Avenue resumes; and north on Judson Avenue to the northern Zone boundary.

(3) The boundary of the commercial core area follows the perimeter of the commercial zoning along SE Second and Parrett Streets as depicted on the official zoning map on the date of adoption for this section.

(C) The Residential Live/Work Area.

(1) In consideration of protecting neighborhood residential character, the following limited list of nonresidential live/work uses are permitted within the residential zoning districts in this area:

- (a) Art studio;
- (b) Art gallery;
- (c) Art school/classes;

- (d) Culinary school/classes;
- (e) Photographic studio;
- (f) In-home catering;
- (g) All home occupations listed in Use Group 2.

(2) The nonresidential portion of a live/work unit shall be limited to 500 square feet of floor area and the residential component must comply with the minimum size requirement for a dwelling in EMC [18.130.020](#).

(3) The residential component of a live/work unit must contain sleeping space, cooking facilities, and complete sanitary facilities.

(4) The residential occupancy of a live/work unit must include at least one person who is employed or carries out an occupation within the nonresidential component of the unit.

(5) The nonresidential component of a live/work unit shall be limited to two employees per shift (including the person living in the unit that is associated with the business).

(D) The Residential Transition Area.

(1) The following list of nonresidential uses are permitted within the residential zoning districts in this area to allow for transition uses between the more residential (east end) and commercial (west end) portions of the zone:

- (a) All uses permitted in residential live/work area in subsection (C) of this section;
- (b) Art supply/crafts store;
- (c) Picture frame shop;
- (d) Pottery/ceramics shop;
- (e) Jewelry shop;
- (f) Gift shop;
- (g) Seamstress/tailor shop;
- (h) Tattoo parlor;
- (i) Barber/beauty shop;
- (j) Recorded media and musical instruments store;
- (k) Flower shop;
- (l) Book/video store;
- (m) Computer store;
- (n) Antique store;
- (o) Bed and breakfast (limited to three rental rooms).

These uses are allowed only at street intersections and shall not include drive-through windows:

- (a) Coffee shop (outdoor seating allowed);
- (b) Bakery;
- (c) Restaurant (limited to a total of 30 seats; outdoor seating allowed);
- (d) Candy store;
- (e) Ice cream parlor (outdoor seating allowed).

(2) Residential uses are permitted within the commercial zoning districts in this area subject to the minimum size requirements for a dwelling in EMC [18.130.020](#).

(3) A permitted nonresidential use from the list in subsection (D)(1) of this section may be considered a primary permitted use in the AOZ, if the following conditions are met:

(a) The site must be located in the AOZ and within one of the following commercial extension areas shown on the attached arts overlay zone map:

- (i) The area near the intersection of Washington Avenue and Eighth Street containing parcels fronting along the north side of Washington Avenue, and along the west side of Eighth Street between Powell and Washington Avenues;
- (ii) The area east of Parrett/SE Second Streets (adjacent to the C-4 zoning district along Parrett/SE Second Streets as shown on the official zoning map on the date of adoption for the ordinance codified in this chapter) containing parcels between Blackford Avenue and the alley between Jefferson and Madison Avenues.

(b) If the nonresidential use involves an addition or new construction, the structure must be designed to look like a residential use.

(4) All other nonresidential uses shall comply with the underlying zoning classification limitations on use including the Table A requirements in EMC [18.130.010](#).

(5) In buildings with both a residential and nonresidential component, no more than 50 percent of the total floor area not to exceed a maximum of 1,000 square feet shall be designated or used for nonresidential purposes within the residential zoning districts.

(6) The required residential component in residential zoning districts must contain sleeping space, cooking facilities, and complete sanitary facilities, and be occupied by the owner or a lessee. It also shall comply with the minimum size requirement for a dwelling in EMC [18.130.020](#).

(7) Maximum of three employees per working shift (including any employee living in the unit).

(E) Commercial Core Area.

(1) This area is a solid block of commercial zoning with nearly all of the area zoned in the C-4 district. Permitted uses are those specified in the underlying commercial zoning districts and the following additional uses:

- (a) Single-unit residential (upper floors only);
- (b) Multifamily residential (upper floors only).

(2) Of the many commercial uses permitted in the underlying zoning for this area, the uses that are preferred and encouraged to be incorporated into the area are the commercial uses listed in subsections (C)(1) and (D)(1) of this section along with the following:

- (a) Grocery store;
- (b) Drug store;
- (c) Convenience store;
- (d) Other specialty retail;
- (e) Restaurant (with outdoor seating);
- (f) Brew pub (with outdoor seating).

(3) Commercial uses must be included on but not necessarily limited to the ground floor of all structures in this area.

(4) Required front yard building setbacks in this area are allowed to be reduced to zero providing that, at street intersections, a minimum setback may be required by the Site Review Committee to ensure adequate site distance for traffic safety.

(F) Permits. The property owner of each residence and each live/work or other nonresidential enterprise shall maintain at all times a valid improvement location permit issued by the Area Plan Commission and all other licenses and permits as may be required by law for operating a business on the premises.

(G) Special Use Approval. Artist uses within the area defined in EMC [18.115.015](#) which will involve excessive noise or periodic spray painting of large sculptures or other items require special use (SU-45) approval. Excessive noise in residential areas is defined as 75 decibels or greater as measured at the property line. Artist activities must comply with all federal, state and local environmental laws including the City noise regulations in EMC [16.05.390](#).

(H) Nonresidential Use Criteria. Nonresidential activities must conform to the AOZ requirements as described herein and are encouraged to be located in the front of structures on the ground floor.

(I) Parking.

(1) In residential zoning districts, off-street parking is not required. However, it is encouraged that owners provide at least one parking space if possible in the rear of the property off of the alley. Parking lots or parking spaces installed are subject to approval by the Site Review Committee, and must comply with development standards of the underlying zoning classification.

(2) In commercial zoning districts, the off-street parking requirement shall be one space per each 10 linear feet of frontage along the front lot line facing the street. All off-street parking must be located in the rear of the property. Access shall be from the alley in the rear of the property only, unless no other access is available to the site.

(J) Signage.

(1) Permissible signage shall be in accordance with the requirements and limitations of the zoning ordinance for the underlying zoning classification.

(2) On residentially zoned property, the following limitations apply to signage advertising any nonresidential use:

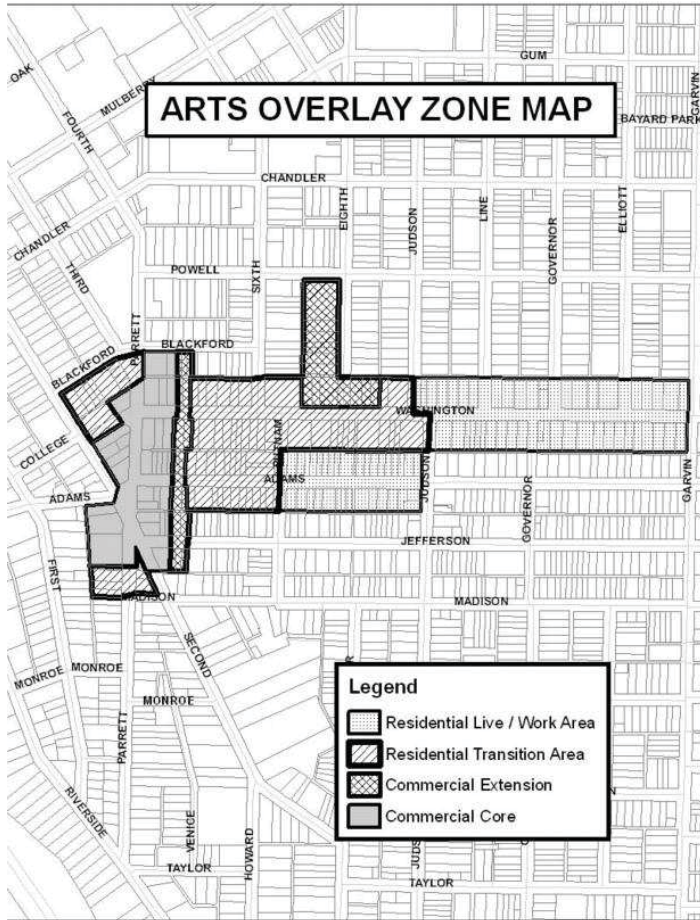
- (a) One low-profile sign no more than 10 square feet; and no more than six feet in height unless mounted on the front face of a building or placed within a front window.
- (b) If illuminated, the sign must be lit indirectly by down lighting (no internal illumination).

(K) Placement of Public Art. The placement or erection of outdoor sculpture and murals within the AOZ which is intended to be viewed from a public right-of-way or other public property shall not be subject to setback standards of the zoning district and shall not require permit approval; provided, that:

- (1) The art is not for sale as the product of an art studio within the zone;
- (2) The art does not constitute an advertisement; and
- (3) The placement does not impede the flow of pedestrian, bicycle, or vehicular traffic, and does not block traffic visibility at intersections, alleys or driveway entrances.

(L) Approval Process. Within the AOZ, live/work units proposed in an existing structure must obtain approval from the Site Review Committee, subject to compliance with this Chapter and all applicable building-related codes. Any addition, expansion, remodeling, parking and similar changes to any nonresidential use in the AOZ requires site review approval prior to issuance of permits. A live/work unit or other nonresidential use proposed within a new structure must be approved as part of a site plan review by the Site Review Committee as established and defined in this title. In addition to a site plan, floor plans must also be provided that show the residential and nonresidential areas within the structure.

(M) Applicability of Other Provisions. This chapter is intended to operate and be applied independently of any other provision in this title that allows residential and nonresidential uses on the same parcel. An applicant may proceed under this section or under the other provisions of the zoning code that apply to a proposed use. [Ord G-2011-8 § 2, passed 5-16-11.]



The Evansville Municipal Code is current through Ordinance G-2012-28, passed December 19, 2012.
 Disclaimer: The City Clerk's Office has the official version of the Evansville Municipal Code. Users should contact the City Clerk's Office for ordinances passed subsequent to the ordinance cited above.

City Website: <http://evansvillegov.org/>
 (<http://evansvillegov.org/>)
 City Telephone: (812) 436-4996
 Code Publishing Company
 (<http://www.codepublishing.com/>)
 eLibrary
 (<http://www.codepublishing.com/elibrary.html>)

Appendix M. HCAD Investment Strategy Prepared by Capital Access



Vision • Strategy • Implementation
Helping the world to get it right

Haynie's Corner Arts District Investment Strategy

October 5, 2012

I. INVESTMENT OBJECTIVES

The City of Evansville will leverage local resources to promote housing and economic development initiatives in the revitalization of the Haynie's Corner Arts District Neighborhood. Through a series of strategic concentrated real estate improvements supported by land holdings, grants and preferred lending products, the City will incentivize private development and businesses. These investments will further promote a range of housing and quality of life commercial services.

II. SUMMARY

The City of Evansville Department of Metropolitan Development (DMD) will promote "creative class" homes for artists and at-home professionals seeking energy efficient new construction homes that meet their lifestyle demands and provide a quality investment in the HCAD neighborhood.

Through this "Homes of Choice" program DMD will attract and select developers by offering:

- Strategically located lots at nominal consideration
- Area wide Infrastructure improvements
- Design guidance and marketing
- Development gap subsidy
- Preferred Construction Financing

DMD has selected at least twelve (12) home sites with no buyer income restrictions on concentrated blocks.

Buyers will receive special consideration for affordable mortgages through a consortium of preferred local lenders in support of the home purchase program. Buyers with decent credit and minimal cash to enter will receive custom mortgage underwriting services. Income qualified buyers will have access to down payment closing cost assistance programs and may be served through soft second mortgages for greater affordability.

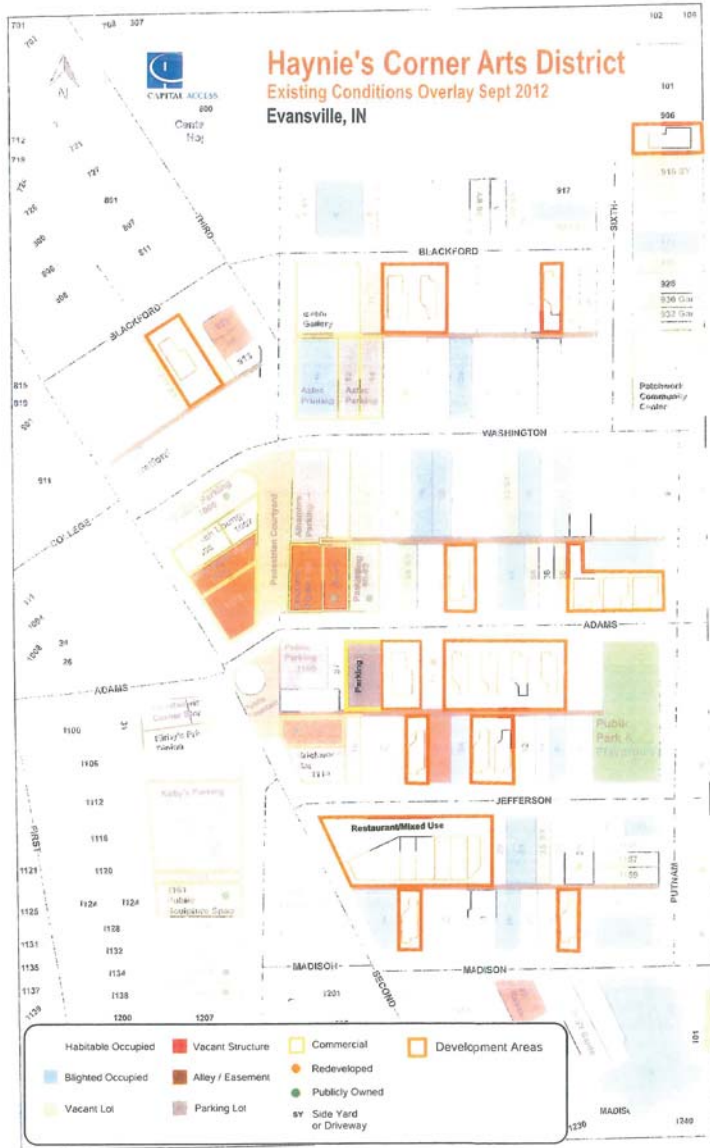
Home development sites will fill in vacant lots on stabilized blocks adjacent to the Haynie's Corner fountain commercial and entertainment area and within walking distance to downtown Evansville.

In addition to concentrated home and infrastructure improvements, DMD will provide services and projects to support existing and attract new neighborhood amenity businesses such as restaurants.

325 Chestnut Street, Suite 917, Philadelphia, PA 19106 ■ 215.551.2000 ■ www.capitalaccessinc.com

III. WHERE? NEEDS & OPPORTUNITIES

- A. Map of the Haynie's Corner Arts District fountain area and parcel by parcel land use strategy. (Exhibits A1 & A2)



Haynie's Corner Arts District Investment Strategy



Needs/Opportunities within Target Area

Target Area

Haynie's Corner Arts District (HCAD) is within the Evansville Arts Redevelopment Area and concentrates on the core fountain area surrounding the intersection of Adams and SE Second. The HCAD target area map is bounded by Parrett Street to Madison Ave and Blackford Ave to Putnam Street. (See Exhibit A1)

Strategically located within walking distance to downtown and riverfront attractions, HCAD provides some immediate neighborhood amenities such as the Bokeh Lounge, Kirby's Catering and private dining, Fountainview Corner Store, Event Gallery, Brickwood Bar and occasional event spaces adjacent to the vacant historic Alhambra theatre building.

The HCAD target area is bordered by the River and a nationally recognized historic residential neighborhood to the west and downtown employment, convention and commercial center to the north. The western neighborhood maintains strong appraisals but rehab and maintenance concerns make these homes a costly and less affordable option for many buyers. More affordable housing exists further south and east of the Target Area. However, this housing is smaller and less stable. The City has cleared nearly all vacant blighted property in the neighborhood through demolition and acquisition. In the neighborhood directly east of the Target Area the City recently conveyed a concentrated cluster of scattered site lots to a national tax credit developer. This project will consist of more than (45) sites with high quality single family infill homes providing lease-purchase opportunities.

While the above noted amenities and investments support the beginnings of a healthy neighborhood with a range of incomes, many of the surrounding communities maintain the old perception that this area is still unsafe and that other neighborhoods provide better home options.

HCAD is a "tipping point" area where development costs still exceed after improved appraisals. Recent single family developments cost approximately \$220,000 to build but appraise in the \$125,000 range. One of the challenges for homeownership in this target area is the middle market product gap in the housing stock. Existing housing stock is either large historic homes with costly lead abatement and rehab budgets or small in fair to poor condition very low-income housing that has become functionally obsolete other than serving as a very low-income rental.

This exemplifies the need for a moderate and middle income home product suitable for the at-home professionals and working artists HCAD seeks to attract. There is a need for a "move-up" home that is affordable to low and moderate buyers seeking an alternative to apartment living and that provides space to grow and work.

A product must be developed to support the creative and professional households potentially attracted to HCAD and the nearby downtown amenities. This home product needs to be developed in a way that retains many of the renting population potentially interested in HCAD homeownership while bridging the appraisal gap between very low and very high income housing options.

Targeted Developments

Proposed HCAD development activity is based on three types of investment activity:

1. **Concentrated residential developments** through strategic development and sale of vacant public property.
2. **Targeted acquisition, improvements and financing incentives** to assist with start-up economic development strategy for food, entertainment and small neighborhood retail services.

3. **Infrastructure improvements** to better connect the downtown employment, convention center and waterfront areas to HCAD. Improvement plans include designated parking, public spaces, enhanced transportation routes and signage.

IV. SUMMARY OF MARKET CONDITIONS, CHALLENGES, AND OPPORTUNITIES

Many of Evansville's other residential neighborhoods provide quality housing, are family oriented and within walking distance to a public school or university. This provides many Evansville families several other neighborhood options with stable and safe neighborhoods to raise a family. While crime and blight were significantly reduced in the immediate HCAD target area, the immediate educational and residential services do not compete with some other neighborhoods. However, HCAD has a history of being home to the "creative class" of working professionals and artists. HCAD is also known as one of the more transient populations as many of the residents rent rather than own and therefore move out once they are ready to purchase a home for a family, grow their business or find another job.

Over the last several years, Evansville strategically removed blight in the immediate HCAD target area through more than (30) demolitions and development of more than (24) homes in the neighborhood to the east and south. The immediate neighborhood amenities are neither "place making" destinations nor businesses that attract and retain a visiting population on a regular basis. The irregular hours of existing businesses reflect the current flow of traffic. Lack of more daytime destinations such as a weekend brunch spot, coffee or lunch service, daycare or neighborhood gym contribute to a lack of street presence and are needed to better sustain other retail services and amenities.

The absence of more neighborhood services such as quality food, family recreation and professional services are one perceived barrier to encouraging existing residents to shop and recreate where they live. A strategy to encourage more vibrant daytime, evening and weekend presence needs to be developed for additional neighborhood growth and stabilization.

In recent years small clusters of single family affordable and market rate homes were developed several blocks from the fountain area. Of note, the homes developed closer to the fountain and downtown have sold better than the homes a couple blocks further south or east. In addition, the City recently executed a development agreement to develop high quality scattered site low-income lease-purchase homes in the more residential and more vacant blocks to the east. This scattered site-concentrated investment addresses very low to low-income rental needs while providing a "move-up" opportunity for homeownership.

These residential investments combined with aggressive demolition and City acquisition have provided a significant opportunity for a balanced revitalization of the residential boundaries of the HCAD target area.

A. Homeownership

The HCAD neighborhood is considered more transient due to the higher concentration of rental properties and above noted conditions. While appraisals in the HCAD area are more stable than in other areas of the state, a development or appraisal gap still exists whereby the costs to build exceed market appraisals.

Recent new construction single-family subsidized home developments are of very high quality. They include a minimum of three bedrooms, 1.5 bathrooms and other amenities such as energy efficiency, central air, hardwood flooring and off street parking. While this house type is designed to target families, the majority of recent income qualified buyers are single person households.

Based upon the recently developed single family affordable homes in HCAD a local non-profit housing counseling and development agency noted homeownership opportunities closer to the downtown blocks have sold better. They also noted there may be a disconnection between buyers that are income eligible and the product available to them. Many of the buyers counseled have incomes and credit that is too low to qualify for a mortgage or are above 120% area median income and don't qualify for typical subsidized housing. This may indicate a middle income buyer has not been adequately targeted or has more appealing options in other neighborhoods. This may also indicate an opportunity for a buyer driven build-out strategy whereby homes are designed and built based on preferences of income qualified buyers interested in the target area.

A smaller but more affordable and energy efficient live/work space for artists and professionals that work from home may be worth exploring. This live/work home better supports the Arts District concept and may create the "step-up" product necessary to bridge appraisal and affordability gaps.

B. Rental

The neighborhoods immediately surrounding HCAD provide options to a range of incomes and senior or special need populations. However, more affordable studio or loft live/work space may attract more artists and at home professionals seeking a high quality, energy efficient and modern yet affordable option. This rental product would likely need to be affordable in the \$400 to \$700 a month rent range.

C. Historic Home Challenges

Boasting strong historic neighborhoods with attractive housing, many of the homes that are rehab candidates are large and in need of costly lead abatement and energy efficiency improvements in addition to meeting historic design standards. City initiatives to rehab these properties are very costly (often more than \$300,000) and don't achieve the broader neighborhood impact desired. In addition, many buyers that can afford the after improved appraised value and maintenance costs of these homes are above the income limits required by the subsidy programs.

The City may need to explore a more private market driven model to address this issue. An incentive program with grants significant enough to cover lead abatement and/or comprehensive energy efficiency programs combined with special mortgage financing may prove more successful in attracting buyers with equity to participate in preserving the larger and more costly historic homes in the area. It may also be necessary to geographically restrict these incentives to blocks with less active private market activity but integral to long term stabilization and historic preservation. Opportunities to implement such a program exist in the neighborhood to the northwest of the Washington and Parrett Ave. corridors. Aggressive promotion and underwriting by City and select lenders is a critical component to making this type of program a success.

D. Small Business, Entertainment and Workforce Development

The HCAD in Evansville has strong potential for becoming a diverse neighborhood of choice with a small but high quality neighborhood oriented retail, food, arts and entertainment core.

The current economic climate makes lending to small business entrepreneurs with little or no equity and average credit very difficult. This is often the profile of the first time entrepreneur seeking to start a business and overwhelmed with finding investment capital in addition to having a good business plan backed by market research.

A designated leader in the community that understands the logistical needs of a small business and that can act as a day to day promoter, liaison and resource to existing and new businesses interested in Evansville is a critical component to ensuring HCAD's economic development initiatives and programs are a success.

A multifaceted approach is needed to connect the myriad of employment and institutional organizations that can play a role in promoting neighborhood economic development investments and initiatives in HCAD. Of particular need are "place making" services that are more neighborhood oriented and don't compete with downtown services nearby. These may include:

Food: Small quality grocery and restaurants that cater to breakfast lunch and dinner and are not dependent on larger commercial corridor or downtown locations.

Entertainment: Small arts and education oriented venues to attract outside visitors and create a greater sense of community. Nightlife and weekend events also need to be cultivated to enhance trend setting market "buzz" and promote a greater sense of community.

Professional Neighborhood Services: Neighborhoods benefit from basic services within walking distance of home such as a regional bank, dry cleaner, drug store, daycare and fitness center. Other businesses or spaces suggested as needed include a hardware store, landscaping/nursery or cooperative studio and shop space.

V. PROGRAM DESIGN: "LAND ASSEMBLAGE AND PRIVATE MARKET INCENTIVES"

A more concentrated development of housing with a design and price range targeted to middle income "creative class" buyers is needed. This product can act as a link between the higher value large historic homes and apartments to the northwest and the new affordable and existing smaller homes to the southeast. An affordable energy efficient live/work home design that is in keeping with the arts initiatives may provide the link and type of housing target buyers seek.

A. Existing Conditions

The HCAD target area consists of approximately (139) parcels. The City of Evansville has assembled approximately (37) sites whereby (9) parcels are zoned and targeted for commercial development and (28) are zoned and targeted for residential developments.

The attached existing conditions map with overlay (Exhibit A2) provides a legend and series of prioritized clustering of development initiatives. This was developed based on preliminary site inspection, stakeholder interviews and City GIS data.

B. Strategic Acquisition

The City through its Brownfields program has done an exemplary job of acquiring the majority of vacant blighted property available. It is now at a point where a disposition or development strategy is required so that holding onto the concentrations of vacant land does not slow the opportunities for further neighborhood revitalization. As illustrated in Exhibit A2 there are approximately (11) vacant lots and (2) vacant structures which should be pursued in the next six months in order to complete land assemblage and support sites ready for development.

These noted sites are in addition to and do not include the vacant properties at the heart of the HCAD Target Area: May Belle apts and adjacent single story commercial building 1022 Second St. Because of the history of the City's past attempts to obtain these sites and the reported high appraisal value, the City is likely better served to first focus on beautification efforts and support subsidizing future development proposals at a later date.

While these sites are helpful and support what is already acquired, development can still occur and be marketable without these acquisitions and improvements occurring.

C. Infrastructure

A separate planning process through the HUD Sustainable Communities program is currently working on broader neighborhood infrastructure and zoning concerns. A series of specific property improvements: infrastructure and retail incentives, is to be developed further with the assistance of a two year Arts District Director as designated and employed by Berhardin, Lochmueller & Associates, Inc. through this program.

HCAD is at the cross roads of several ingress and egress routes to and from the downtown and river front. Plans should address the different characteristics of all connectors along Second through Eighth Streets running North South and Washington and Adams running East West. Of particular concern is 8th and Washington where the majority of regional traffic passes this intersection but by-passes the HCAD neighborhood.

D. Housing

1. Live Work Residences

Based on the identified opportunity for a revised house type design to meet at-home professionals serving moderate and middle incomes, it is recommended that the City conduct market research to further refine the specific home design criteria. In addition, the existing narrow lot sizes promote a smaller more efficient house size. Through a series of design guided interviews and reviews the City and its designated developers can develop the house product best suited to attract their target market.

It is anticipated that a more modern "bungalow" style house type with a façade treatment that integrates it into the existing architecture will be sought. Single story or split level type plans provide the added opportunity for meeting ADA and mobility requirements not otherwise available in the neighborhood.

Quality designs that focus on: lighting, energy efficiency, storage and efficiency of interior space uses is more important than working to meet standard single family specifications and achieving a high square footage. Designs should be based on interviews and meetings with potential buyers that are artists and/or work from home. A 1,200 to 1,500 square foot home that includes an efficient eat in kitchen with first floor utility/laundry and bathroom, a large flex

room for studio or home office, a master bedroom and bath and a flexible room to serve as office/den and guest bedroom might be a typical list of criteria. Exterior features might include:

- Designated garden beds with storm water collectors
- Designated screened or enclosed compost and trash and recycling storage
- Bike rack or storage incorporated into parking scheme
- Sheds to serve as additional studio or storage spaces

Several unit types may be developed to address a range of needs and uses. A well thought out plan that involves community, city and private participation can often result in a custom product best suited to reach the intended target market. The community input and design process can also serve as an effective "viral marketing" marketing opportunity and means of building community consensus in support of the project.

2. Single Family Residences

The existing single family products the City has developed in recent years with Hope Inc. are well designed and designed to attract single family markets. The strong appraisals for these homes are further evidence of a good product. The mostly likely sales challenges appear to be connected to the more isolated locations whereby the less isolated locations have sold more quickly. They also require slightly larger lots for driveways and wider footprints. This makes them less conducive to build out on smaller sites found on Adams and Blackford Streets. However, several larger sites tightly nestled with more stable and larger residential housing stock on Sixth and western Blackford St. may still be best suited for this house product. (See noted on Overlay Map A2 at: 213 Blackford, 1201-3 Parrett and 908 Sixth Streets)

E. Rental

Several sites may lend themselves better to rental projects. While only one of the current city controlled structures located at 1112 Parrett is conducive to mixed-use rental rehab, other key properties in the area such as the May Bell apartment building at 1012 Second St. and other sites could provide a more artist loft-style efficiency apartment. Studio oriented apartments that are affordable and address the space needs of artisans the neighborhood seeks to embrace are not readily available. Therefore, preferred zoning, project financing and subsidies for private market development of such sites might help promote filling this gap in the immediate rental market.

A pilot program to explore the demand, style and optimized financing strategy for such a development could be initiated at 22 Jefferson. This vacant duplex property was recently conveyed by the City to a local non-profit developer and housing counseling agency, Hope Inc., and is reportedly awaiting further re-use and development guidance from the City.

F. Commercial and Mix-Use

The City acquired a mixed-use property at 1112 Parrett St. located adjacent to the fountain and at the center of the commercial area for HCAD. This Victorian style three story structure provides first floor commercial/retail opportunities with secondary residential uses on the upper levels. Based on recent private development interest, the City is in the process of releasing an RFP to identify highest and best uses. The City will use the results of this RFP to further explore the areas in which the private developers seek the greatest level of assistance.

In the case of rehab, the City may find subsidy for environmental remediation and conveyance for below market appraised value are all that is required. However, many mixed-use projects are best served by strong property management experience and successful anchor tenant businesses. To further assure projects are successful, the City may want to consider subsidizing mixed-use projects as follows:

- Assistance to designated anchor tenant businesses with energy efficiency or business grants for equipment purchases and improvements.
- One year free rent to assist with start-up and overhead costs.
- Free consulting and marketing assistance through the above noted Arts District Director position.

The City will want to ensure a clear and active role for the Arts District Director position is developed. This Director will serve as a resource and single point of entry for businesses seeking to locate in Evansville and more specifically the HCAD neighborhood. This position will also need to act as a broker that goes out into the broader regional commercial population to promote and identify businesses and entrepreneurs seeking the types of opportunities HCAD has to offer. A clear one and three year action plan with incremental commercial development, budget and milestones should be presented and followed to better ensure goals are met and services provided. The Director should also serve as a point person for the branding and coordination of the existing businesses. This will include identifying existing areas of need and broader programs that can serve this business and arts community. Some key areas in HCAD that will require ongoing assistance from this position include but are not limited to:

- Branding campaign and infrastructure improvements serving HCAD
- Initiatives to beautify and redevelop the May Bell and adjacent vacant single story building at 1022 Second St.
- Coordinate parking and traffic concerns and needs
- Coordinate transit route improvements and advertising
- Promote the historic aspects and possible historic tours of the surrounding neighborhood while creating new foot traffic for the local businesses
- Be a voice and champion with the Downtown Business District, Chambers of Commerce and broader City and County small business communities
- Assist in planning and initiating investment in the Eight St. and Washington St. corridors as residential development occurs
- Assist Alhambra theater business and re-use strategy and development of adjacent 56-58 Adams St. city owned buildings.
- Work with City to create an ongoing list of arts and entertainment related events in the HCAD neighborhood.
- Work with local lenders to provide consultative underwriting and preferred small business financing coupled with National and local grant opportunities to support small businesses seeking to open or grow in HCAD.

As the commercial and retail program for HCAD is refined and implemented the City can then begin to develop a Request for Proposal that addresses the highest and best use for the vacant assembled land located at the southeast corner of Jefferson and Second Street.

As per the previous concept renderings developed for the City for this site, an anchor restaurant with adjacent townhome apartments or condominiums may be the best project to support the Phase I and II of residential infill developments and the ongoing business improvements around the fountain area.

To further ensure an anchor restaurant in this project is successful and remains sustainable the City and/or developer may want to consider incentives that:

1. A three to five year low cost lease to assist business development rather than making aggressive rent projections;
2. Provide a purchase option to be exercised in less than five years to further incentivize growth of a business model committed to the existing market and community; and,
3. Option to purchase the restaurant site at a pre-determined value should the business succeed and grow. This will provide a clear goal less subject to future negotiation and ensures a successful business desired in the community has the means to stay.

Such terms can be built into the development strategy and protect the business from an overly aggressive rent projection or long term lease whereby the focus is on sustaining an anchor business.

Attached please find a separate set of program guidelines for designated projects (**EXHIBIT B**). Also attached is a sample development budget for basic project feasibility and subsidy analysis underwriting (**EXHIBIT C**).

G. Development Gap Subsidy

Based on other single family projects completed in the target area, the City anticipates total development costs (land, soft costs, holding costs and construction costs including all overhead and developer fees) to be in the \$170,000 to \$200,000 range depending on scale and design of the housing unit.

This is why homes must be carefully value engineered and designed to attract a range of buyers. It is a balancing act between a specific target market and the amenities and price points they can support.

Cost estimates are based on interviews with stakeholder and their experience with local market conditions and should be tested further. Buyer affordability programs can be adjusted should home product appraisals be dramatically higher. However, this would require greater amounts in soft second affordability mortgages in addition to development gap subsidy.

The following table illustrates how to back into developing all twelve sites the City currently controls with the current subsidy available (approximately \$70,000 per unit average development gap subsidy needed for 12 homes). Should selected developers and value engineering sessions determine total development costs will exceed \$190,000 without appraisals exceeding \$130,000 per unit, the City will either need to develop fewer units at a time or raise additional development subsidy.

The City is prepared to provide nominal consideration for land conveyance and back-end development grant subsidies in an amount equal to the difference of total development costs and lender appraised values. In addition the City may be able to further leverage its allocated Neighborhood Revitalization Strategy Area (NRSA) funds by combining this funding with the land as collateral for selected developer construction financing. The local consortium of Banks may be able to issue construction financing using the NRSA in an escrow account as collateral for preferred construction financing.

As further detailed in Exhibit B, subsidy will be provided by City through conveyance of land for nominal consideration and subsidized construction improvements so long as developers meet basic criteria of:

1. Receipts for all development costs and necessary subcontractor lien waivers;
2. Document income verified buyers;
3. Executed purchase agreements with qualified buyers.

Cash buyers will still be required to obtain title insurance and income verification. Deed restrictions are recommended to prevent competitive re-selling or "flipping" of properties during the development program.

Based on City funding availability and the total number of anticipated sites to be developed are not exceeded, funds are available as follows:

# Units	Buyer Income	Development Gap per Unit	Funds Needed	Funding Sources Available
3	80% AMI or below	\$70,000	\$210,000	NRSA \$210,000 Additional HOME or NSP funds can be used to increase affordability based on appraisals
9	Market Rate	\$70,000	\$630,000	NRSA \$130,000 Riverboat \$500,000
12	Mixed-Income 33% low /66% mr	\$70,000	\$840,000	\$840,000

VI. STRATEGY AND PRODUCTION: WHAT GETS DONE, WHERE AND WHEN?

A. Schedule of Projects:

Timing	Project	Potential Additional Funding Resources
Months 1-3	<p>Publicly controlled commercial spaces: Initiate targeted acquisitions, environmental testing & remediation, façade, code and interior specs and scopes for improvements (1112 Parrett, 56-58 & 59 Adams)</p> <p>Publicly controlled residential spaces: Environmental testing & remediation, deed consolidation/subdivision and title clearance (ensure all liens removed prior to conveyance)</p> <p>Infrastructure: Site plans based on civil engineering survey with designated improvements</p>	CDBG, Brownfields, City & State Economic Development Grants
Months 3-6	<p>Publicly controlled commercial spaces: Work with new Arts District Director to develop detailed plan for commercial retail strategies</p> <p>Publicly controlled residential spaces: Site improvement RFPs for Phase I residential build out, develop house designs, execute developer agreement(s) and property conveyance. Schedule groundbreaking ceremony with lenders on Adams</p> <p>Infrastructure: Develop budget with prioritized work plan in consultation with residential developer schedules, get on utility and public works schedule</p>	Land, HOME, NSP, CDBG, Brownfields, State or City discretionary funding
Months 6-12	<p>Publicly controlled commercial spaces: Work with new Arts District Director to lease, convey or list and improve vacant commercial spaces. Assist existing businesses with programs and events schedule, grants and growth plans.</p> <p>Publicly controlled residential spaces: Complete acquisitions, Monitor construction, assist sales, adjust program for conveyance of Phase II sites.</p> <p>Infrastructure: Initiate improvements as phased.</p>	CDBG, State and Federal Infrastructure funding programs or grants, Bond or TIF
Months 12-	<p>Publicly controlled commercial spaces:</p>	City discretionary funding, HOME, CDBG,

<p>18</p>	<p>Prepare RFP outline for mixed-use site at Jefferson & Second St.</p> <p>Publicly controlled residential spaces: Celebrate first home sales/settlements, Phase II sites monitoring and assistance.</p> <p>Roll out market driven historic preservation and abatement grant and loan programs for existing residents and vacant properties on open market.</p> <p>Infrastructure: Continue with Phased program</p>	<p>Philanthropic Historic Preservation Grants, Federal and State Environmental Abatement Funds</p>
-----------	---	--

The City reports that it has completed environmental testing and remediation as necessary for the lots it controls. Any additional sites requiring additional environmental review for a residential development standard will be identified and completed prior to disposition or development.

The City has assembled the majority of vacant lots and spaces available in this target area and can guide development through requests for qualifications (RFQs) from private and nonprofit developers. Items to determine internally include:

- Types and amounts of subsidies available to determine development and/or affordability gap funding limits
- Number of sites per phase that can be funded at any given time based on available funds (current projection of 12 sites in first phase)
- Subsidy limits, grant research and proposal preparation to fill gaps and expand programs where needed
- Requirements and review process for Developer Home Product and Marketing Strategy
- Developer project budget underwriting requirements (See sample Development Budget Template)

B. Developer Guidelines

The City can use more than one developer to build out the designated sites. City can assign specific sites to developers they choose. It is recommended that the City procure developers through a Request for Qualifications (RFQ) instead of a Request for Proposal (RFP) process. This will assist the City to first determine the level of local developer interest and also field any questions or concerns development community may want considered prior to program launch. This provides City flexibility of making program and strategic modifications based on local capacity to ensure projects are successful. It also allows City to work with several developers prior to land conveyance to ensure developers are cooperative and demonstrate they can perform pre-development tasks.

City management staff responsible for grant management and project management need to ensure that program compliance guidelines, reporting forms, protocols and timelines are

explicitly understood by all development parties and included in contract language to ensure compliant and timely completion of projects.

Land conveyance for nominal consideration with development gap funding grant agreements will be used to develop market-rate and moderate-income housing on select sites adjacent to the fountain and retail centers.

The City will need to determine whether they want to develop a policy for qualified low-income buyers that could afford new homes if provided additional affordability grant subsidy in form of a "soft second" mortgage.

As previously noted Exhibit B provides draft Program Guidelines customized for this plan and provides a basis for Developer Agreements and requirements.

VII. IMPLEMENTATION: WHO IS GOING TO DO THE WORK?

A. Role of City

The City of Evansville will require designated staff or consultants to provide the following project oversight and monitoring:

1. Project Manager: Ensure coordination and schedule of goals are met. Work with private, nonprofit and public sector entities to assist with strategic decision making and implementation.
2. Construction Manager: Ensure projects are built as specified to comply with subsidy allocations and draw processing.
3. Grants and financial manager: Ensure funds disbursed are properly recorded, interim reports are filed as required and compliance is met at time of disbursement. Coordinate funding close out audits as required.

With the assistance of the above City staff and broader development team, the City will perform the following services:

1. Develop Site Plans and Strategy
2. Provide pre-development value engineering and design consultation
3. Ensure development sites are Free and Clear Vacant Parcels
4. Procurement of Builders
5. Title and land deed for conveyance to builder owned and developed model or wait until build out complete and convey upon new buyer settlement.
6. Monitor and manage policies and procedures for investment based on HUD and City program requirements
7. Gather compliance reporting and monitoring information
8. Provide subsidy upon completion of construction and sales milestones as outlined in Guidelines Exhibit B

9. Evaluate existing HOME, CDBG and other subsidies to support code enforcement, homeowner rehabilitation services, and streetscape improvements on blocks where City is invested
10. Cultivate economic development opportunities for local community developers and real estate and management service providers and employment opportunities for mechanics and laborers in the building trades.

B. Role of Banks

The consortium of local Banks will provide preferred mortgages to project home sites and buyers. Lenders will assist the City by delivering the following services:

1. Attends meetings with developers, marketing teams and City staff to make sure mortgage underwriting staff understand how "Development Gap" subsidy works and does not affect home price. Will learn how possible second mortgages with City may be used to provide buyer "Affordability Gap" funding.
2. Support possible deed restrictions that prohibit re-sale of house in first year as other homes are being completed and/or rental restrictions.
3. Make sure mortgage underwriters understand that homes may be designed to promote flexible home office or studio work space but that it is still a primary residence and does not get confused with being a mixed-use property which could require commercial underwriting.
4. Will underwrite mortgage applications internally with anticipation of holding note and mortgage "in house" rather than selling in secondary market. This will lead to more flexible underwriting terms and rates.
5. Are willing to provide construction to permanent mortgage loans to buyers with good credit, stable income and some equity should market rate buyers want to engage their own builders for lots obtained in the target area.
6. Banks will assist in conveying the message that HCAD is a mixed-income program with a series of intended home projects and community investments. That investments of subsidy do not negatively impact nearby higher value historic homes because project is of high quality and is addressing vacant lots and potential blight concerns.
7. Where applicable, City and Lenders will assist buyers with obtaining special low interest and/or down payment and closing cost assistance through local programs and Indiana Housing and Community Development Authority (IHCDA) First Home and First Home Plus programs.
8. City will limit Lender need to provide conventional (FHA/VA) underwriting by providing soft second mortgages. Soft second mortgages will be utilized to eliminate private mortgage insurance (PMI) and provide minimal amount of cash buyers may need for down payment as follows:
 - a) Market rate buyers (greater than 80% AMI) require 5% down payment and soft second mortgage provides up to 15% sale price based on need.

- b) Low-income buyers (80%AMI or below) bring minimum 1% down payment and soft second mortgage provides up to 19% based on need.

VIII. ADDITIONAL RECOMMENDATIONS AND PLANNING FOR FUTURE SUCCESS

Working to develop programs that anticipate and support success of the HCAD Investment Strategy will further ensure this program realizes its full potential, has a "ripple effect" in the local economy and remains a sustainable project past the years of initial investment. Some such areas or programs that were recommended during stakeholder interviews Capital Access also recommends the City consider building upon once implementation is underway:

- A. Historic Tours linking waterfront museums to historic neighborhood and Alhambra events
- B. After school programs and daycare via former middle school site and Potters Corner
- C. Park and Recreation neighborhood promotional events
- D. Coop food market needs to grow and better address "food desert" concerns
- E. Community Development Corporation (CDC) capacity building and technical assistance
- F. Historic Preservation incentive program eligible to all incomes
- G. Section 3 and Workforce Development/Job creation programs

(THIS PAGE INTENTIONALLY LEFT BLANK)

Appendix N. University of Southern Indiana Reports

ENGAGE HENDERSON

FEBRUARY 2012

PREPARED FOR ONE LIFE CHURCH



USI RESEARCHERS:

- DR. NIHARIKA BANERJEA*, ASSISTANT PROFESSOR OF SOCIOLOGY
- DR. DANIEL BAUER*, ASSISTANT PROFESSOR OF ANTHROPOLOGY
- DR. RONDA PRIEST*, ASSOCIATE PROFESSOR OF SOCIOLOGY

UNDER THE AUSPICES OF:

USI CENTER FOR APPLIED RESEARCH



Table of Contents

I. Executive Summary	1
Figure One, Map of the Research Area.....	2
II. Introduction	3
III. Research Methodology	4
Figure Two, Regions	6
IV. Summary of Results	7
<i>Distribution of Interviews</i>	7
Figure Three, Distribution of Interviews	7
<i>Demographic Data</i>	8
Table One, Breakdown of Demographic Responses	8
Table Two, Household Size	8
Table Three, Gender	9
Table Four, Children	9
Table Five, Age of Respondents.....	9
Table Six, Employment Status	10
Table Seven, Residential Status	10
Table Eight, Length of Residence	10
<i>Qualitative Analysis</i>	11
<i>Community Strengths</i>	11
<i>Community Desires</i>	13
<i>Community Challenges</i>	14
V. Conclusion	16

The order in which the researchers' names appear is alphabetical.

I. Executive Summary

This report provides a qualitative assessment of research results pertaining to the Engage Henderson project. Engage Henderson is a community development project aimed at gaining insight into community needs and desires in Henderson, Kentucky. Project partners in the Engage Henderson project include One Life Church; the University of Southern Indiana Center for Applied Research; the University of Southern Indiana Department of Sociology, Anthropology, and Criminal Justice Studies; and community members of Henderson, Kentucky.

Data collection for the Engage Henderson project was conducted in September and October 2011 and analysis of research data was completed from November 2011 to January 2012. The goals of the project were to engage in a conversation with community members in order to ascertain community strengths, challenges, areas for improvement, and the overall perspectives that community members have regarding their community. An indirect goal of the project was to gain important demographic data pertaining to the community.

Research was conducted by members of One Life Church and the research process was facilitated by Dr. Niharika Banerjee, Dr. Daniel Bauer, and Dr. Ronda Priest. One Life Church volunteers were trained in interview methods and they were provided a list of interview questions during the initial training session. Volunteers were provided with maps of Henderson that were divided into twenty-nine zones. The research area included 142 city blocks extending east from North Green Street to the railroad tracks and south from 2nd Street to Sand Lane (see Figure One).

The data presented in this report are organized into demographic data and qualitative data. Both data sets were used throughout the duration of this project. The section on demographic data provides relevant information pertaining to interview respondents. It is important to note that demographic data is not complete due to multiple factors. In some cases, volunteers did not record relevant data for all interviews. In other instances, residents did not respond to all questions asked during the interview process. The qualitative data has more relative value in this report due to the challenges associated with the demographic data.

Data from the interviews point to numerous trends regarding resident responses. There are two identifiable groups represented in the data set. These groups are long-term residents and recent residents. A comparison of the data collected from these groups indicates that while there is some overlap in responses, concerns do to some extent differ between these two groups. However, despite notable differences based on personal experiences, there is a significant amount of cohesiveness regarding understandings of community strengths, challenges, desires, and opportunities. Prominent community strengths include safety, the educational system, affordable housing, a sense of community, the YMCA and JFK Center, and the availability of parks. Community challenges include drug activity, crime, graffiti, a significant number of abandoned and neglected properties, and a lack of infrastructure including sidewalks, street lights, and bus stops. Desires of community members include improving existing parks, providing more opportunities for children and adults, an increase in local businesses, and an increased sense of neighborhood and community pride.



Figure One, Map of the Research Area

II. Introduction

The Engage Henderson Project is a project partnering One Life Church; the University of Southern Indiana Center for Applied Research; University of Southern Indiana faculty from the Department of Sociology, Anthropology, and Criminal Justice Studies; and community members of Henderson, Kentucky. The goal of the project is to gain information about the community of Henderson, Kentucky, and to involve community members in the process of community development.

The first phase of the project was conducted by volunteers from One Life Church in coordination with University of Southern Indiana researchers Dr. Niharika Banerjea, Dr. Daniel Bauer, and Dr. Ronda Priest. The first phase of the project consisted of interviews being conducted in order to gain information about community strengths, challenges, concerns, and desires. Phase one began in September 2011 and was completed in January 2012. Interviews were conducted in September and October 2011 and data analysis was completed from November 2011 to January 2012.

The project team met three times with project volunteers from One Life Church in Henderson, Kentucky. The first meeting took place on September 14, 2011 at One Life Church. During the meeting, research team members were introduced to the volunteers and team members Dr. Banerjea, Dr. Bauer, and Dr. Priest provided interview training for the volunteers. The second meeting occurred on October 19, 2011 at One Life Church. Research team members collected the interview data from the volunteers and the volunteers were asked to share their results and experiences regarding the interview process. Following the debriefing by the research team, Dr. Susan Ellspermann of the University of Southern Indiana Center for Applied Research worked with the volunteers to plan the next meeting and to brainstorm ideas about how to get community members involved. The third meeting took place on December 10, 2011 at South Heights Elementary School in Henderson, Kentucky. This meeting involved Engage Henderson Volunteers, the research team, and community members. Introductions were given by Dr. Susan Ellspermann and by Lori Reed who served as volunteer and project coordinator. Dr. Daniel Bauer provided a presentation detailing the preliminary results of the research. Community members were then invited to engage in a conversation with Dr. Susan Ellspermann and Lori Reed.

The results presented in this report includes information obtained from the interviews conducted during phase one of the project. Interviews were conducted in thirteen of twenty-nine neighborhood zones in Henderson, Kentucky. A total of thirty-nine interviews were conducted. One of the interviews does not contain documentation of the zone where the interview was conducted. Therefore, the documented data represent twelve of the twenty-nine zones. All interviews were completed by local volunteers from One Life Church in Henderson, Kentucky. The information in the following pages provides a summary of the research findings.

III. Research Methodology

Research for this project was aimed at understanding how community members view their community. More specifically, research intended to elicit responses from community members regarding community strengths, challenges, and areas for improvement. This project was also concerned with understanding how community members reflect on their own positions as members of the community of Henderson, Kentucky.

Interview volunteers included members of the One Life Church congregation of Henderson, Kentucky. Volunteers were trained in the fundamentals of data acquisition through interviewing during a training session held at One Life Church on Wednesday, September 14, 2011. Volunteers were provided the opportunity to ask questions and address concerns pertaining to the interview process. Each volunteer was provided with a map of the research area. The map included twenty-nine zones that were randomly demarcated. Each volunteer selected a partner and the partners then selected one or more zones within which they would conduct interviews. The initial expectation was that volunteers would conduct two interviews in each of the twenty-nine zones for a total of fifty-eight interviews.

Interview guides using open-ended questions were used throughout the course of data acquisition. Interview questions were prepared by Dr. Ronda Priest in consultation with Drs. Niharika Banerjea and Daniel Bauer. Questions were designed to gain insight into important demographic data as well as qualitative data relating to community strengths and challenges. The research process was intentionally designed to be a conversation with community members. As such, it was not necessary for volunteers to follow the interview guide in strict form. Instead, volunteers were encouraged to familiarize themselves with the questions and the overall scope of the interview guide and then engage in a conversation with community members as part of the data acquisition process.

Volunteers were encouraged to complete interviews within a two-week period. Volunteers selected the homes at which to conduct interviews based on a variety of factors. Random sampling was not involved in the selection process. Some volunteers selected homes where people were present and outside of the homes. Some volunteers selected homes where they already had a known relationship with the resident. Volunteers were also encouraged to take notes during the interview process and expand the notes following the process. It was reported back by the volunteers that in some cases one volunteer guided the interview/conversation process while the other volunteer focused on taking notes. Volunteers did not work in pairs in all cases. Interviews represent thirteen volunteer pairs or individuals.

Interview data was recorded and reported to the research in a variety of ways. In some cases volunteers took handwritten notes and provided those directly to the research team. In other cases, volunteers provided typed notes to the research team. Some volunteers organized their notes using the interview guide. In this case, answers from respondents tend to correspond more or less directly to the questions presented in the interview guide. In other instances, volunteers turned in notes that did not follow any particular organizational form. As a consequence of the consistency of the data varies significantly. For example, some volunteers clearly indicated the number of individuals living in a particular household while others did not. Some volunteers included the age or approximate age of the respondent while others did not. The resultant inconsistencies in the data represent the biggest challenge to data analysis.

Interviews were analyzed to look for qualitative features of the data. All interviews were first transcribed directly from the handwritten notes that were handed in by volunteers. Interview notes that were already typed when turned in were not re-typed. Interviews were reviewed by Drs. Banerjee and Bauer with a focus on highlighting coming themes. A preliminary summary of interview data was sent to project coordinator Lori Reed on November 9, 2011, and a presentation of the data was presented to project volunteers and community members on December 10, 2011. A more detailed analysis was subsequently conducted by Dr. Bauer.

Interview data was organized into a spreadsheet using Microsoft Excel. The data was organized into nine categories of demographic information including zone in which the interview was conducted, number of individuals in the household, gender of the respondent, if the respondent has children (relative age was noted if the respondent provided information), relative age of the respondent, employment status of the respondent, owns or rents residence, years lived in the residence, and activities that the respondent is involved in within the community. Additional information was organized into the categories of positive attributes/community resources, negative attributes/community challenges, and desires of the respondent/community improvements that the respondent would like to see.

While a significant amount of data was accumulated for this project, there are obvious inconsistencies in the data. The most notable inconsistencies appear with regard to important demographic data. Many of the interviews did not include information regarding the number of people in the household, the gender of the resident, the presence and/or number of children, the age of the resident, the employment status of the resident, whether the resident rents or owns, and the number of years lived at a residence. Issues of interpretation also impacted the quality of the data present. This pertains directly to the number of years lived in a residence. Residents were asked how long they have lived "here." This could have been interpreted to mean the particular residence, the neighborhood, the city of Henderson, or even the Tri-state area. Fortunately, most respondents made a direct note of their home, the neighborhood, or Henderson in their responses.

Data was analyzed to look for common themes across interview responses and to gain insight into the most significant issues encountered by interview respondents. Once data was entered, interviews that contained the most substantial and relevant qualitative information were noted in the spreadsheet so that the original transcript could be reviewed in more detail throughout the analysis process. Data was also analyzed with regard to the zones reflected in the data. This zonal analysis was aimed at understanding variations in resident responses as related to geographic distribution. In order to accomplish this task the original twenty-nine zones were reorganized into four quadrants or regions representing different sections of the study area. Region 1 and 2 represent areas north of Clay Street with Regions 3 and 4 representing areas south of Clay Street (see Figure Two). The north/south boundary between Regions 1 and 2 is represented by Holloway Street. Region 1 is west of Holloway Street and Region 2 is east of Holloway Street. The boundary between Regions 3 and 4 is represented by Fagan Street as it runs south from Clay Street to Madison Street at the edge of Fernwood Cemetery. Region 3 is west of Fagan Street with Region 4 being east of Fagan Street. Overall, the zonal analysis did not reveal any significant patterns. Instead, the data suggest a fairly cohesive set of concerns, strengths, and desires across the four Regions.

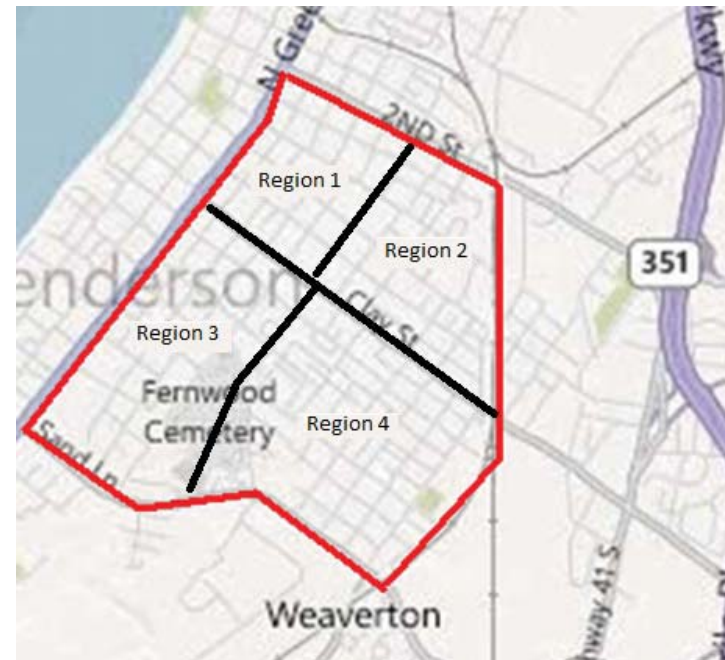


Figure Two, Regions

IV. Summary of Results:

Distribution of Interviews

Thirty-nine interviews were conducted throughout the duration of the project. Interviews were conducted in at least twelve of the initial twenty-nine research zones. Interviews were conducted in zones two, eight, nine, ten, eleven, fourteen, fifteen, sixteen, seventeen, nineteen, twenty-one, and twenty-four. Two interviews did not contain identifying information with regard to zones. The distribution of interviews by zone includes three interviews from zone two, two interviews from zone eight, one interview from zone nine, seven interviews from zones ten and eleven, one interview from zone fourteen, four interviews from zone fifteen, four interviews from zone sixteen, three interviews from zone seventeen, five interviews from zone nineteen, one interview from zone twenty-one, six interviews from zone twenty four, and two interviews without zones indicated (see Figure Three).

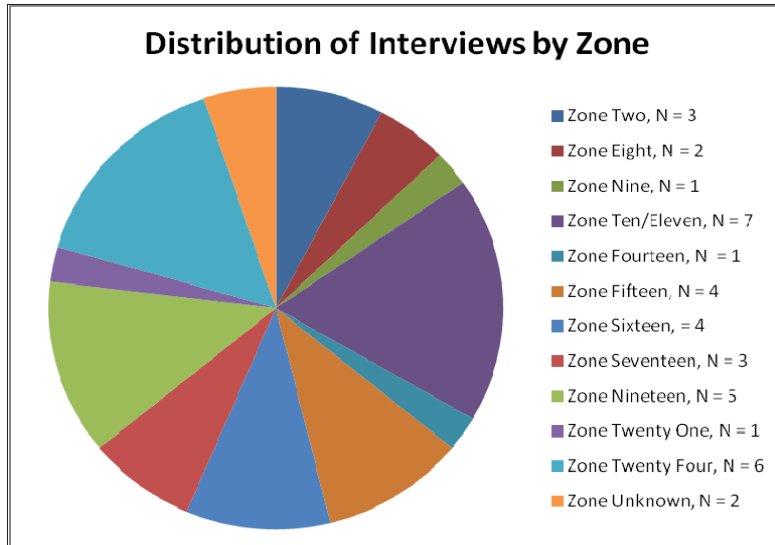


Figure Three, Distribution of Interviews
(N=Number of interviews)

Demographic Data

Resident demographics represent an important component of the research data. Table One represents seven core categories, the total number of interviews that contained data pertaining to a specific category (N) as well as the percentage of the total number of thirty-nine interviews (P) that reflected data for a specific category. For example, thirteen of the thirty-nine interviews or 33.3 percent contained data pertaining to household size.

	Household Size	Gender	Children	Age	Employment	Own/Rent	Yrs Resided
N	13	32	20	29	22	27	25
P (%)	33.3	82	51.2	74.3	56.4	69.2	64.1

Table One, Breakdown of Demographic Responses

(N=Number of interviews pertaining to a specific category; P=Percentage of the total number of 39 interviews)

The remainder of this section details the demographic findings. Percentages presented in this section relate two pieces of information. The first percentage indicates the percentage of residents based on the total number of interviews (thirty-nine). The second percentage, which is italicized, indicates the percentage of residents providing a particular response with reference to the total number of residents who provided information. Tables throughout this section include information pertaining to the number of interviews that presented data pertaining to a specific question (N), as well as percentages with reference to the total of thirty-nine interviews conducted (P of T), and the percentage with reference to the number of responses (P of N).

The number of household members was documented as part of the collection of demographic data. Thirteen of the thirty-nine interviews (33.3 percent) provided information pertaining to size of household (see Table Two). Of the thirteen responses regarding size of household, no household had more than four members. The total number of households with four members was four (10.2 percent, 30.7 percent). Two households (5.1 percent, 15.4 percent) responded to having three members. Four households (10.2 percent, 30.7 percent) reported having two members. Three households (7.6 percent, 23 percent) only had one individual living in the household. Unfortunately, an incomplete data set limits the significance of the findings with regard to household size.

Household Size	N (13)	P of T (39)	P of N (13)
One Resident	3	7.6	23
Two Residents	4	10.2	30.7
Three Residents	2	5.1	15.4
Four Residents	4	10.2	30.7
> Four Residents	0	0	0

Table Two, Household Size

(N=the number of interviews that presented data pertaining to a specific question; P of T= percentages with reference to the total of thirty-nine interviews conducted; P of N= the percentage with reference to the number of responses)

Resident gender was documented by interviewers (see Table Three). Thirty-two of the total thirty-nine interviews (82 percent) contained data regarding the gender of the resident. In four cases (10.2 percent, 12.5 percent) male/female couples were interviewed together. Of the remaining interviews seventeen

residents (43.5 percent, *53.1 percent*) were female while eleven residents (28.2 percent, *34.3 percent*) were male.

Gender	N (32)	P of T (39)	P of N (32)
M	11	28.2	34.4
F	17	43.5	53.1
M/F pair	4	10.2	12.5

Table Three, Gender

(N=the number of interviews that presented data pertaining to a specific question; P of T= percentages with reference to the total of thirty-nine interviews conducted; P of N= the percentage with reference to the number of responses)

Residents were asked either directly or indirectly whether or not they had children (see Table Four). The most valuable reason for gathering this information was to find out if children were living in the home and also to identify the relative age of the children. Twenty residents (51.2 percent) responded with information regarding having children. Six residents (15.3 percent, *30 percent*) responded that they have young children, below the age of teenagers, living in the household. Two residents (5.1 percent, *10 percent*) responded that they have teenage children living in the household. Ten residents (25.6 percent, *50 percent*) responded that they have grown children. In most cases there was no indication as to whether or not children were living in the household. Two residents (5.1 percent, *10 percent*) responded that they have grandchildren who reside in their homes at least part of the time.

Children	N (20)	P of T (39)	P of N (20)
Young	6	15.3	30
Teen	2	5.1	10
Adult	10	25.6	50
Grand	2	5.1	10

Table Four, Children

(N=the number of interviews that presented data pertaining to a specific question; P of T= percentages with reference to the total of thirty-nine interviews conducted; P of N= the percentage with reference to the number of responses)

Exact or relative resident age was documented in twenty-nine of the thirty-nine interviews (74.3 percent) in Table Five. Age groupings were divided into young, middle, and elder based on either exact knowledge as provided by residents, interviewer notes on relative age, or resident responses that indicated relative age such as comments made about being retired or years lived in the neighborhood. Ages of residents ranged from their early twenties to their late seventies. Five residents (12.8 percent, *17.2 percent*) fit within the category of young (less than 35 years of age), seven residents (17.9 percent, *24.1 percent*) fit within the category of being middle aged (36 to 65 years of age), and seventeen residents (43.5 percent, *58.6 percent*) were elderly.

Age	N (29)	P of T (39)	P of N (29)
Young	5	12.8	17.2
Middle	7	17.9	24.1
Elder	17	43.5	58.6

Table Five, Age of Respondents

(N=the number of interviews that presented data pertaining to a specific question; P of T= percentages with reference to the total of thirty-nine interviews conducted; P of N= the percentage with reference to the number of responses)

Employment status of residents was documented in twenty-two of the thirty-nine interviews (56.4 percent) in Table Six. Fourteen residents (35.8 percent, *63.6 percent*) responded that they were employed. Two residents (5.1 percent, *9 percent*) responded that they were unemployed. Two respondents (5.1 percent, *9 percent*) were students with no additional information provided regarding employment status. Four respondents (10.3 percent, *18.2 percent*) were retired.

Employment Status	N (22)	P of T (39)	P of N (22)
Employed	14	35.8	63.6
Unemployed	2	5.1	9
Students	2	5.1	9
Retired	4	10.3	18.2

Table Six, Employment Status

(N=the number of interviews that presented data pertaining to a specific question; P of T= percentages with reference to the total of thirty-nine interviews conducted; P of N= the percentage with reference to the number of responses)

Residents were asked whether or not they own or rent their residences (see Table Seven). Data was accumulated for twenty-seven of the thirty-nine residents (69.2 percent). Fifteen of the individuals interviewed (38.4 percent, *55.5 percent*) responded that they owned their residences. Twelve residents (30.8 percent, *44.4 percent*) responded that they rented their residence.

Residential Status	N (27)	P of T (39)	P of N (27)
Own	15	38.4	55.5
Rent	12	30.8	44.4

Table Seven, Residential Status

(N=the number of interviews that presented data pertaining to a specific question; P of T= percentages with reference to the total of thirty-nine interviews conducted; P of N= the percentage with reference to the number of responses)

Residents were asked to provide information pertaining to the number of years that they have lived in their current location (see Table Eight). As previously noted, the responses do not necessarily indicate the number of years that respondents have lived in a particular residence, but in fact might refer to the time lived in a particular neighborhood, or in the city of Henderson, Kentucky. There was a wide distribution of responses with residents having resided in the current location for as little as one month to more than sixty years. A distinction was made between long-term and recent residents based on the number of years that residents lived in their current location. Long-term residents are those residents who have lived in their current location for five years or greater. Recent residents are those residents who have lived in their current location for fewer than five years. Twenty-five individuals (64.1 percent) provided information pertaining to length of residence. Nineteen residents (48.7 percent, *76 percent*) fit into the category of long-term residents. Six residents (15.4 percent, *24 percent*) fit into the category of recent residents. Five of the recent residents (12.8 percent, *20 percent*) noted having lived at their present location for less than one year.

Length of Residence	N (25)	P of T (39)	P of N (25)
Short Term	6	15.4	24
Long Term	19	48.6	76

Table Eight, Length of Residence

(N=the number of interviews that presented data pertaining to a specific question; P of T= percentages with reference to the total of thirty-nine interviews conducted; P of N= the percentage with reference to the number of responses)

The demographic data gathered throughout this research provides some interesting insights. The first insight is that there is a great deal of diversity in the community. This diversity relates to household size, gender, age and number of children in a given household, the age distribution of community residents, employment status, residential status as an owner or renter, and the number of years lived at the present location. There are few clear correlations that can be made between the variables addressed in the demographic data. For example, while it might be anticipated that overall elderly residents have lived longer at their present location than younger residents, this is not necessarily the case. Numerous elderly residents cited living in their present location for only a period of months whereas multiple younger residents indicated spending their entire lives in the same location. The overall value of the demographic data is that it provides a sense of the diversity present within the study area. It also lends itself to an understanding of the variety of perspectives encountered during interviews as well as the broad variation in data collected.

Qualitative Analysis

Responses from the thirty-nine interviews were compared in order to look for common themes. A modified SWOT (Strengths, Weaknesses, Outcomes, and Threats) analysis was used in organizing the data. Since one of the initial goals of the research was to address and understand resident perceptions of the community in which they live, data from the interviews is organized throughout this section to emphasize those things that community members view as community resources and/or strengths, community challenges and/or weaknesses, and community desires and/or opportunities.

Community Strengths

Community members cited numerous strengths both directly and indirectly throughout the interview process. The most common response residents gave when asked about what they like most about the community or what attracted them to the neighborhood was a feeling of safety. Many long-term residents in particular noted that they were drawn to the neighborhood because of the small town feel and the fact that people generally knew each other and looked after one another. By way of the example, one resident described her neighborhood as having a “Mayberry” feel and being perceived of as “old fashioned.” Other residents cited the presence of long-term owners as an important contributing factor in choosing their neighborhood of residence. The implication is that established neighborhoods with homeowners have a safer feel than neighborhoods in which community members are renting and or moving in and out frequently.

Of the thirty-nine residents interviewed, fifteen made specific reference to feeling safe. Many residents attributed feeling safe to the fact that neighbors in their neighborhoods tend to look out for one another and that the establishment of neighborhood-watch programs adds to a feeling of safety. Resident comments included; “the community sticks together,” “we watch out for each other,” and “we all help each other.” With regard to the geographic distribution of responses, the majority of the respondents living in Region 4 suggested that they do feel safe in their neighborhoods. Numerous residents from Region 4 also referenced a strong police presence that added to a feeling of safety. One resident specifically stated that he “could not ask for a better neighborhood.”

The affordability of housing was also something that was viewed as an attractive feature of numerous neighborhoods by various residents. Comments made regarding affordable housing tended to be localized to the neighborhoods in Regions 1 and 2 north of Clay Street. References to affordable housing were made by both property owners and renters. Overall, residents tended to express a satisfaction in the cost of housing in the study area.

The quality of education was highlighted as a positive feature of the community by many residents. Numerous residents specifically mentioned the school district and South Heights Elementary as one of the significant factors contributing to their satisfaction with the community. In one case a resident explained how she returned to Henderson because of the quality of educational opportunities available for her children. The majority of resident interviews express a similar satisfaction with the educational system and the experiences of their children and grandchildren at local schools.

The presence of multiple parks was referenced by community members when asked questions pertaining to opportunities for children. While many residents did directly reflect on the availability of parks, a significant number mentioned that they do not feel safe letting their children play alone at neighborhood parks. Multiple residents mentioned that parks are often utilized as hangouts by “questionable people.” The overwhelming tendency was for residents to believe that parks do provide a positive outlet for children. However, most residents who commented on community parks did not feel that the parks were safe due to the people that often utilize the parks. A female resident mentioned that while there are two parks in close proximity to her home, she does not feel comfortable allowing her children to play at the parks. Multiple residents also mentioned that while they do appreciate the presence of parks, they would like to see more offerings from the parks. One resident suggested, “It would be nice to have a nice big playground that people could use in comfort.” Another resident shared a similar position stating, “We have a playground, but there’s not much to it and the kids get bored pretty fast.” Ultimately, residents recognize that the infrastructure is in place, but they would like to see improvements in terms of park offerings and safety.

Institutions including the YMCA and the John F. Kennedy Center were commonly mentioned by respondents as positive elements of the community. The JFK Center was mentioned far more often than the YMCA and multiple residents referenced the JFK Center as a good resource for children when they are not in school. However, most residents that recognized the JFK Center as a community resource also noted that they would like to see more offerings. It was related by a community member during the December 10, 2011 community meeting that they JFK Center is historically considered to be an African-American community center. Unfortunately the data gathered for this study does not include any information pertaining to racial or ethnic affiliation. As a consequence it is difficult to ascertain the background of individuals who mentioned the JFK Center as a community resource. However, additional research might prove valuable to gaining a more comprehensive understanding of the role of the JFK Center within the community.

A common theme presented in the interviews was the strong church presence in the various neighborhoods where interviews were conducted as well as the important role that churches play in the lives of community members. Many community members mentioned that churches are positive community resources. However, more telling are the responses received when people were asked about the community activities that they are involved in. Thirteen residents commented specifically on

community activities. Nine of the thirteen (69.2 percent) responses included a mention of church activities. This positive was countered by the suggestion by one respondent that there is a need for activities other than faith-based activities.

Overall community members mentioned numerous community resources and strengths. In many cases community resources were mentioned with suggestions on how to improve them. This is evident in reviewing resident responses to what they would like to see in the future in their community. In some cases the suggestions of community members represent desires. In other instances community members explored opportunities to improve upon what already exists in the community. Improvements on existing community resources include the desire to see parks expanded and more offerings for both children and adults from resources such as the JFK Center and the YMCA. Some residents also suggested that the JFK Center could use some improvements in particular with regard to safety and security. One resident stated, "JFK is nice, but my kids aren't allowed to go because of its reputation." This statement was followed up by the mention of possible drug activity associated with the JFK Center.

Community Desires

Community desires have a strong correlation to the age group of community members. Interview data readily suggests that elder community members have different desires than younger community members. Specifically, multiple elderly community members suggested that they would like to see an increase in public transportation including regular public transportation to and from Evansville. Corresponding to this desire was a strong interest in seeing more bus stops and improved bus stops with benches and shelter. Younger individuals with children would like to see more opportunities for children and community involvement. However, this is not limited only to younger residents as multiple elderly residents cited a concern for their grandchildren and the desire to see improvements made in order to provide better opportunities for young children.

While many community members expressed a satisfaction with local businesses, entertainment, and shopping opportunities, there were numerous suggestions presented as to how to improve these opportunities. Things that people would like to see in Henderson include more local businesses, more industrial businesses in order to increase employment opportunities, more community gathering places for families such as a community center, a public pool, a community learning center for students with access to computers and tutors, a movie theatre, and additional athletic fields. The aforementioned suggestions are not limited to any age group, but there does appear to be a strong interest in providing opportunities for community interaction as well as providing more opportunities for children in the community.

Infrastructural concerns were brought up by many community members as things that they would like to see improved in the community. Most notably, many community members mentioned a desire to have more sidewalks and "full sidewalks" in the community as well as streetlights. Numerous community members also mentioned a desire to see more off-street parking. All of these desires are related to an interest in improving neighborhood safety and multiple community members made a direct connection between infrastructural changes and increased safety. For example, multiple individuals mentioned that they feel safe during the day, but not at night due to a lack of good lighting. Other concerns focused on children and the dangers that fast moving cars and on-street parking pose. For elderly individuals as well

as individuals with young children who walk to school, sidewalks were a major area in need of improvement.

In conclusion, most respondents presented answers that illustrate a relative satisfaction with the opportunities present in Henderson. However, residents also recognize the need for multiple improvements that would benefit various sectors of the community.

Community Challenges

Respondent perceptions of community challenges/weaknesses provide some of the best qualitative information for this study. Whereas residents often provided short answers with little depth in response to questions about community strengths as well as opportunities/desires, residents were much more expressive with regard to community challenges. This should be expected as people frequently are quite apt to voice concerns and areas that they perceive as needing improvement or change. The most significant challenges identified by community members include drugs, crime, and unkempt homes, apartments, and lots. The information that follows reviews these concerns and others as reported by community members.

Drugs are unequivocally the most significant concern for respondents. Many residents expressed having directly witnessed drug activity or having knowledge of drug activity in their neighborhoods. The topic of drugs entered conversations with residents during a variety of questions. This includes: questions about opportunities for children, in which case multiple residents mentioned problems of drug activity limiting opportunities; questions about problems in the community, in which many people mentioned drugs as the most significant problem; and questions about what people would like to see as changes in their neighborhoods in the future. Illustrating the perceived significance of the drug problem are the following comments made by various respondents. When asked what improvement she would like to see, one individual stated, "clean out the meth houses and drug dealers." A young couple related that if the drug problem could be cleaned up then they felt that everything else would improve. Another resident commented on a desire "to have confidence that there aren't meth labs nearby, because drug trafficking is rampant." The aforementioned quotes point directly to the largest perceived problem present in the study area. However, this problem does not appear to stand alone. Other issues brought forward by community members tend to intersect either directly or indirectly with the strong presence of illicit drug activity across all four regions of the study area.

A high number of abandoned buildings as well as dilapidated properties also are viewed as a significant challenge to respondents. Many residents referenced a need to improve properties through stronger incentives or regulations placed on homeowners as well as landlords. An elderly female respondent expressed that while she considers her neighborhood to be a "perfect neighborhood," she would like something to be done about all of the vacant houses. She also maintained that part of the problem as she perceives it has to do with the fact that many people rent and "people would be more motivated if they owned." Others expressed similar opinions including one resident who maintained that, "landlords don't keep up properties and they don't live on the East end." The desire for many is for the city to hold landlords more accountable. There are also numerous vacant homes throughout the study area and residents emphasized a desire to clean-up "the run down, poorly taken care of vacant homes in the neighborhood." While direct connections were not always made by residents, interview data indicate

that residents recognize a correlation between run down and abandoned properties and drug related activities.

Crime is also a significant concern for numerous residents who were interviewed for this project. One individual cited having been robbed only a few weeks prior to being interviewed and another mentioned a recent “string of robberies.” Graffiti was also mentioned as a concern for many individuals as numerous abandoned and occupied building show signs of graffiti. An asserted lack of adult supervision over children might play some role in deviant activities and was mentioned as a concern by multiple individuals. Despite these issues, people overwhelmingly maintained that they feel safe even though they do not necessarily feel comfortable leaving their children unattended to play outside.

The neighborhood challenges tend to be quite easily identifiable by most people living in the study area. In fact the same challenges were mentioned by numerous individuals during the December 10, 2011 community meeting. The question that is worth addressing and that was to some extent answered by residents during the community conversations is the question of why the problems exist. The answer comes from the intersection of the various issues that have been mentioned. However, it is also valuable to note that multiple respondents suggested that a lack of community pride and perhaps even community identity serve to play contributing factors to the existent challenges. One individual maintained a desire to see more “community pride” through the development of programs including adopting a location for cleanup or maintenance. A middle-aged female resident asserted, “If I could change one thing it would be to improve the attitude of the neighborhood. I would get neighbors to come together to talk and to help each other. That’s the way people used to be in a neighborhood.” She went on to say, “We are not close to our neighbors. We have no idea what other people in our neighborhood need and how they can be helped.” A recent resident of Henderson made a related observation in stating that “the people here have no pride. They don’t care about their houses and don’t take care of them.” This same resident went on to state that there does appear to be potential for improvement. A different resident went on to claim that the problems in the neighborhood could be attributed to the neighborhood being “written off by the city because of low voter registration” and consequently “since we are treated like we don’t matter, we behave as though we don’t matter.” Residents also noted that perceptions of their neighborhoods by outsiders are not the most favorable, but that these perceptions do not necessarily reflect the reality of the situation in the various neighborhoods. For example, when asked how outsiders perceive the neighborhood one respondent stated, “as bad, inner city, drug infested, because that’s what it used to be, but the police have cleaned it up.” There is an important recognition in this statement as well as others made by residents that neighborhoods have changed and that they continue to have the capacity for change. The response also indicates that resident perspectives might be quite different than the perspective held by outsiders. In fact, one resident related that he “couldn’t ask for a better neighborhood, best people in the world.”

V. Conclusion

The interviews contain a wealth of data pertaining to respondents’ perceptions of their neighborhoods and their community. While an attempt was made to analyze the data based on an analysis of regional differences, little significant variation between zones was found. The data instead represents a complex mix of opinions, ideas, backgrounds, and perspectives. The data is quite diverse as is the representative sample of thirty-nine households. Moreover, inconsistencies in the data with regard to content, quantity, and quality proved challenging to work with and to draw out any clear conclusions.

An important notable feature of the data is that two more or less distinct populations are represented in the interviews. These populations are residents that have a long history of living in their neighborhoods and residents that have not lived in their neighborhood for very long. As noted previously, for the purposes of this study long-term residents are considered to be those residents that have lived in the neighborhood for five years or more whereas recent residents have lived in the neighborhood for fewer than five years. With regard to these two groups, individuals who have lived in the neighborhood for an extended period of time tend to feel a stronger sense of community than individuals who recently moved into the neighborhood. Long-term residents also tend to exhibit a greater sense of security or at least they suggest that the neighborhood is safe during the daytime. In fact long-term residents overwhelmingly described feeling safe as one of the positive attributes of their neighborhood. Many also make specific mention of ties to neighbors and a sense of community cohesiveness. Long-term residents also made mention of the fact that the community is changing as older community members pass on and the new, often younger, individuals move into the neighborhood. Recent residents generally did not exhibit the same sense of security as long-term residents and many also noted that they do not have much interaction with their neighbors. The data does support the contention that long-term residents are more likely to be homeowners and that recent residents are more likely to be renters. However, the data is not complete as less than 70 percent of residents responded to questions both pertaining to ownership status and the amount of time lived at the current residence.

One of the challenges cited by many residents was a lack of communication with neighbors and multiple individuals cited a lack of pride in the neighborhood and community. Long-term residents cited a general decline in neighborhood camaraderie and a sense of community belonging. Many suggested that the neighborhood and community are not reflective of what they once were. Recent residents shared similar sentiments by suggesting that they do not necessarily feel a strong connection to their neighbors or neighborhood. However, for both long-term and newer residents, there was a strong desire to have more opportunities for interaction for children as well adults.

Ultimately, despite diversity in the sample, there is a great deal of common ground between community members of differing backgrounds. The strengths, challenges, desires, and opportunities present in the neighborhoods studied tend to be fairly well agreed upon even if the individual experiences of residents vary quite dramatically. Perhaps most important is that community members see that they do share common concerns with their neighbors and that most have a desire to interact to further strengthen the positive attributes of the community and to work together to improve the challenges that their neighborhoods face.



University of Southern Indiana



Engage Henderson Framework

November 2012

Prepared for:

USI Research Team:

Taylor Gogel – Project Intern

Dr. Matt Hanka — Public Administration

Kate Leahy Hein — Project Consultant

Under the auspices of:

USI Center for Applied Research and Economic Development

Table of Contents

Engage Henderson Community Revitalization Framework	2
Appendix	9
Appendix A: USI Facilitated Meeting Minutes	10
o July 11, 2012: Arts District & Community Center Priority Teams	11
o July 18, 2012: Infrastructure & South Heights Priority Teams	13
o July 25, 2012: Infrastructure & South Heights Priority Teams	16
Appendix B: Newsletter	18
Appendix C: Brochure	22
Appendix D: Priority Team Toolkit	24
I. Working in Small Groups: Strategies for Success	27
II. Meeting Tools: Managing Your Team	34
Appendix E: Timeline	48
Appendix F: Framework	50
Appendix G: Objectives	57
Appendix H: Leadership Notes	61

USI Researchers names appear in alphabetical order

**Engage Henderson Community Revitalization Framework
Center for Applied Research and Economic Development
University of Southern Indiana
September 2012**

The Engage Henderson (EH) community development initiative in the East End community of Henderson, Kentucky has been ongoing for the past year, since September, 2011. What follows is framework for Phase I of EH with the intent of modeling community revitalization with implications for lessons learned from EH.

Phase I, the Startup Phase, includes four essential elements:

- an **Initiation Element**;
- an **Assessment Element**;
- a **Visioning Element**; and
- a **Collective Action Element**

Each element has essential components or preconditions in order to progress to the next element of the phase.

Prior to the Startup Phase, a Pre-Initiative Phase identifies the Initiator or Lead Convener of the process. During the Pre-Initiative Phase, other “necessary and sufficient” components of the community revitalization initiative are identified, such as highly committed volunteers and subject matter experts (or SMEs). The Pre-Initiative Phase is critical to the success of the Startup Phase as it crystallizes the compelling case for the community revitalization initiative.

Pre-Initiative Phase

In the case of EH, the Pre-Initiative Phase began with One Life Church of Henderson, Kentucky as the Convener for the initiative. The role of the convener is to provide the process, not ideas, for community development. The convener must respond quickly and continually to community needs as they arise to maintain the momentum of the initiative, never allowing a “cool-down” period throughout the process.

Another important aspect of the Pre-Initiative Phase is identifying communities which are ready for development. Communities may be ready in terms of underperforming economically, however, readiness as defined by criteria for successful community development may include:

- A clear consensus of community boundaries – these may be “mapped” according to neighborhood assets, but more importantly include **residents’ perceptions of their community**. People must identify with being a community member within a clearly defined community.

- Demographically, the community must have a sense of “togetherness” that binds them to their surroundings. In that regard, **longevity of residence** is a strong indicator of sense of togetherness and community strength.

In the case of EH, the East End community was mapped as the area east of North Green St. and south of 2nd St. in Henderson. This target area consists of a range of residents having lived in the area for more than 60 years to less than one year. Nearly half of the residents of the East End community rent rather than own their homes. A significant percentage of the population is recent as opposed to long-term residents. After a convener is established and highly committed volunteers identified, a six month period or more may follow in which assessments and informal meetings take place, prior to the Initiation Element of the Startup Phase begins.

Initiation Element (how long did this last?)

During this phase, the convener acts much like a bee, cross-pollinating ideas and needs from one part of the community to another. The convener interacts with a broad cross section of the community listening to and discussing community needs and visions. The convener is viewed as a community partner by local residents with a stake in the community’s success. In this regard, the convener must have “name recognition” within the community.

In addition to being viewed as a community stakeholder and partner, the convener must be perceived as having credibility and a proven track record of working within the community to affect positive change. Organizations which have not been established in a community long-term may “piggyback” onto other organizations which have. Working together in a joint fashion, they may reach more residents and volunteers than a newer organization working alone.

In the case of Engage Henderson, One Life Church had only been in the community for one year, with its opening on October 10, 2010. Having only recently been located in Henderson, the community perception of One Life as a convener in the community was further developed through the Assessment Element of the initiative. One Life worked together with the Director of Habitat for Humanity, initially as a highly committed volunteer with subject matter expertise in community development. The organizational support of Habitat was not deployed in the case of EH, only involvement of Lori Reed, its Director in community discussions.

During the Initiation Element of the phase, highly committed volunteers from various backgrounds were identified as stakeholders in the community revitalization initiative. With EH, those also included: the architectural firm Veazey, Parrott, Durkin & Shoulders (VPS), City Councilmen, local law enforcement and city planning officials, South Heights Elementary administrators and faculty, non-profit leaders, and small business owners. These volunteers serve as the Subject Matter Experts (SMEs) in their respective fields. Together with the convener, they provide the forum for the process of community revitalization.

During the Initiation Element, the convener and stakeholders work together to explore community needs and to recruit volunteers, especially among community residents. This can be accomplished through community block parties or other community-based events to test the waters for community revitalization.

Assessment Element (September 2011 - January 2012)

The Assessment element, or fact-finding element, of the Startup Phase of EH was conducted in partnership with the University of Southern Indiana's social science researchers. USI faculty, led by Dr. Ronda Priest, Professor of Sociology, developed a data collection method of door-to-door individual interviews to assess the East End community demographically, and in terms of community desires. The data was used to determine community strengths and gauge community desires.

Prior to the interviewing process, training of volunteer interviewers took place. In the community revitalization model, this can include a crash course of "Community Development 101" for highly committed volunteers. This is key to developing a common language among the key stakeholders in the community revitalization process.

In addition to individual interviews conducted by volunteers from One Life church at community residents' doorsteps, a property review was conducted to inventory and survey the value of community infrastructure. In addition, South Heights Elementary School surveyed its students' families on their dreams and desires for their community. The EH experience did not include focus groups as part of its data collection method as numerous volunteers through One Life were available to conduct the one-on-one interviews of community residents. Focus Groups may be an integral component of community residents being to share experiences and ideas in a small group format.

A report was produced by USI faculty describing the East End community as a result of the 39 interviews One Life volunteers conducted door-to-door. Demographic data such as household size, gender, age, employment status, and length of residence was aggregated. Qualitative data regarding community strengths and resources was reported, including safety; a sense of "togetherness;" affordability of housing; quality of education; and presence of parks, community centers, and churches. Respondent perceptions of challenges for the community were another result of the individual interviews. The most significant among them were drugs, abandoned buildings, and crime.

Volunteer interviewers then debriefed the research team regarding their experience in the interview process as well as their findings. The USI research team met with One Life volunteers in mid-September, 2011 to provide training and last met with them in mid-October, 2011 to be debriefed. The interviews were conducted over a two-week time period in the interim. Data analysis of the interviews was completed between November 2011 and January 2012. Whereas the Initiation Element of the process is exploratory, the Assessment Element is confirmatory.

Visioning Element (December 2011 – February 2012)

The Visioning Element of the Startup Phase is the product of community-wide discussion following the Initiation Element of the phase. Immediately following the training and deployment of volunteers for the community revitalization initiative, community visioning needs to occur reconvening community members in a large group. The purpose of the community-wide discussions is twofold: to both allow for more participants, and generate feedback from all participants.

Before the community can become action-oriented, as in the next element of the phase, it must first coalesce around a core vision for the community. The findings of the research team can be presented to the community in a community-wide meeting where volunteers and residents are present. The community itself will conduct a SWOT assessment of the community through a facilitator based on the results of fact finding done during assessment. Sue Ellspermann of the Center for Applied Research at USI performed as the facilitator for the community-wide discussions which took place at South Heights Elementary School in December, 2011 for EH.

The outcomes of this meeting were vision elements for the community, including: community priorities and design charettes of what the community vision would look like. The priorities voiced were numerous, with more than sixty different priorities emerging through the facilitation process at the meeting.

Following the December community-wide meeting, a second community-wide meeting was held in February, 2012. It must be noted that two months' time elapsed between these meetings. Given end-of-the-year holidays, it may prove more successful to begin the process of community discussions when interruption of the process isn't as likely. Key to the community revitalization process is that no cool down period be allowed at any time in the process.

At the February meeting, community residents then voted on those priorities which they felt would have the biggest impact on community revitalization in the East End. Of the original 60+ priorities outlined at the first community-wide meeting, residents and volunteers selected eight that were most central to revitalization efforts in the East End. These include:

- Drug-free East End;
- Mentoring program to get single parents self-sufficient and stay self-sufficient;
- Develop a close relationship between neighborhood/police and community;
- New facilities for South Heights School; something BIG;
- Mentoring program for adults;
- WiFi for the community;
- An arts and restaurant district;
- A safe environment for kids from 2 – 10 p.m.;
- South Heights to be the center of the community-create a community playground.

Following the meeting, six converged vision elements were identified through further facilitation:

- Create one community center for all in the East End
- WiFi accessible to the community
- Build on the strengths of South Heights School
- Have an arts and restaurant district
- Provide a safe environment for kids from 2 – 10 p.m.
- Eliminate drugs from the East End

Collective Action Element (March 2012 – September 2012)

Based on the converged vision elements from the community-wide discussions in the Visioning Element, six teams were formed based on the priorities central to the community. Those six priority teams for EH were:

- Community Centers
- Infrastructure
- South Heights
- Arts and Restaurants
- Safe Environment
- Drug Task Force

In general, a successful team will include all of the following components:

- Community Residents (The “Ultimate SMEs”)
- A Subject Matter Expert (SME)
- A Team Leader
- Diverse talents and viewpoints which may include Government Officials

With the EH priority teams, SMEs and Team Leaders were present, however, community residents did not participate past the community-wide discussions and facilitations. A “cool-down” period between the Visioning and Collective Action Elements was significant. Community residents didn’t become involved in the team-building process immediately following the facilitations. The presence of community residents on the teams is critical to the forward momentum and success of the overall initiative.

In addition, a Project Manager is needed to support all of the priority teams, working on a 75% full-time basis. A dedicated manager would keep momentum of the teams moving forward, performing the following basic functions:

- Internal communication among teams and volunteers
- External communication within the community initiative (stakeholders, etc.)
- Facilitated discussion to determine goals, objectives, plans, metrics
- Training for effective team management to “harness energy”

One Life Church approached USI’s Center for Applied Research (CAR) to help with project management tasks such as assisting in internal and external communications and effective team management processes. A Project Coordinator and Communications Intern were hired each at 10 hours per week. In March and April 2012, Bob Seymore of One Life Church met extensively with CAR’s staff and Dr. Matt Hanka who was brought in as content expert in the field of community revitalization. It was determined that EH needed to neutralize itself from being viewed as a One Life initiative. The USI team developed a strategy toward that end, including:

- An online presence for EH
- A “EH Central” meeting place in the East End

Based on these recommendations, One Life established a website for EH and procured a meeting space in the dance hall in Henderson’s East End.

In May, the USI team first met with the priority teams at One Life Church in Henderson to get their feedback on how the USI team could best serve the priority teams. The teams decided that structure and support in terms of internal communications and team management training in the following areas would be of most help:

- Structure and standard approaches to meetings and minutes
- A “USI hub” for all team communication
- Helping EH “tell their story” to the community
- “Mini-facilitations” helping to develop goals

To standardize practices, Priority Team Toolkits were produced and furnished in the month of June to each of the six priority teams. The Toolkits included best practices for team management, including developing mission statements, identifying measurable outcomes based on the mission and running effective meetings. In addition, the Communications Intern made calls to each of the teams to gather information and establish baselines for future progress.

In July, three community-wide meetings were held in the East End with the objective of recruiting community residents to the teams, while functioning as “mini-facilitations” of teams following up on the Toolkits. At each of the three team meetings in July, short-, middle- and long- term objectives were established for each of the teams. Meeting minutes were disseminated to communicate to all team members progress of EH overall.

No new community residents joined the priority teams as a result of the July meetings. Few or none were present at each of the meetings. It was determined that the designated meeting time conflicted with church meetings at a popular neighborhood church. A neighborhood block party, or other event to re-energize the community may have been effective in restarting the energy of the teams since so much time elapsed between the first priority team meetings (July) and the community-wide meetings more than six months earlier.

In August, CAR staff developed a brochure to showcase EH the initiative and detail the priorities of the teams. The brochure was intended to serve as both a PR tool and fundraising literature for EH. During the process of producing the brochure, the team structure for EH was abandoned by the EH steering committee and a three-prong initiative for EH took its place. Rather than focusing on six separate teams working toward their respective priorities, EH decided to “cross-breed” goals of the six, working toward three common goals:

- Coordination of mentoring programs
- Using the Community One website to recruit volunteers for infrastructure improvements
- Expanding the highly successful Blazer University program from South Heights to satellite locations

The USI team modified the brochure to reflect these changes, and is awaiting feedback from EH on how to best move forward with the publication and distribution of the brochure.

In August and September, the USI team communicated with EH volunteers to receive updates on progress following the July meetings. In September, an electronic newsletter went out to all EH team members to update EH as to progress made toward achieving short-term goals. Only half of the original six teams contributed to the newsletter. One of the teams was dissolved and absorbed into other team efforts.

The end result of the priority team structure and support will result in a “handing off” of the defined objectives and goals to residents and resident organizations. At the conclusion of CAR’s involvement after the six-month time period following team formation, the initiative was not “hand off” ready. It is our assessment that an intense outreach campaign to community residents is needed to get them on board.

Appendix

APPENDIX A: USI Facilitated Meeting Minutes

Engage Henderson Arts District & Community Center Priority Teams Meeting Minutes 5:30 – 7 p.m., July 11th 2012 Dance Hall (Letcher & Powell)

5:32 Opening (Bob and Kate)

- Bob: Question for the evening: How can Priority Teams “cross-breed?” Work toward a common purpose with their respective goals?
 - Proposed a monthly meeting schedule for the next two months (August, September)
 - Connect to South Heights families; how do goals engage the East End community?
- Kate: Goals vs. Objectives (measurable action items). Important for sense of accomplishment, measuring success and evaluating overall progress.
 - Distributed Priority Team Leader Binders, including Leader Toolkits

5:45 Priority Team Progress Reports

I. Arts District (Lisa) GOALS:

- Create an “arts culture” in the East End community
- Kid element – grow arts culture through arts programming at South Heights
- Rebrand the East End block of Letcher between Powell and ?? as an Arts District
- Improve community: Establish an Arts District in the East End: Studio space/working studios/galleries
- Grow local economy: Use Arts District to grow further economic development of East End; Internet cafes, music and other storefronts, recording studios, etc. (Appeal to multiple venues)

OBJECTIVES:

- NEAR TERM (next 30 days) Replicate Blazer University at South Heights – summer/fall after school arts programming
 - Identify artists to offer after school art classes at South Heights this fall; groom them for participation in Spring Arts Festival
 - Coordinate after school programming with Rob Carroll
 - Develop tee shirt design campaign for South Heights students
- MEDIUM TERM (next 60 days) Arts Festival Tee Shirt Design Contest
 - Further develop tee design campaign
 - Promote contest among students
 - Identify vendors for tee screen/printing; collect bids
 - Follow up on grant application for funding; sponsors for tees

- LONGER TERM (beyond next 60 days) Spring 2013 Arts Festival
 - Secure booth rentals – artists and other vendors
 - Secure permits as needed
 - Publicity/promotion (encourage broad attendance among East End residents)
 - Connecting with Kentucky Arts Council (where to begin?)
 - Designation of Area = TIF
 - Brian Eaton = possible County High partnership?

II. Community Center (Emma) GOALS:

- Racially integrate community programming for East End
- Coordinate community-wide programming after school/summer/ongoing
- Possibly create one new community center for all kids

OBJECTIVES:

- NEAR TERM (next 30 days) Create a Community-wide Calendar for East End events
 - Designate a team member to be calendar coordinator
 - Create a community calendar link on EH.com; coordinate with Brittany, Heath @ OneLife
 - Coordinator to gather event/programming information: JFK, Salvation Army, CATS, South Heights, 4H etc.
 - Publicize calendar on NPR, flyers, press releases Gleaner etc.
 - Regularly update calendar
- MEDIUM TERM (next 60 days) Survey South Heights students on “after school programming wish list”
 - Replicate survey that resulted in Blazer University
 - Coordinate with Rob Carroll
 - Kate/USI a resource for survey design
 - Life skills component – extend to adults as well
 - Develop additional programming based on results
 - Secure multiple locations for future event offerings
- LONGER TERM (beyond next 60 days) Investigate Salvation Army acreage for outdoor event programming
 - Coordinate with Roy of Salvation Army
 - Visit site
 - Select outdoor programming from wish list: sports, community garden, etc.
 - Publicize among East End residents of all backgrounds
- LONGER TERM (beyond next 60 days) Strategic Planning
 - Sustain resources of community
 - Further investigate financial resources

**Engage Henderson
Infrastructure & South Heights Priority Teams
Meeting Minutes
5:30 – 6:45 p.m., July 18th 2012
Dance Hall (Letcher & Powell)**

5:30 Opening (Austin)

- Austin: results-driven, outcome-based progress reports from teams;
- Kate: focus on short-term objectives for teams (short-term = next 30 days)

5:40 Priority Team Progress Reports

I. Infrastructure (Mike Farmer) GOALS:

1. Complete a comprehensive survey to characterize conditions on a block by block basis and make it available to the Henderson County Planning Commission for their use.
2. Incorporate the Henderson Police Department crime data into the neighborhood survey database to identify crime hot-spots that require creative attention (for specifics, see Crime and Drug Abuse Reduction Team Goals)
3. To manage a realistic scope and expectations, identify a small multi-block area to pilot various redevelopment strategies before they are adopted over the broader neighborhood.
4. Use the survey to prioritize improvements that require minimal capital:
 - a. Reduction of litter, junk, and abandoned vehicles
 - b. Weed control and overgrown landscaping
 - c. Painting of selected residential properties
 - d. Minor maintenance of selected residential properties
5. Identify government and private funding sources that can be used by residents for major home maintenance projects.
6. Develop a strategy to aggressively manage the inventory of abandoned buildings, while recognizing the property rights of their owners.
7. Increase homeownership through bank financed properties that have been rehabilitated to fit the character of the neighborhood and sold to qualified borrowers.

8. With city involvement, consider the establishment and determine the routing of a community- wide bike path that would transit through the 'East End'.....to begin to build a portfolio of 'destination assets'. Tie WiFi access into a bike path in the East End community; use WiFi access in combination with destination assets (Arts District). Combine these assets to maximize ability to bring people into the neighborhood from outside.

9. To balance the significant amount of manpower that will be needed with limited funds available, leverage the volunteer assets of the community through effective outreach, including use of the 'Community One' neighborhood development tool (online tool which connects volunteers with faith-based organization's volunteer opportunities). Focus on a small area and grow out from there. The initial small area would be comprised of high-priority "payback" items.

10. Test various ways to increase the value of vacant lots:
- Community gardens
 - Mini-parks
 - Improved landscaping

OBJECTIVES:

- NEAR TERM (next 30 days)
 - Complete grids on comprehensive survey
 - Crime/Drug Use Reduction Taskforce will identify "hot spots" for pilot program
 - Rehabilitation Committee will locate a 3-4 block area for pilot project for infrastructure redevelopment
 - Finalize subcommittee or subteam structure for Infrastructure Priority team to align with goals (including Drug Use Reduction and Rehabilitation subcommittees, or taskforces)

II. South Heights (Rob Carroll) GOALS:

- Vision Statement: In 5 years, South Heights Elementary will be an anchor of change in the community by bridging the gap from birth through college!

OBJECTIVES:

- NEAR TERM (next 30 days)
 - Secure matching funds for Kaboom playground grant (\$20K); develop literature for fundraising
 - July 30 annual summer retreat at OneLife; open to all EH; discuss opportunities to "cross breed" among teams
 - August 13 "Rock the block" block party to kick-off school year at South Heights
 - Mentor database development

CALENDAR/UPCOMING DATES:

- July 30th, OneLife 5th Annual Summer Retreat
- August 13h "Rock the Block" school kick-off event at South Heights
- September 8th Block Party at JFK Community Center, 11 a.m. – 1 p.m.; open to all EH Priority Teams

**Engage Henderson
Infrastructure & South Heights Priority Teams
Meeting Minutes
5:30 – 6:45 p.m., July 25th 2012
Dance Hall (Letcher & Powell)**

5:30 Opening (Austin)

- Bob: results-driven, outcome-based progress reports from teams;
- Kate: focus on short-term objectives for teams (short-term = next 30 days)

5:40 Priority Team Progress Reports

I. Drug Elimination (Mike Farmer) GOALS:

Baseline analysis of East End: the number of arrests in the East End is 40% of violent crime in Henderson and 27% property crime in Henderson. These are disproportionately high percentages given the number of area residents in the East End: the East End comprises 26% of households in Henderson; and only 8% of the land area in Henderson.

- Pilot a small scale project in three “hot spot” areas of square blocks in the East End.
- DOJ survey of replicable innovative programs which would work in East End – there are 15 cities the size of Henderson which are in the top one third (of similar-sized cities) with respect to crime statistics nationally – *with the exception of the East End*. Probation and parole best practices from other municipalities.
- Emphasis on domestic violence correlated with drug use crime statistics.
- Community policing / relationship-building. Use East End as a “test tube” for local substations approach to community policing.
- Build pride in criminal justice: police, judges, prosecutors as being progressive and cutting edge.

OBJECTIVES:

- NEAR TERM (next 30 days)
 - Publicize the disproportionate crime statistics in the East End while emphasizing how well Henderson rates nationally in terms of crime overall. An opportunity to close the gap, and raise the standard of living for all Henderson residents.
 - Publicize the difference between violent and property crimes in the East End; create an environment receptive to the community policing approach to crime prevention and control

- Develop a documented strategy for juvenile justice, probation and parole practices, video surveillance, and domestic violence in East End
- Get interdepartmental buy-in for the community policing / local substation pilot project in East End

II. Mentoring / After school Programming (Rob Wiederstein not present)

GOALS:

- Develop a community-wide plan to providing mentoring and after school enrichment programs in the City of Henderson
- Coordinate the efforts of all organizations in the community providing a concerted effort: Big Brother/Big Sister (BBBS); Lead to Read; Jefferson Elementary School; South Heights Elementary School; Kid’s Hope (First United Methodist Church of Henderson)

OBJECTIVES:

- NEAR TERM (next 30 days)
 - Identify and relationship-build with contacts among all organizations working to provide programming from the hours of 2:30 – 5:30 p.m. through the week
 - Currently BBBS feeds mentors to South Heights students; increase number of mentors available to Blazer University at South Heights students (some 70 students are currently without a mentor)
 - Reinststitute the Lead to Read literacy program at South Heights; tap into community leaders to work as mentors in other capacities after school; buy into the Launch 1199 program
 - Assist the new principal at Jefferson Elementary (from South Heights) in establishing strong ties between the two schools
 - Outreach to Kid’s Hope which is located next to South Heights

APPENDIX B: Newsletter

Newsletter

(Information to be inserted into desired template)

In May of this year, Engage Henderson (EH) began working with the Center for Applied Research (CAR) at the University of Southern Indiana on a new phase of the East End community development project. Together, with team USI, EH identified and acted immediately on steps to move forward.

An online presence:

In June EH established an online presence at engagehenderson.com. The website updates the community on progress updates through blogs, photo galleries and frequent posts. The website links include resources: the Priority Team Leader Toolkits developed by CAR to help teams manage the process of team leading and team building and the Community One online resource which matches volunteers with opportunities in the community.

A "Toolkit" for Team Leaders:

In June, CAR developed Team Leader Toolkits which the teams used to articulate their visions for the East End issues their teams are tackling. The kits provide leaders with the tools they need to build on successes as well as engage the wider community in the effort of redevelopment. The items proposed within the toolkit will help keep conversations focused and targeted to specific goals that align with the larger vision and mission of EH. The toolkit was used throughout meeting in July and teams have implemented many of the strategies for effective and efficient team practices.

An East End headquarters:

In July EH secured a meeting space in the East End Dance Hall on Powell Street. Each of the six priority teams met that month with Team USI to shape missions and identify objectives to move their teams forward. It is our hope that the Dance Hall will encourage East End resident participation in Engage and serve as a visible reminder of change in the community.

A message to the broader community:

In August, Team USI produced a tri-fold brochure available to all EH leaders to communicate their message of community renewal to partners in Henderson and beyond. The brochure features the charettes for the East End Arts District vision, including destination assets in the community. The brochure recaps a shared approach to community renewal based on coordinating mentoring, expanding the Blazer University programs to a network of community centers, and improving infrastructure through Community One.

September concludes Team USI's partnership with Engage, culminating in this newsletter recapping our joint success. We have been encouraged by the energy and commitment of our partners to revitalizing their community and addressing the

challenges they face with creative solutions. We are convinced that EH will include increasing numbers of East End residents involved in the renewal of their community and transform it from within.

Priority Teams Updates:

1) Community Center – Emma Todd (withdrawn)

After much consideration this summer it has been decided that the Community Center initiatives will be subsumed into the other priority teams. With the overlap between the Community Center and South Heights Elementary teams using the banner of Blazer University to coordinate all community programming, the South Heights team will now encompass the goals of the Community Center team. Together with JFK and the Salvation Army, South Heights will function as a “multi-siting” community center from the hours of 2 – 10 p.m., with satellite campuses rather than a central location. Through this collaboration, the “Community Center” will combine existing programs like musical instrument instruction, cheer/tumbling and life skills classes to encourage a cultural shift in Henderson; to be a “cultural architect.” The Center will reach out to other priority teams, such as the Arts District team, to work toward a common goal.

2) Infrastructure – Robby Mills, Mike Farmer, Mike Farmer, Heather Wingfield

Many members are still imputing the 3,286 property surveys into a database to further identify which homes and areas are in need of repair and service. Once the data has been analyzed, the team is going to look at many demographic considerations and weatherization of properties to identify a target area of improvements. Working with the online site, CommunityOne, many volunteers will then be matched with the projects residents need help in completing. The online service will also serve as a training tool for coaches who are interested in serving the community with creative attention to the physical condition of neighborhoods.

3) South Heights – Rob Carroll

The South Heights team is working on developing a database of fourth graders who will be most impacted by mentoring based on three indicators: school attendance/truancy, behavior in the classroom and failure to meet reading and math standards. Jefferson Elementary could be duplicating this effort, adding to the database. In addition to the traditional tutoring programs like homework help, after school programming includes athletics and music classes (see Community Center above). There are plans for a college-like student center and the addition of new opportunities for students like an “App Club” which could supplement the 21st Century Grant. The team continues to work on procuring matching funds for the KABOOM grant it received for playground development.

4) Arts District – Lisa Baird and Kaylen Winter

The Arts team has put much focus onto the T-Shirt design contest that was proposed at the meetings in July, in order to start marketing an Arts Festival. The Arts team will work with South Heights to identify arts teachers who can offer classes through Blazer University and participate in the design contest and champion an eventual festival. The team members are working to get a T-shirt Design date confirmed, most likely to be held at the Dance Hall on Letcher and Powell in the East End. A Festival is tentatively being planned for next spring on Letcher Street as well. A team member is currently working to get Henderson designated as a Kentucky Arts & Cultural District, based on the Paducah experience. There has also been a formal application filed for a \$5000 grant to help with the spring Festival and organization and materials for the T-shirt design; the team is still waiting on a response on securing funds.

5) Mentoring – Rob Wiederstein

As stated above in the South Heights team report, absenteeism, behavior, and course failure are issues plaguing student development. The mentoring team wants to emphasize preparedness to help students become better individuals while serving both the community and families at home. Through the recruit of committed volunteers, the team will improve problem-solving skills of students and give them practical applications for creating an environment that is safe, secure and sound. The first step in getting to this goal is a trip to St. Louis to visit that Big Brother Big Sister program, which has developed a successful model to enhance both the student and the teacher. By watching the program in action, the Mentoring Team will use best practices and coordinate with the Lead to Read, Big Brother Big Sister, and Kids Hope to work with children in the 4th grade in Henderson. The team will draw on the mentoring database from South Heights and Jefferson and will focus on recruiting committed mentors who go beyond the “take your student out to lunch” involvement with their students.

6) Eliminate drugs/crime – Mike Farmer?

One proposal by team members to eradicate the crime problem in the East End is to identify the 10 most repeated offenders. This would include working with the local law enforcement to build profiles against those who habitually break the law. Eventually, once there is enough evidence to identify the issues that plague both that individual and the community, members would confront offenders during their next transgression and serve them an option of doing time toward community service, expanding educational opportunities, and demonstrating a change in life behaviors or serve time within prison. By giving an ultimatum, it is with hope that it will have a ‘trickledown’ effect to other offenders to stop their habitual crime patterns.

Appendix C: Brochure

Neighborhood Life Cycle

The 2010 census was a "wake-up call" for community redevelopment opportunities in communities like Henderson's East End, and advanced the "healthy neighborhood lifecycle" approach to community revitalization. This perspective asserts that neighborhoods, just like their residents, are living organisms with a four stage life cycle:

Growth: A period of gains in innovation and entrepreneurship
Stability: A period without any significant expansion or erosion
Decline: A period of diminishing population and prosperity
Renewal: A period of rejuvenation and rebranding

It is increasingly clear that the East End has entered into the decline phase, making it ripe for robust renewal opportunities.

www.Engagehenderson.com

Engage Vision & Values

Engage believes that every community has untapped potential and that healthy communities are places of culture, hospitality, and innovation. Engage Henderson (EH) is facilitating living neighborhood engagement and rebuilding neighborhood pride in the East End community of Henderson, Kentucky to restore its healthy community status.

Central to the Engage mission is the notion that local residents, themselves, know best how to confront the challenges they face.

Through collaboration and partnership, EH is raising awareness of revitalization opportunities and destination assets in the East End by bringing together all community stakeholders, to rebound the local culture.

LISTENING to the dreams, gifts and strengths of people in an open discussion of ideas

LEVERAGING the strengths and assets of the community

PARTNERING WITH not just FOR the community

COLLABORATING on a common vision

The values of Engage include:

- We will only build on the foundation the dreams, gifts and strengths of people by creating a safe space for open discussion of ideas
- We will listen, building on the strengths and assets of the community
- We will partner, bringing things together that you did not see
- We will collaborate, leveraging the gifts of those we work with

Strategies & Solutions

With EH providing the table for discussion, stakeholders have developed a work plan with clear objectives and have begun the process of renewal. Community stakeholders have identified the following goals to empower area residents:

- Replicate Blazer University at South Heights Elementary Parklands within campus to expand community programs based on the highly successful Blazer University at South Heights Elementary School, including Arts and Adult Education programming
- Recruit and Train 150 Mentors to Serve the East End. To keep kids safe and secure, EH will coordinate current mentoring programs in Henderson, and recruit and train qualified adults to serve at risk models and help students develop the life skills necessary for the 21st century
- Match volunteers with redevelopment opportunities through Community One. Match people and projects to address repair, weatherization, and rehab in the East End to enhance infrastructure and create a climate of community pride and safety

APPENDIX D: Priority Team Toolkit



Providing a process that creates partnerships with residents and community resources to improve the quality of life in targeted neighborhoods.

Priority Team Leader Toolkit

Effective Practices

Center for Applied Research



June 2012

Contents

Working in Small Groups	Meeting Tools
<ul style="list-style-type: none">• Preparation• Setting the Mission Statement and Goals• Creating a Structure• Maintaining and Sustaining Teams• Some Helpful Dos• Some Helpful Don'ts• Recognition• Evaluation	<ul style="list-style-type: none">• Running an Effective Meeting• How to Plan an Effective Meeting• Meeting Agenda Design• Meeting Assessment Checklist• Meeting Evaluation

Tips for Success:

- Establish “quick wins” for attainable progress and for membership to be a valuable use of time;
- Leading a successful meeting means carving out plenty of time for planning and preparation;
- Bring energy and enthusiasm to your team. This will set the stage for your efforts;
- Encourage input from all team members. Be prepared to validate personal stories;
- Make sure every voice is heard. This might require calling on the quiet members and time-keeping with more vocal members;
- Keep members active (but not too active). There is a fine line between keeping members engaged with responsibilities and overloading their already full schedules;
- Recognize members often. The team and its members should be attributed with success and the leader should ensure that happens (even if much of the work is completed by the leader at first);
- Meetings should start and end on time and be productive;
- Don't overload agendas....it is easy to do!

I. Working in Small Groups

Strategies for Success

- **Preparation**
- **Setting the Mission Statement and Goals**
- **Creating a Structure**
- **Maintaining and Sustaining Teams**
- **Some Helpful Dos**
- **Some Helpful Don'ts**
- **Recognition**
- **Evaluation**

Preparation (Before the First Meeting)

The best meetings are those with a clear set of questions to be answered and an established process that lets everyone at the meeting have a say in answering those questions. At the end of the meeting you should have an agreed upon set of operating principles.

1. **Bring interested stakeholders together.** Carefully identify key stakeholders: East End residents; local businesses; governmental agencies; area experts. Identify yourself as the team leader in the initial call or letter. Ask each member to come prepared by bringing their business card and contact information. Finalize priority team contact list to be distributed among all members following the first meeting.
2. **Prepare a written agenda.** (See Meeting Tools Section for more on meeting agenda design.) Tell people what you will be doing at the first meeting, who will be speaking on what topic, and how long the meeting will last. Attach a list of invited participants. Distribute to all team members in advance of the first priority team meeting.
3. **Describe the problem.** Early in the meeting have a speaker accurately and succinctly describe the problem in your community that the team will address. Choose a speaker who can speak with authority and do so in a compelling manner – this speaker may be a community stakeholder, East End resident or other team member; it is not necessarily the team leader. This is the speech that will convince others to join your effort; it will function as your mission statement within the team. (Future facilitation with USI may be warranted for problem definition.)
4. **Solicit involvement.** Once informed, it is time to solicit participation in the effort. Ask members what form of help they would like to offer. It is helpful to openly discuss the pros and cons of each of the presented strategies, as well as potential problems that could arise by forming partnerships and coalitions outside the team.
5. **Ask members to make a specific commitment.** One way to get involvement is to ask for a specific commitment. Ask members what their team could do on its own to help the effort, without additional outside resources. Or, you may want to give them a list of suggested programs they can do within their own groups; and, ask them to commit to adopting one or more of them.
6. **Develop a mission statement for the coalition.** Begin to outline the mission of this coalition. The leader may need to further develop the statement and send it to attendees for comments at the second meeting.

7. **Follow-up after meetings: stay in touch.** Rapid follow up after the first meeting will convey the right message—that you are serious about this work, time is of the essence, and you want all members to stay involved.
8. **Send a brief summary of the meetings.** (See Effective Meeting Minutes) If time permits, call new members to thank them for attending and ask what they thought of the meeting. It is extremely important in the beginning to stay in touch. Don't just say "good-bye" at the first meeting and not speak with them until the second one. That's the quickest way to lose new members.

Setting the Mission Statement and Goals

Whether at the first meeting or a subsequent meeting, the team needs to develop a written statement about this priority team. This document should spell out the purpose, goals, and mission statement for the coalition.

1. **Purpose** Describe various functions the team might serve. A team can have a number of functions: coordination of services, community education and awareness, and advocacy.
 - Pose the question: For what purpose does this group exist?
 - Write down all responses and decide which to adopt.
2. **Goal setting** Begin by explaining that teams are successful at accomplishing many goals that reach beyond the ability of any single member.
 - What does this group specifically want to achieve with its combined talents?
3. **Developing a mission statement** The mission statement should be short, simple and specific. It should combine aspects of the purposes and goals already listed, and be written in a way that clarifies the purpose of the group, and guides and focuses your team through its growing pains. The mission statement will be used to educate and persuade the community, the media, and future coalition members about your purpose and cause.
4. **Identifying "quick wins"** Choose a couple of activities that have a likelihood of early success. This will help get the team going and strengthen them for the more difficult tasks. You need to make the members feel good about their participation in the group by actually accomplishing some stated goals.

Creating a Structure: committee formation and leadership

At some point you must decide how the team will make decisions (such as Roberts' Roles of Order /parliamentary procedure), and develop "working" or "standing" committees. At a minimum, the team needs to have a steering committee and make decisions about who the spokesperson(s) will be for the team.

One way to brainstorm about which working groups or committees to form is to create a wish list of projects to undertake. Following are some ideas:

- Develop a speakers' bureau to increase public awareness, target specific groups to educate and potentially recruit members to the team. The speakers' bureau could be directed by a service organization or another advocacy group.
- Create a long-range marketing/promotion plan integrating existing activities and new ones suggested by team members. The plan may include special events to increase public awareness, gain publicity, and increase volunteerism. An example of long-range promotion is the arts district team's fair planned for 9/8/12.
- Target the private sector and local businesses to join your team.
- Solicit money for team activities or other programs that the coalition feels are important. This may include cash and in-kind contributions. The team may create a generic sponsorship package and wish list.
- The team can establish its priorities from the wish list and develop committees from the final list of projects the coalition wants to do. Each individual can choose one or several committees on which to work.

Delegation of Responsibility to "Working" or "Standing" Committees

The effectiveness of a group depends on how well it delegates responsibilities and supports members' activities from one meeting to the next. Members should feel free and confident they can carry out their responsibilities within clearly defined guidelines.

Delegation

1. *Clear guidelines* – members know when they are free to act and when they should seek guidance from others.
2. *Clear task definition* – members know what is expected of them between meetings.
3. *Available assistance* – members have ready access to the help they need between meetings.
4. *Freedom, safety, and support* – individual initiative is encouraged between meetings and the group supports members' efforts to carry out their responsibilities.

*** Other rotating functions for team members includes: timekeeper and note-taker/recorder at meetings.*

Maintaining and Sustaining Teams

There are several things you can do to help maintain interest and participation in the team:

- Communicate to or make sure that each member is communicated to about the activities of the coalition: newsletters, conference calls, mailings, regular meetings, etc. (See Meeting Minute Template for internal and external communications coordinated by USI)
- Share power and leadership.
- Address team tension early. Acknowledge problems, do not be in denial.
- Hold regular meetings of the entire team, i.e. first Wednesday 5:30 – 7 p.m. at the Dance Hall.
- Perform evaluations and assessments.
- Recognize and reward achievement and successes; hold award ceremonies. This also communicates progress externally as powerful PR.
- Remember to say thank you often.

The following will help sustain a team:

- Stay focused on your mission.
- Keep the demands on members simple and realistic.
- Develop clear roles and expectations for members.
- Provide ongoing opportunities for members to interact socially within the team. The "team-building" event.
- Focus on the assets you have to work with as opposed to the deficits that you face.
- Encourage members to see the coalition as a resource that can help them do their job more effectively.
- Plan activities that demonstrate the impact of your group. Again, PR opportunities and recruitment tools.
- Give recognition to coalition members as often as possible.
- Legitimize the need for each individual to reevaluate their role periodically.
- Always look for ways to recruit new members.

Some Helpful Dos and Don'ts

DO:

- Be inclusive. Do not limit the types of organizations and individuals to approach for membership.
- Understand the needs and concerns of each prospective member. Make sure everyone understands what you are trying to accomplish and how you think they can help.
- Be patient. This seems to be a recurring theme, but a necessary one.
- Be very clear about the roles and responsibilities of the team and its committees. People need to understand what is expected of them. They can help develop a work plan, but that should be included in their roles and responsibilities. Ambiguity only leads to confusion and this can cause people to drop out of the team.
- Develop specific activities. The best way to keep people involved and motivated is to give them responsibilities to fulfill and make sure their tasks are short and sweet. Timelines and deadlines can be useful tools in terms of letting members see the beginning and end to specific activities.
- Ask for ideas, suggestions, and help. When asking for help and assistance, the leader needs to be a facilitator, not a speaker. That individual also needs to make sure all coalition members offer their views, and that people who might be shy are called upon to give their opinions. Keeping track of every suggestion is also important. Make sure that everyone's opinions and views are counted. The facilitation process should lead to members "buying in" to the team's goals, because people feel their contributions are valued.

DON'T:

- Don't be demanding. Appreciate everyone's contribution.
- Don't be impatient. Democracy is time-consuming.
- Don't be confusing. State plans clearly and concisely.
- Don't lecture. You are not in a classroom.
- Don't waste time; people's lives are too busy.
- Don't forget reminders. When sending out a meeting notice, follow up with a phone call the day before the meeting to remind people.
- Don't forget newsletters, minutes, and regular up-dates. (Initially, USI will help provide a newsletter to all of the teams, and for external purposes. Eventually, teams will have media and communications committees that will serve this role.)

Recognition and Evaluation

Recognition

One of the most frequent problems in teams involves the giving and receiving of credit. At times, the fighting and jockeying over who gets recognition for what often seems petty. Some may feel that this is something that groups need to be cured of, and that the proper attitudes will make it go away. But quite to the contrary, these problems are rooted in a basic survival instinct. They will never go away, nor should they.

An organization's ability to raise money, recruit members, build power, attract staff, develop leaders, and fulfill its mission depends on the amount of public credit it receives, particularly in the media. Teams that lose sight of "giving credit where credit is due" do not last long.

When the issue of the team is of secondary importance to a particular member, then the issue of giving credit is less of a problem. But when the issue of the team is also the main issue of the member, then the issue of giving credit is a thorny one. The team's strategy needs to be structured so that there are actions the members do jointly as a team, and others that the team helps members do in their own names.

Evaluation

There are several questions to ask of the team on a regular basis, at least once each year. The same questions should be asked after work is completed on each project.

- Does the team work well and is it effectively reaching its goals?
- Were there unintended results of team efforts?
- Were the unintended results positive or negative?

Evaluation is critical and an on-going process.

II. Meeting Tools

Managing Your Team

- **Running an Effective Meeting**
- **How to Plan an Effective Meeting**
- **Meeting Agenda Design**
- **Meeting Assessment Checklist**
- **Meeting Evaluation**
- **Team Meeting Assessment**

Running an Effective Meeting

Preparation is the key to running an effective meeting. This section outlines: How to prepare for the meeting, develop an agenda, things to consider when leading, concluding and following the meeting, and some effective meeting characteristics.

Preparing for the Meeting

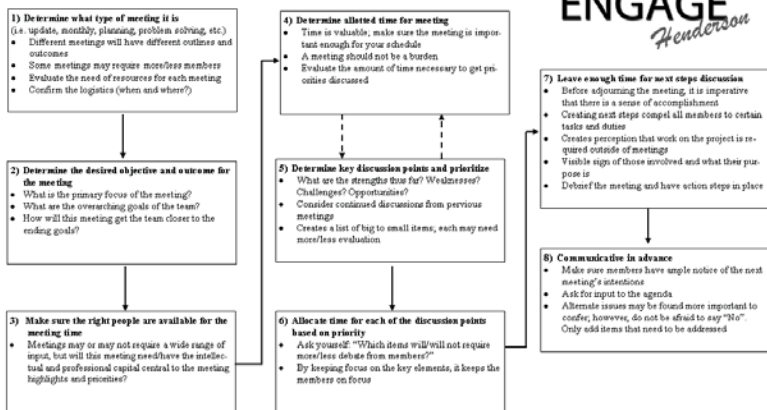
- **Define the purpose, objectives, and outcomes**
What do you expect to result from this meeting?
- **Determine what type of meeting is necessary (face-to-face, conference call, etc.)**
Not every meeting needs to be face-to-face. Consider the logistical needs of meeting participants and the functional needs of the meeting.
- **Set time and place based on mutual availability**
When and where is best for the majority of meeting participants?
- **Select meeting participants**
Make sure all of the key players are a part of the process.
- **Make invitations**
Participants should receive a formal written invitation whether electronic or otherwise. Additional personal invitations to key participants can also ensure meeting success.

Developing an Agenda

Develop a thorough agenda

A well-constructed agenda keeps the meeting on task and moving. In developing the agenda, you should also consider the most appropriate forms of participation (i.e. brainstorming, small group work, large group discussion, etc.). Ideally, the agenda will be developed by consulting the following process:

Developing a Meeting Agenda: Suggestions for Efficiency and Effectiveness



ENGAGE
Henderson



When planning or proposing a meeting, the foundation for a successful conversation needs to be set. It is vital that all members understand the goals of the meeting, the value of having a meeting, as well as the relevancy for the project in mind. Discussions are healthy, but a meeting requires structure and procedure to keep the flow of conversation targeted and on-track.

Disseminate agenda and necessary materials in advance of meeting

Participants should have a copy of the agenda and meeting materials far enough in advance so they can prepare for the meeting.

Meeting Agenda Design Sheet *(for shared responsibility)*

Purpose of the Meeting:

Desired Outcomes or Goals:

Ground Rules:

Meeting Type or Combination of Types:

Date, Timeframe and Location:

Pre-meeting

Time Estimate Activities/Preparation Person Responsible Needs

- 1.
- 2.
- 3.
- 4.

During Meeting

Order of Agenda Person Responsible Process Time Allocated

- 1.
- 2.
- 3.
- 4.

Facilitator _____ Recorder _____ Note Taker _____

After Meeting

Follow-up actions: (Who? Will do What? By When?)

- 1.
- 2.

Facilitating a Meeting

Opening the Meeting

- **Start and end on time**
Punctuality counts when people are on a schedule.
- **Do introductions and provide nametags or table tents if appropriate**
A meeting is greatly enhanced if you assure that everybody knows each other's names. People do not like to admit they have forgotten somebody's name, so nametags and tents assure that names are not a problem.
- **Establish expectations**
Restate the purpose, objectives and outcomes for the meeting.
- **Review and revise agenda**
Give participants a chance for input on the content and process of the meeting before you begin.
- **Assign roles**
Take time before or at the beginning of the meeting to recruit a facilitator, recorder, note-taker and other roles as needed.
- **Determine what notes should be taken and to whom they should be sent**
Notes serve three primary purposes: providing information for people not attending, keeping an historical record, and recording action steps. Decide which of these is relevant and take notes accordingly.
- **State ground rules**
State up front what the parameters of the meeting (i.e. decision-making process, group authority, conduct, budget constraints, etc.)

Encouraging Participation

Utilize participation techniques

How can the collective ideas and insights of meeting participants best be gathered?

- **Maintain meeting focus**
Keep participants on time and on task. Assign a "time-keeper." This may be the note taker or secretary.
- **Develop action steps**
Identify specific actions to be taken, who will take them, and by when they will be completed. The following template can be used for developing action steps:

Task	Who	Objective	How/Comments
1. List tasks from "wish list" here	List who is going to be assigned the task; which committee	What will this task accomplish, and by when?	How is it going to be done; what resources are necessary?
2.			
3.			

Concluding the Meeting

- **Review action steps to be completed**
Who is going to perform action steps? When will action steps be complete?
- **Final comments**
Give participants a chance to provide closing comments on the content of the meeting.
- **Discuss agenda for next meeting**
What were the items the note taker identified for "new business" at the next meeting? Recap.
- **Confirm date and time for the next meeting**
If possible, set meeting schedule for the long term to assure more complete participation.
- **Assess meeting**
Get constructive critiques of the meeting and integrate recommendations into the process of the next meeting. What did you like about today's meeting? What went well/didn't go well?

Following the Meeting

- **Send out minutes in a timely fashion**
Make sure everybody who needs it has a record of the meeting.
- **Follow up with key people who were not in attendance**
Who else needs to know about what happened in the meeting?
- **Follow up with people responsible for action steps**
Friendly reminders and support help get the job done.
- **Send out thank-you notes or calls to meeting participants**
Showing your appreciation for input lets others know the value of their participation.

Excerpted from *Tools for Comprehensive School Health Programs: Running an Effective Meeting* (pp. 1-3) with permission from the Wisconsin Department of Public Instruction, 125 South Webster Street, Madison, WI 53702; 800/243/8782. Retrieved December 2, 2003, from <http://www.dpi.state.wi.us/dpi/dlseasssp/pdf/effectivemeeting.pdf>

See the following page a Meeting Minutes template to standardize all communications within Engage Henderson and the greater community of the East End Neighborhood, the City of Henderson, and Kentucky and the Tri-State area as a region

Minutes	Engage Henderson	Priority Team Name
<p>1) <i>Who was/was not present?</i></p> <p>How can we accommodate absent team members? Do we need to revisit meeting time to increase participation? Are all of the key contributors present? Who needs to be at the table?</p>	[Date]	
	[Time]	
	[Location]	
	[Type of Meeting]	
	[Members present and Roles:]	

[Agenda Item #1]	[Time Allotted]
Discussion	
Conclusion	
Next Steps/Action	[Member Responsible] [Deadline]

- 2) **Agenda Items**
Provides structure to meeting
Labels which items were identified and approved by all team members
- 3) **Length for certain items**
Assess if meeting kept attention on already cited priorities
Allows review of overall effectiveness of discussion
- 4) **Decisions Made**
Gives a definite answer/solution to problems
Gives credit to/recognizes the members in attendance
- 5) **Next Steps/Action**
Creates clear responsibilities deemed appropriate to resolve
Allows members to have a task to accomplish before next meeting; provides a projected timeline of task

[Agenda Item #2]	[Time Allotted]
Discussion	
Conclusion	
Next Steps/Action	[Member Responsible] [Deadline]

[Parking Lot]

[Team Progress/Challenges]

- 6) **Major Discussion Points, Parking Lot**
This will list which items had the most dialogue, which items displayed the most interest, and which items were demonstrated as possible concerns (in the parking lot)
- 7) **Team Progress**
Check up on status and attitudes
Estimates and calculates where the team will need to be in the future
- 8) **Team Challenges**
Potential discussions at next meeting?
Receive feedback on overall movement and meeting effectiveness; attains strengths/weaknesses

Effective Meetings Have the Following Characteristics

Desired Outcomes They are clear and agreed upon by members.

Agenda

The process, content, and timeframe are clear. The agenda is prepared. The group agrees on the agenda.

Clear Roles

Everyone's role is clear. People know what is expected of them.

Preparation

Participants, leaders, and presenters are well prepared.

Room Set Up

The room and seating arrangements support the meeting purpose.

Decision-Making Power

Power issues and decision-making procedures are detailed ahead of time.

Unbiased

The meeting leader shows no bias and is perceived as being neutral, fair, and firm.

Total Involvement

The meeting leader involves and fully engages each meeting participant.

Real Issues

The real issues are on the table and are honestly faced. Hidden agendas are brought into the open.

Process Tools

The leader has good facilitation skills to help the group achieve its goals.

Diversity

Diverse opinions are sought out and respected.

Responsibility

Each participant takes responsibility for the success of the meeting.

Accountability

Who, what, and when regarding items needing action are clearly established and assigned to group members with a completion date.

Evaluation

At the end of the meeting, participants indicate that the meeting was a good use of their time.

This tool authored by: Vicki Thomas Corlett,
Prevention/Organizational Consultant, Human Potential, Ft. Collins, CO, 1999.

How to Plan for an Effective Meeting

Can you answer these questions?

- Why are you having a meeting? What are the goals and/or expectations
- What type of meeting will it be? Planning? Problem solving? Information sharing?
- Who should attend?
- What kind of involvement and participation do you want?
- How many people will be included?
- Where are you going to meet?
- What is the most effective room arrangement?
- What roles/responsibilities should individuals have during the meeting?
- Who will have the power and authority to make decisions?
- What methods and techniques of discussing, planning, problem solving and decision making are you going to use?
- How much time do you have?
- Will you provide refreshments?
- Do you have a sign-in sheet, including space for contact information?
- Will there be an agenda?
- Will there be presentations? What equipment will you need?
- Will there be some kind of record of what took place at the meeting?
- What are the desired outcomes of the meeting?
- How are you going to determine tasks, deadlines and responsibilities?

Adapted from *Communities for A Drug Free Colorado: A Community Team Training* [Participant training manual], p. 165, by Communities for A Drug Free Colorado. Training conducted May 1–4, 1988, Colorado Springs, CO.

	MEETING ASSESSMENT CHECKLIST	Acceptable	Needs Work/Comments
PLANNING	1. Notification in timely manner of the meeting and location.		
	2. There was a prepared agenda.		
	3. Officers and committees were ready to report.		
	4. The meeting room was pre-arranged.		
ORGANIZATION	1. The meeting started on time.		
	2. Guests were introduced and welcomed.		
	3. Agendas were available for all members.		
	4. The purposes for the meeting were made clear.		
	5. There was a transition from the last meeting.		
	6. One topic was discussed at a time.		
	7. One person had the floor at a time.		
	8. Discussion was relevant.		
	9. Chairperson summarized the main points of the discussion.		
	10. The meeting moved along at a reasonable pace.		
	11. Committee assignments were complete and clear.		
	12. Plans for the next meeting were announced.		
	13. All that was planned for the meeting was covered.		
PARTICIPATION	1. Members participated in discussion and voting.		
	2. The chairperson responded to questions.		
	3. The pros and cons of all issues were considered.		
	4. Members gave suggestions to committees.		
	5. Responsibilities were evenly distributed.		
	6. Members participated in planning the next meeting agenda.		
VALUE	1. Progress was made toward goals.		
	2. Something was learned.		

Appendix N.

ATTITUDE	1. Attendance was good.		
	2. Everyone was on time.		
	3. All members acquainted; new members were introduced.		
	4. There was a "warm up" period before the meeting.		
	5. There was some humor during the meeting.		
	6. Members and officers helped one another when needed.		
	7. There was an atmosphere of free expression.		

Adapted from "Meeting Evaluation Checklist" in *Running Effective Meetings*. Retrieved August 29, 2003, from the University of Michigan, Student Activities and Leadership, Guidelines & Resources site: <http://www.umich.edu/~salead/resources/>

Meeting Evaluation: Recording Participants' Comments

One of the simplest ways to evaluate a meeting is to record participants' comments on a flip chart, using two columns. Three examples are listed below:

Learnings/ Insights	Changes	Highlights/ Why	Tough Spots/ Why

Pluses	Wishes

From *Facilitation Guide for People in Prevention—Beginning the Journey* (p. 44), by L. Walker, (in press), Norman, OK: Center for Substance Abuse Prevention's Southwest Center for the Application of Prevention Technologies, College of Continuing Education, The University of Oklahoma.

Appendix E: Timeline



Scope of USI Work

	June	July	August	September
USI weekly status reports	X	X	X	X
USI tools for priority teams use in planning and running successful meetings	X			
Priority teams institutionalize planning tools		X	X	X
USI clarification of priority team status (phone calls)	X			
Priority team self-facilitation to determine priorities and tasks		X	X	
Priority and Engage Henderson teams send updates to USI using status template		X	X	X
USI to send out internal monthly communication		X	X	X
USI to send out community communication			X	X
USI to assist with community discussion (PR)			X	

Appendix F: Framework



Assist Priority Team Communications within the Team:

Task	Objective	How/Comments	Deadline
1. Develop a structured framework for teams to use when planning meetings and developing minutes.	<ul style="list-style-type: none"> - Provide consistency within and between the priority teams - Assist in agenda aligning with overall Engage Henderson mission and vision - Assist in making sure meetings have desired outcomes 		By Friday, June 29
2. Develop a framework that defines roles of the team members in meetings necessary to be an effective group.	<ul style="list-style-type: none"> - Sets expectations up front on team participation - Ensures that the necessary tasks are completed at meetings (i.e. minutes, meeting logistics communicated, etc) 	<ul style="list-style-type: none"> - For example: secretary to record minutes and submit to USI; a "news reporter" that coordinates picture taking and event summaries; etc 	By Friday, June 29
3. Establish a consistent meeting time and place.		<ul style="list-style-type: none"> - Bob will identify a place in or near the East End for all meetings - Taylor to send out reminder emails 2 weeks in advance of regularly scheduled team meetings. 	By Friday, June 29

4. Assess current status of team and planning needs.	- To determine specific needs of each team in terms of planning, prioritization, and progress	- Elissa to develop questions to gage progress - Phone calls and attendance of meetings if appropriate	By Friday, August 31
5. Have "quick wins" discussions with the teams.	- Keep the energy going through communication of the quick wins - Help team assess and prioritize a couple of quick wins		By Friday, August 31

Assist priority teams, Engage Henderson, and other key stakeholders

with communication between the teams:

Task	Objective	How	Deadline
1. Develop a single monthly communication highlighting priority team progress using team minutes and other highlights provided by teams.	- To ensure all priority teams and other stakeholders are aware of work being planned and undertaken. - Communicate best practices to teams. - Communicate available resources from Engage Henderson team to priority teams (eg grants that Mike Shoulders is aware of)	- Team priority leaders to provide USI with minutes and other updates by a specified time each month. - USI to send out a reminder email to submit information by chosen date - Engage Henderson convener and other stakeholders to contribute as well - Bulletin should always include the message: Here is EH, mission, what we do, etc.	By Tuesday, July 31
2. Use Engage Henderson "branding" in all communications	- To have a "unified" approach to communications - To highlight this is an initiative of Engage Henderson - To make Engage Henderson a clear and visible presence throughout the community.	- Maggie will design a logo and tagline to use in all communications	By Friday, June 29

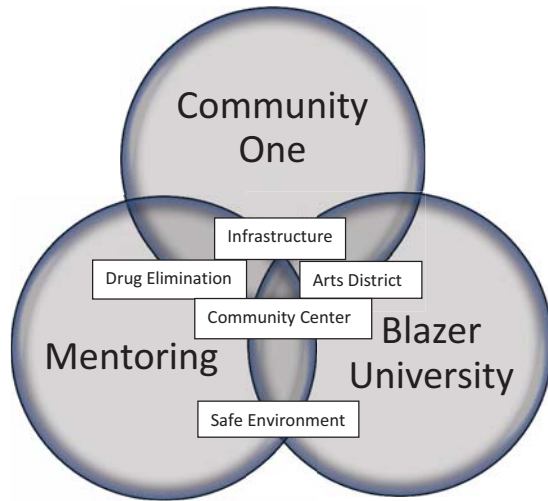
<p>3. Develop webpages with information for entire Engage Henderson presence</p>	<ul style="list-style-type: none"> - Easy access for all of Engage Henderson information (contact information, minutes, updates, etc) - This scope of work needs further development 	<ul style="list-style-type: none"> - Bob will provide overall structure of web presence or USI may help build the "portal" - Kate and Taylor to work with Bob for this scope of work - USI to populate the some of the information (Taylor) 	<p>Low priority</p>
--	--	--	---------------------

Assisting Engage Henderson with Community communications:

Task	Objective	How	Deadline
<p>1. Expand the monthly priority communications to monthly newsletter for community constituents.</p>	<ul style="list-style-type: none"> - To communicate the Engage Henderson message beyond the Engage Henderson team - To engage more neighborhood residents in the process - Promote the entity of Engage Henderson versus individual priorities 	<ul style="list-style-type: none"> - Team priority leaders and other stakeholders to provide USI information to include in newsletter - Develop list of information to communicate in each newsletters - Based on monthly priority team reports and other news as deemed important by priority teams - Team may have assigned "news reporter" which sends information to Taylor. All submissions will be proofed by USI before inclusion in the newsletter 	<p>By Friday, August 24</p>

2. Develop webpages with information for Community	<ul style="list-style-type: none"> - Easy access for all of Engage Henderson information - Blog sites - This scope of work needs further development 	<ul style="list-style-type: none"> - Bob will provide overall structure of web presence or USI may help build the "portal". - USI to populate the some of the information (Taylor) 	Low priority
3. Develop and release PR for use before events meetings as appropriate. Write news articles on events for publication in regional publications.	<ul style="list-style-type: none"> - To communicate upcoming meetings to the neighborhood and solicit additional participation if desired. - To expand perception that this is a neighborhood initiative where Engage Henderson provides resources 	<ul style="list-style-type: none"> - As requested by Engage Henderson team - Determine list of media contacts for PR - Determine publications to submit articles to: papers, community college, USI, etc. 	On going

Appendix G: Objectives



I. Arts District (Lisa):

- NEAR TERM (next 30 days) Replicate Blazer University at South Heights – summer/fall after school arts programming
 - Identify artists to offer after school art classes at South Heights this fall; groom them for participation in Spring Arts Festival
 - Coordinate after school programming with Rob Carroll
 - Develop tee shirt design campaign for South Heights students

II. Community Center (Emma):

- NEAR TERM (next 30 days) Create a Community-wide Calendar for East End events
 - Designate a team member to be calendar coordinator
 - Create a community calendar link on EH.com; coordinate with Brittany, Heath @ OneLife
 - Coordinator to gather event/programming information: JFK, Salvation Army, CATS, South Heights, 4H etc.
 - Publicize calendar on NPR, flyers, press releases Gleaner etc.
 - Regularly update calendar

III. Infrastructure (Mike Farmer):

- NEAR TERM (next 30 days)
 - Complete grids on comprehensive survey
 - Crime/Drug Use Reduction Taskforce will identify “hot spots” for pilot program
 - Rehabilitation Committee will locate a 3-4 block area for pilot project for infrastructure redevelopment
 - Finalize subcommittee or subteam structure for Infrastructure Priority team to align with goals (including Drug Use Reduction and Rehabilitation subcommittees, or taskforces)

IV. South Heights (Rob Carroll) GOALS:

- NEAR TERM (next 30 days)
 - Secure matching funds for Kaboom playground grant (\$20K);
 - develop literature for fundraising (Quality of Life brochure);
 - July 30 annual summer retreat at OneLife; open to all EH; discuss opportunities to “cross breed” among teams;
 - August 13 “Rock the block” block party to kick-off school year at South Heights;
 - Mentoring database development

V. Drug Elimination (Mike Farmer):

- NEAR TERM (next 30 days)
 - Publicize the disproportionate crime statistics in the East End while emphasizing how well Henderson rates nationally in terms of crime overall. An opportunity to close the gap, and raise the standard of living for all Henderson residents.
 - Publicize the difference between violent and property crimes in the East End; create an environment receptive to the community policing approach to crime prevention and control
 - Develop a documented strategy for juvenile justice, probation and parole practices, video surveillance, and domestic violence in East End
 - Get interdepartmental buy-in for the community policing / local substation pilot project in East End

VI. Mentoring / After school Programming (Rob Wiederstein)

- NEAR TERM (next 30 days)
 - Identify and relationship-build with contacts among all organizations working to provide programming from the hours of 2:30 – 5:30 p.m. through the week
 - Currently BBBS feeds mentors to South Heights students; increase number of mentors available to Blazer University at South Heights students (some 70 students are currently without a mentor)
 - Reinstigate the Lead to Read literacy program at South Heights; tap into community leaders to work as mentors in other capacities after school; buy into the Launch 1199 program
 - Assist the new principal at Jefferson Elementary (from South Heights) in establishing strong ties between the two schools
 - Outreach to Kid's Hope which is located next to South Heights

**APPENDIX H:
Leadership Notes**

RESPONSIBILITIES OF PRIORITY TEAM LEADERS

1. Responsibility to Engage Henderson mission
2. Responsibility to the East End Community
3. Responsibility for Stewardship
 - Create and maintain mission statement
 - Oversee programs
 - Planning: goals, objectives, strategies
 - Evaluation of Priority Team and EH – are we meeting our goals?
 - Secure and manage financial resources/fundraising
 - Assure effective use of resources (financial and human resources)
4. Responsibility for evaluating own performance, as a Team

PRIORITY TEAM LEADER JOB DESCRIPTION

- Regularly attend board and committee meetings
- Read board meeting minutes and minutes of committee assignments
- Read the EH newsletter, visit the EH website
- Understand our goals, objectives and programs
- Know how we make decisions and why
- Encourage team members to report to team meetings (form committees)
- Know our budget
- Always inquire if a decision is questioned by you or any member
- Avoid fiscal or programmatic conflicts of interest
- Have a nominating committee for all leadership positions and written nominating procedure
- Monitor the image of EH in the East End community
- Make sure the EH is recognized as a broad group and not a small group of members

WHAT VOLUNTEERS CAN EXPECT OF US

- Attention to details
- Adequate preparation for meetings
- Fulfillment of commitments
- Candor in relationships
- Judicious use of time
- Meeting deadlines
- Prompt responses to requests
- Leadership
- Support in controversial situations
- Accessibility
- Loyalty and confidentiality

(Source: *The Effective Voluntary Board of Directors*, Conrad & Glenn)

LEADERSHIP

**Is the ability to step forward
and take a stand while others
hesitate.**

**It is accepting the
responsibility of living up to
the highest standards. Daily.**

**It is demanding more not only
of others, but of yourself.**

**And never forgetting that to
remain a leader, you must be
worth following.**

(Source: Shearson Lehman Hutton advertisement titled "Leadership by Example")

A LEADER IS . . .

A leader is best

When people barely know she exists.

Not so good

When people obey and acclaim her.

Worse when they despise her.

But of a good leader

Who talks little

When her work is done

Her aim fulfilled

They will say

“We did it ourselves.”

(Source: Adapted from Lao-Tse, c. 565 B.C.)

Engage Henderson Priority Team Leadership Pledge

I pledge to:

- Delegate tasks whenever possible (give people the freedom to do their jobs in their own way!)
- Develop benchmarks to evaluate how well we are meeting our goals as a Priority Team
- Take a personal interest in each and every team member
- Take the time to identify and help mentor future EH leaders
- Schedule fun events (like the Arts Festival) where we can socialize and get to know each other
- Involve members in making decisions and setting goals for EH whenever possible
- Give tangible recognition to EH/Priority Team team members when they do a good job
- Understand why team members volunteer for EH and be receptive to their needs
- Make communication a top priority
- Solicit feedback (a suggestion box; survey); and respond to it
- Create teams of members to respond to needs we have, and
- Be fair, honest, and upbeat at all times!

(THIS PAGE INTENTIONALLY LEFT BLANK)

Appendix O. Public Involvement and Planning Process

ENGAGE HENDERSON EAST-END NEIGHBORHOOD



- EAST END NEIGHBORHOOD
- POSSIBLE ROCKET PARK
- POSSIBLE COMMUNITY GARDEN
- POSSIBLE COMMUNITY CENTER/
BASKETBALL COURTS
 - BASKETBALL COURTS CLOSE SO KIDS CAN WALK TO THEM
 - MENTOR PROGRAMS FOR ADULTS
 - INDOOR FACILITY FOR RECREATION DURING COLD SEASONS
- FESTIVE MARKET/ARTS DISTRICT (LETCHEE ST.)
 - CONNECTIVITY
 - NEIGHBORHOOD CAFES
 - MUSIC & ENTERTAINMENT
 - SKATE PARK
 - BANKS/RETAIL
 - SIMILAR TO PADUCAH MODEL
- NEW PEDESTRIAN TRAILS/
OFF-STREET PARKING
 - SAFER DRIVING, WALKING, & BIKING
 - VACANT LOTS CAN BE USED FOR OFF-STREET PARKING
 - POSSIBLE SK LOOP
- EXISTING PARK/ GREEN SPACE
- YOUTH/FAMILY CENTERS
 - UTILIZE EXISTING FACILITIES AS COMMUNITY CENTERS WITH PLAYGROUNDS, POOLS, COURTS
- INDUSTRIAL/COMMERCIAL PROPERTIES
- HISTORIC DISTRICT
- POSSIBLE PORTALS TO EAST END
 - CREATE AN ESTABLISHED LANDMARK THAT IS EASILY IDENTIFIABLE
- BUS ROUTES
- BUS STOP
- BIKE PATH

LEVERAGE OPPORTUNITIES



- City infrastructure investment along Letcher St.
- Success of South Heights School
- New city park along Letcher St.
- City investment in housing and code enforcement efforts
- Housing Authority investments
- Not for profit neighborhood engagements



LOCAL FOOD OPPORTUNITIES



Create Four (4) Community Gardens

- Bring neighbors together around a common interest...food
- Provide healthy food choices for residents
- Increase sense of neighborhood ownership and stewardship
- Utilize available vacant lots in the neighborhood
- Located within walking distance for neighbors

Develop “Food Hub”

- Create space to accommodate the aggregation and distribution of local/regional farm produce
- Provides healthy food choices
- Create economic activity for area growers and the neighborhood

Develop Retail Outlet for Produce

- Create retail space for fresh produce
- Consider associated retail activity/offerings that could create unique shopping experience (craft foods, gardening supplies, art/craft items)



FOOD

Create Four (4) Community Gardens

- Bring neighbors together around a common interest...food
- Provide healthy food choices for residents
- Welborn Baptist Foundation initiatives
- Increase sense of neighborhood ownership and stewardship
- Utilize available vacant lots
- Locations within walking distance for neighbors



FOOD

Develop Retail Outlet for Produce

- Create retail space for fresh produce
- Consider associated retail activity/offerings that could create unique shopping experience
 - Local/regional craft foods (honey, candy, breads, etc.)
 - Gardening supplies
 - Art/craft items



FOOD

Develop a Food Hub

- Create space to accommodate the aggregation and distribution of local/regional farm produce
- Provides healthy food choices for neighborhood and community
- Create economic activity for area growers and the neighborhood

The FoodHub is an enterprise that needs to cash flow.



BUSINESS DEVELOPMENT



Incubator Facility

- Provide low cost space to foster new business ideas
 - Letcher Street or other adaptable location
 - Incubators generate/attract dynamic business environment
- Focus on accommodating business interests of the neighborhood with accommodating/adoptable framework

Create Micro-Financing Program

- Create funding to provide business development financing for unconventional borrowers
- Develop framework for marketing and management of the program
- Partner with Northwest KY Forward, Community Ventures Corporation and local lenders



BUSINESS DEVELOPMENT

LETCHER STREET REDEVELOPMENT

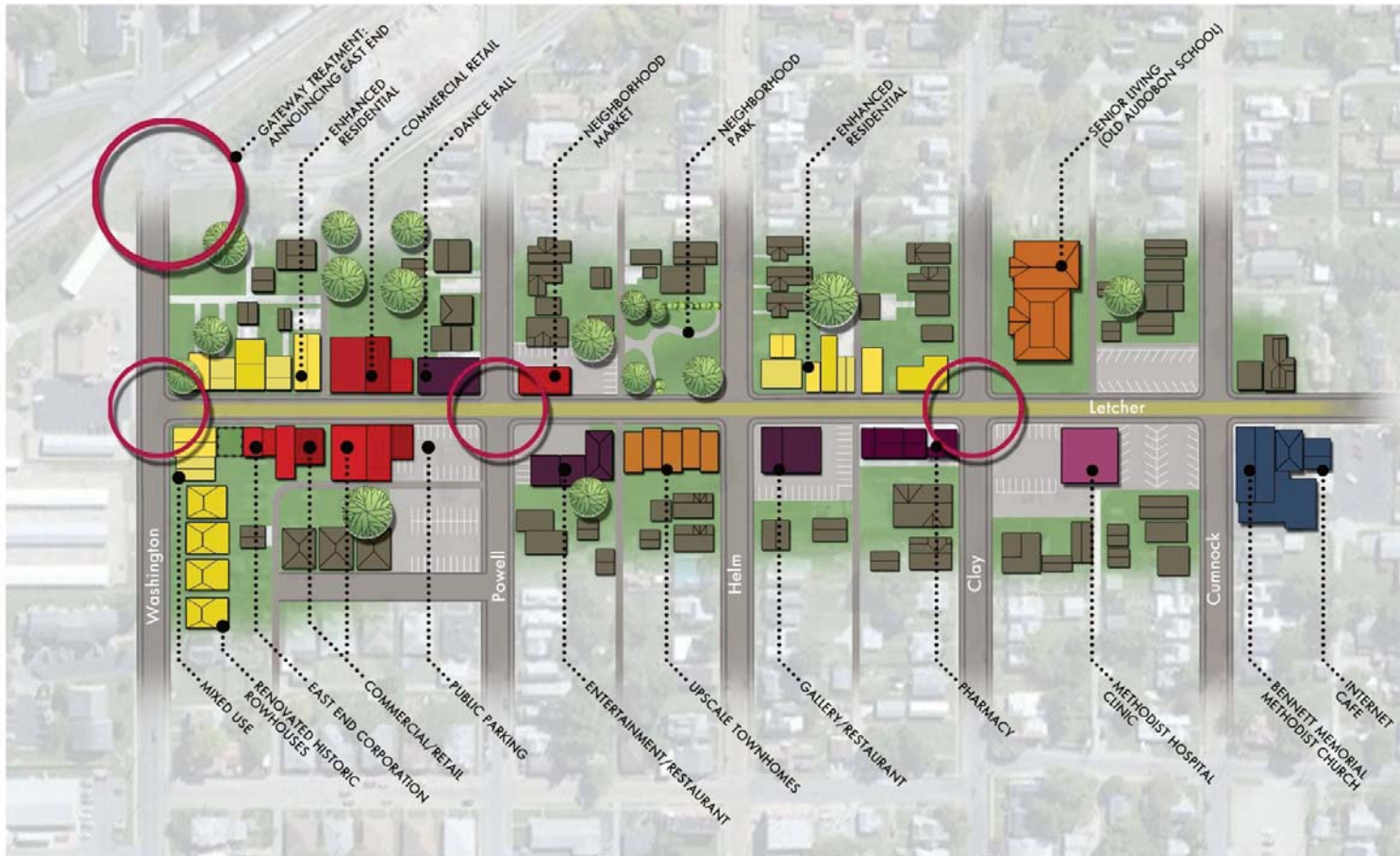


**Pursue coordinated approach to enhancing housing
and commercial development along Letcher Street
Corridor to create unique experience**

- New multi-family mixed use development
- Targeted owner-occupied rehabilitation
- Targeted rental rehabilitation program
- Incentives for new or expanded commercial and retail development
- Create unique area and retail experience for shoppers



BUSINESS DEVELOPMENT CULTURAL DISTRICT



ENGAGE HENDERSON | LETCHER STREET CULTURAL DISTRICT PHASE ONE

BUSINESS DEVELOPMENT CULTURAL DISTRICT



GREENING OF THE EAST-END



Develop and implement tree planting and native species landscaping program for the East-End Neighborhood

- Increase property values
- Create positive perception
- Defends against heat island effects



HOUSING

Senior Housing

Redevelop the former Audubon School into housing opportunities for seniors



- Low Income Housing Tax Credit program
 - Create positive perception for Letcher Street and surrounding blocks
 - Increase number of persons living in the area



HOUSING

Neighborhood Housing Improvements

- Evaluate previous housing investments
- Pursue additional housing programs
- Leverage local funds with Federal Home Loan Bank and Kentucky Housing Corporation resources
- Incorporate new development and design opportunities now available via overlay district



INFRASTRUCTURE

Letcher Street – Walkability Enhancements

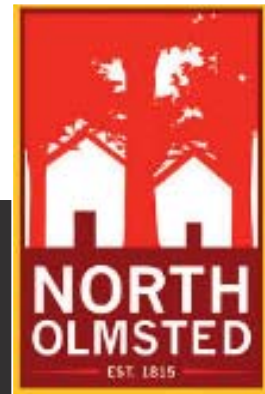
- Sidewalks
- Curb and gutter
- Street repaving
- New street signs
- Street lighting with banner installation
- ADA curb access improvements
- Potential landscaping enhancements
- Bike racks, benches, trash bins, etc.
- Brick crosswalks to provide permeable surface and greater vehicle/pedestrian awareness of crossing
- Improvements incorporate common design



INFRASTRUCTURE

East-End Gateways

- Create Gateways features that articulate entry into the neighborhood
- Gateway features can promote neighborhood pride and identify
- Gateway features can promote the sense of a destination and attraction to those outside



MULTI-PURPOSE FACILITY



To House Neighborhood Resources & Programs

- Identify facility on/near Letcher Street to provide neighbors access to community programs and resources
- Service providers could deliver appropriately sized/staffed programming from this shared location in a cost effective manner.
 - Community Policing
 - Henderson County School District
 - Henderson County Public Library
 - Green River District Health Department
 - City of Henderson Park and Recreation Department
 - Senior Programs
 - Youth Programs
 - Special Events



YOUTH East-End Park

- Create new East-End Park at the corner of Letcher and Helm Street
- Consider a theme for the park that would resonate with neighborhood
- Install unique park amenities that would make the park a destination and experience
- These might include but not limited to:
 - Involving children with park concepts and design
 - Splash pad and/or related water features
 - Unique playground systems



YOUTH

Safe Routes to School (SRTS)

Embrace 5 Principles of the Safe Routes to School Program:

- Engineering
- Education
- Enforcement
- Encouragement
- Evaluation



SCHOOL

YOUTH Community Policing Programs

- Explore community policing activities with Henderson Police Department
- Consider the value of identifying a location in the East-End where police could be engaged on a regular basis to reflect community involvement



YOUTH

After School Programming and Facility

- Create programs, with appropriate facilities, to ensure continued success of the students attending South Heights and Jefferson Elementary Schools
- Develop programs through a planning process that considers existing programs to foster collaboration and identifies and addresses gaps and unmet needs



THANKS!

Engage Team and East End Partners

Rob Carroll, South Heights Elementary School
Crissy Sandefur, Jefferson Elementary School
Heath Farmer, One Life Church
Mike Shoulders, BLA
Robert Grewe, BLA
Wayne Burt, Bennett Memorial
Lori Reed, Habitat Evansville
Frank Lucician, Habitat Henderson
Rob Wiederstein, District Court
Karen Carter, Old National Bank
Melody Shrader, East End Corp
Robbie Mills, Henderson City Council
Austin Maxheimer, One Life Network
Bob Seymore, One Life Network

Henderson Housing Authority

Bobbie Jarrett

City of Henderson

Mayor Steve Austin
Tammy Willett

Henderson County

Judge Executive Hugh McCormick

Henderson City-County Plan Commission

Kathy Ferrell

Henderson Chamber of Commerce

Brad Schneider

QUESTIONS - COMMENTS

(THIS PAGE INTENTIONALLY LEFT BLANK)



Printer-friendly story
Read more at courierpress.com

Ambitious redevelopment plan unveiled for East End

By Frank Boyett

Tuesday, September 10, 2013

The heyday of the neighborhood surrounding the old hosiery mill may be long gone, but some visionaries like Engage Henderson are planning for the East End to rise again like a phoenix.

Details of what that rebirth could look like were presented Tuesday to the Henderson City Commission.

The presentation represented "the latest thinking about the East End" from the residents themselves, according to Michael Shoulders, manager of urban planning for Bernardin, Lochmueller & Associates Inc. of Evansville, a firm hired by the Evansville Metropolitan Planning Organization.

"The city's made some great investments, some smart plays; now is the time to see if we can parlay this into some other opportunities," said Robert "Bob" Grewe, manager of community development services for the same firm. Some of those investments include infrastructure along Letcher Street, including plans for a new park at Letcher and Helm streets; the city's emphasis on housing and codes enforcement; the success of South Heights Elementary School; and investments by the Henderson Housing Authority.

Grewe said Letcher Street holds tremendous potential with "quality buildings that could be re-purposed. There are enough facilities and bones of buildings left that we think can be reconstituted in some fashion. We've got to make this attractive and hope to draw people to this area."

Can you imagine a Letcher Street Cultural District? The full-color East End Vision Plan presented to the commission certainly can, particularly in the area between Washington and Cumnock streets. Signs would give the area a distinct identity, a business incubator could provide low-cost space to start-ups, and micro-financing could provide capital for businesses that banks normally wouldn't be interested in.

Improvements could also come in the form of greenery by encouraging the planting of trees and native species landscaping. "Everybody knows trees improve property value," Grewe said.

Shoulders noted that his firm is providing technical resources for East End redevelopment efforts through a \$1.4 million federal grant EMPO got a couple of years back for Henderson, Warrick and Vanderburgh counties, the latter of which is getting the lion's share.

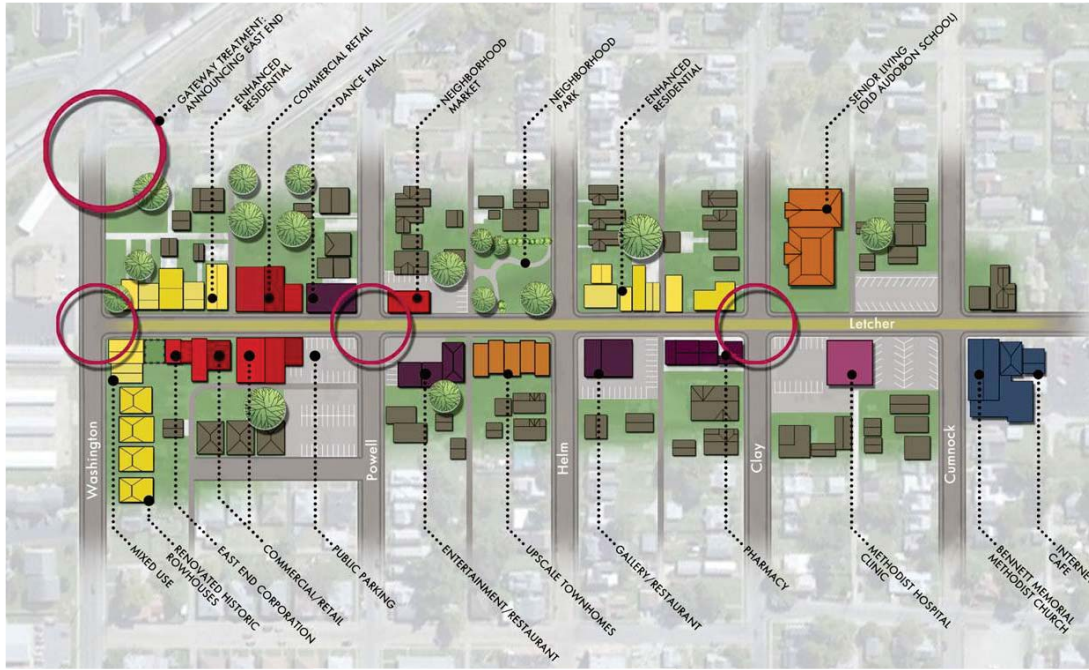
This area is one of only 45 metropolitan areas in the country to get such grants, Shoulders noted. "In doing a great regional development plan it bumps us up on the priority list for some federal funding. We're going to hold their feet to the fire and see if that does come to reality."

Another community meeting is planned within a few weeks, which will probably be on a Saturday at Bennett Memorial Methodist Church, Shoulders said. "We're looking forward to feedback and then to crafting a plan."

Members of the city commission were complimentary of the presentation. "I think they're covering a lot of bases," Commissioner Tom Davis said. "It's a neat thing and we've even got private money coming in," said Commissioner Robby Mills. "A spark has been made."



© 2013 Scripps Newspaper Group — Online



The public is invited to attend the

EAST-END NEIGHBORHOOD CONVERSATION




Sponsored by Engage Henderson

WHEN:

9:00 AM - 12:00 PM
 Saturday, October 19, 2013

WHERE:

Bennett Memorial United Methodist Church
 503 Letcher Street
 Henderson, Kentucky

WHAT:

The conversation begins with coffee and donuts.

Following a presentation on projects and initiatives, friends and neighbors will be encouraged to share their thoughts and suggestions.

We will close out the Neighborhood Conversation with pizza, fellowship and continued dialogue on improving the Henderson East-End Area.

Please join us!

Questions: Contact Bob Grewe at 812-480-2878 or rgrewe@blainc.com

ECONOMIC DEVELOPMENT RECOMMENDATION



Develop a Food Hub

- Create space to accommodate the aggregation and distribution of local/regional farm produce
- Provides healthy food choices for neighborhood and community
- Create economic activity for area growers and the neighborhood



Phasing

- Fall-Winter 2013/2014 feasibility analysis conducted
- Spring-Summer 2014 open food hub and begin operation of aggregating locally grown food in order to meet larger scale customer demands

Location

- Available/suitable facility in the East End Neighborhood

Team Members

- Henderson East End Corporation
- Growers & Consumers (many food hubs use a cooperative business model to ensure all parties have an equal share of the business decisions)
- Economic Development Organizations

Funding

- Corporate Sponsorships
- Donations of land, cash and materials
- City of Henderson CDBG Funding
- Churches
- Foundations
- Universities
- Revenue from the sale of surplus produce
- Technical assistance from local Extension Office and Master Gardeners



ARTS AND CULTURE RECOMMENDATION



Letcher Street Revitalization via Art and Cultural District

- Pursue coordinated approach to enhancing housing and commercial development along Letcher Street Corridor to create unique experience
- New multi-family/mixed use development
- Targeted owner-occupied rehabilitation
- Targeted rental rehabilitation
- Incentives for new or expanded commercial and retail development
- Create unique area and retail experience for shoppers
- Attract visitors and traffic by hosting regular events and festivals
- Generate interest in the area and events using low cost social media outlets



Phasing

- Fall/Winter 2013/2014 – Planning and feasibility analysis
- Spring/Summer 2014 – Begin revitalization efforts

Location

- Available vacant homes and commercial buildings proximate to Letcher Street

Team Members

- Henderson East End Corporation
- City of Henderson
- Habitat for Humanity
- Local economic development organizations
- Existing businesses
- Property owners

Funding

- Donations
- Foundations
- CDBG and HOME funds
- Kentucky Housing Corporation



HOUSING RECOMMENDATION

Neighborhood Housing Improvements

- Evaluate previous housing investments
- Pursue and leverage additional housing programs
- Incorporate new development and design opportunities now available via overlay district
- Develop an updated housing plan for the East End
- Invest in owner occupied rehabilitation, rental rehabilitation and new housing construction



Phasing

- Fall/Winter 2013 – Develop housing plan and identify funding sources and priority projects
- Spring-Summer 2014 – Begin construction

Location

- Target properties the East End Neighborhood

Team Members

- Henderson East End Corporation
- City of Henderson
- Habitat for Humanity

Funding

- CDBG and HOME funds
- Federal Home Loan Bank
- Kentucky Housing Corporation
- Habitat for Humanity



INFRASTRUCTURE RECOMMENDATION

Letcher Street Walkability Enhancements

- Potential landscaping enhancements
- Bike racks, benches, trash bins, etc.
- Brick crosswalks to provide permeable surface and greater vehicle/pedestrian awareness of crossing
- Improvements incorporate common design
- Sidewalks
- Curb and gutter
- Street repaving
- New street signs
- Street lighting with banner installation
- ADA curb access improvements



Phasing

- Fall/Winter 2013 – Develop long term, annualized plan that prioritizes and coordinates projects
- Spring-Summer 2014 – Begin construction

Location

- Appropriate locations in the East End Neighborhood

Team Members

- Henderson East End Corporation
- City of Henderson
- Evansville Metropolitan Planning Organization
- Residents
- Business owners

Funding

- City of Henderson Street Funds
- CDBG funds
- Investors
- EMPO/Federal Funds



SEAC
SUSTAINABLE
AREA EVALUATION

YOUTH RECOMMENDATION

After School Programs and Facility

- Create impactful programs, with appropriate facilities, to ensure continued success of the students attending South Heights and Jefferson Elementary Schools
- Develop appropriate programs that leverage existing programs and address gaps in unmet needs




Phasing

- Fall/Winter 2013-2014 – Develop youth programs, identify appropriate facility and secure funding
- Summer 2014 – Begin youth programming

Location

- Appropriate facility(s) in the East End Neighborhood

Team Members

• Henderson East End Corporation	• Residents
• Henderson School Corporation	• Families
	• Students

Funding

• Contributions	• CDBG Funds
• Foundations	• Grant Awards



SEAC
SUSTAINABLE
AREA EVALUATION

NEIGHBORHOOD ENHANCEMENT RECOMMENDATION

Facility to House Neighborhood Resources & Programs

- Identify facility on/near Letcher Street to provide neighbors access to community programs and resources
- Service providers could deliver appropriately sized/staffed programming from this shared location in a cost effective manner.
 - Community Policing
 - Henderson County School District
 - Henderson County Public Library
 - Green River District Health Department
 - City of Henderson Park and Recreation Department
 - Senior Programs
 - Youth Programs
 - Special Events




Phasing

- Fall/Winter 2013/2014 – Planning and feasibility analysis
- Spring/Summer 2014 – Begin implementation activities

Location

- Available building or new construction of a facility in the East End Neighborhood

Team Members

• Henderson East End Corporation	• Partnering Organizations/ Service Providers
• Henderson School Corporation	

Funding

• CDBG funds	• Investments by partnering organizations
• Donations	
• Foundations	

OTHER RECOMMENDATIONS



Create Four (4) Community Gardens

- Bring neighbors together around a common interest... food
- Provide healthy food choices for residents
- Welborn Baptist Foundation is generating related resources

Develop a Business Incubator Facility

- Provide low cost space to foster new business ideas
- Letcher Street or other adaptable location
- Incubators generate/ attract dynamic business environment

Develop a Micro Finance Program

- Create funding to provide business development financing for unconventional borrowers
- Develop framework for marketing and management of the program
- Partner with Northwest KY Forward, Community Ventures corporation and local lenders

Develop Retail Outlet for Produce

- Create retail space for the sale of fresh produce
- East End can capitalize on the increasing interest of local food choices

Consider associated retail activity offerings that could create unique shopping experience

- Local/regional craft foods (fresh produce, honey, candy, breads, etc.)
- Gardening supplies
- Art/craft items

Develop and implement tree planting and native species landscaping program for the East-End Neighborhood

- Increase property values
- Create positive perception
- Defends against heat island effects

Redevelop the former Audubon School into housing opportunities for seniors

- Low Income Housing Tax Credit program
- Create positive perception for Letcher Street and surrounding blocks
- Increase number of persons living in the area

Neighborhood Housing Improvements

- Evaluate previous housing investments
- Pursue and leverage additional housing programs

Community Policing Programs

Implement Safe Routes to School (SRTS) Program

- Embrace 5 principles of the Safe Routes to School Program:
 - Engineering
 - Education
 - Enforcement
 - Encouragement
 - Evaluation

East-End Gateway

- Create Gateway features that articulate entry into the neighborhood
- Gateway features can promote neighborhood pride and identity
- Gateway features can translate the sense of a destination and attractiveness to those outside

New East End Park Facility

Neighborhood Housing Improvements

- Incorporate new development and design opportunities now available via overlay district
- Develop new housing plan for East End
- Invest in owner occupied rehabilitation, rental rehabilitation and new housing construction

"East End Reborn: How Small Business Can Make it Happen."

Bob Grewe and David Goffinet, Bernardin Lochmueller & Associates

INFRASTRUCTURE

SUPPORT/RESOURCES

COMMERCE

YOUTH/PARKS

FOOD

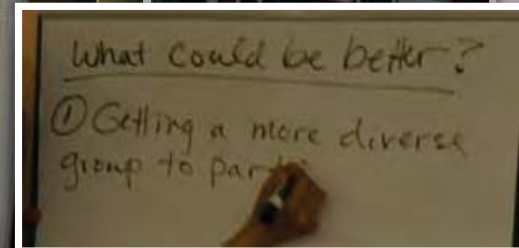
SCHOOLS

REGIONAL INITIATIVES

LEVERAGE OPPORTUNITIES



- City support, infrastructure, park, housing and rezoning
- Success of South Heights School
- Henderson Housing Authority investments
- Collaboration of not for profit organizations
 - Engage Henderson
 - Olive Branch (Bennett Memorial United Methodist)
 - Henderson Habitat for Humanity
 - Community One
 - East End Development Corporation





FOOD

Create Four (4) Community Gardens

- Pilot project by Melodie Schrader - East End Development Corp
- Bring neighbors together around a common interest...food
- Provide healthy food choices for residents
- Welborn Baptist Foundation initiatives
- Increase sense of neighborhood pride
- Utilize available vacant lots
- Locations within walking distance for neighbors



FOOD

Develop Retail Outlet for Produce

Become a regional destination for fresh food offerings from retail to restaurants

- Associated retail activity/offerings that could create unique shopping experience
 - Local/regional craft foods (honey, candy, breads, etc.)
 - Gardening supplies
 - Art/craft items



FOOD



Develop a Food Hub

The sad fact isit is still easier (even during the growing season) to buy produce in Northwest Kentucky that was grown by a farmer in another state or country than it is to buy it from an Kentucky farmer.

90% of food not locally grown

“The problem with farmers – they’re not where the people are.”

- Create space to accommodate the aggregation and distribution of local/regional farm produce
- Provides healthy food choices for neighborhood and community
- Create economic activity for area growers and the neighborhood in a growth industry



BUSINESS DEVELOPMENT



Business Incubator Facility

- Incubators generate/attract dynamic business environment
- Provide low cost space to foster new business ideas
- Partners with the Henderson Chamber of Commerce
- Focus on accommodating business interests of the neighborhood with accommodating/adoptable framework

Create Micro-Financing Program

- Create funding to provide business development financing for unconventional borrowers
- Partner with Northwest KY Forward, Community Ventures Corporation and local lenders



BUSINESS DEVELOPMENT

LETCHER STREET REDEVELOPMENT



Pursue coordinated approach to improving housing and fostering commercial development along the Letcher Street Corridor to create unique a character and experience

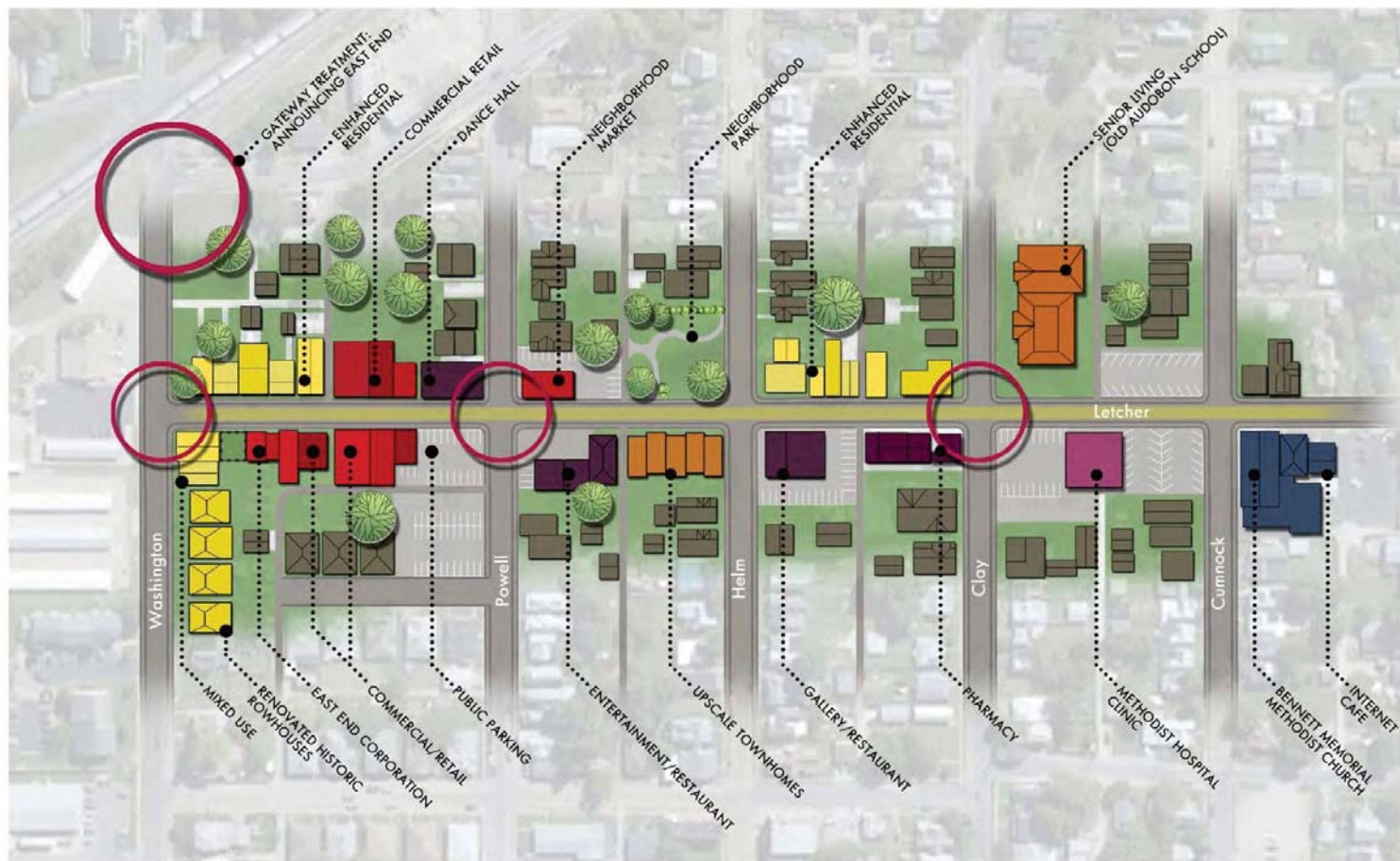
- Create unique area and retail experience for shoppers
- New multi-family mixed use development
- Targeted owner-occupied rehabilitation
- Targeted rental rehabilitation program
- Incentives for new or expanded commercial and retail development



New East-End Development Corporation office

BUSINESS DEVELOPMENT

CULTURAL DISTRICT – The Letcher Street Experience



ENGAGE HENDERSON | LETCHER STREET CULTURAL DISTRICT PHASE ONE

SEAC



SUSTAINABLE
EVANSVILLE
AREA COALITION
Henderson • Vanderburgh • Warrick

BUSINESS DEVELOPMENT

CULTURAL DISTRICT - The Letcher Street Experience



HOUSING

Senior Housing

Redevelop the former Audubon School into housing opportunities for seniors



Low Income Housing Tax Credit program

- Create positive perception for Letcher Street and surrounding blocks
- Increase number of persons/customers living in the area



HOUSING

Neighborhood Housing Improvements – Create Neighborhood of Choice

- Coordinate efforts of housing providers: Community-One, Engage Henderson, Habitat for Humanity, etc.
- Leverage local funds with Federal Home Loan Bank and Kentucky Housing Corporation resources
- Incorporate new development and design opportunities now available via new zoning



INFRASTRUCTURE

Letcher Street – Walkability Enhancements

- Incorporate common design/theme
- Sidewalks - Curb and gutter
- Street repaving
- New street signs
- Street lighting with banner installation
- ADA curb access improvements
- Landscaping enhancements
- Bike racks, benches, trash bins, etc.
- Pedestrian crossing enhancements





INFRASTRUCTURE

East-End Gateways

- Complement 2nd Street Corridor Enhancements
- Express entry into the neighborhood
- Promote neighborhood pride and identity
- Promote the sense of a destination and attraction to those outside



MULTI-PURPOSE FACILITY



To House Neighborhood Resources & Programs

- Identify facility on/near Letcher Street to provide neighbors access to community programs and resources
- Service providers could deliver appropriately sized/staffed programming from this shared location in a cost effective manner.

- Community Policing
- Healthcare Resources
- Henderson County School District
- Henderson County Public Library
- Green River District Health Department
- City of Henderson Park & Recreation Department
- Senior Programs
- Youth Programs
- Special Events





YOUTH East-End Park

- Create new East-End Park at the corner of Letcher and Helm Street
- Parks create active areas that are less prone to misconduct
- Henderson awarded \$40,000 park grant
- Develop a theme for the park that would resonate with neighborhood
- Unique park amenities create a destination and experience
- These might include but not limited to:
 - Involving children with park concepts and design
 - Splash pad and/or related water features
 - Unique playground systems



YOUTH

Safe Routes to School (SRTS)

“Remember walking to school?
It took us 15 minutes to get there and an hour to get home.”

Embrace 5 Principles
of the Safe Routes
to School Program

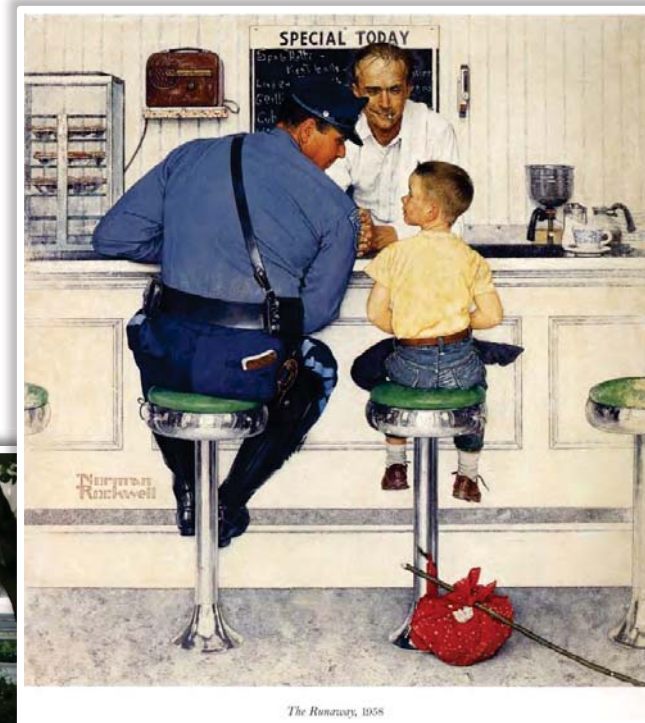
- Engineering
- Education
- Enforcement
- Encouragement
- Evaluation



SCHOOL

YOUTH Community Policing Programs

- Creating positive perception and relationship with law enforcement will create exponential future value
- Explore community policing activities with Henderson Police Department
- Consider the value of identifying a location in the East-End where police could be engaged on a regular basis to reflect community involvement



YOUTH

After School Programming and Facility

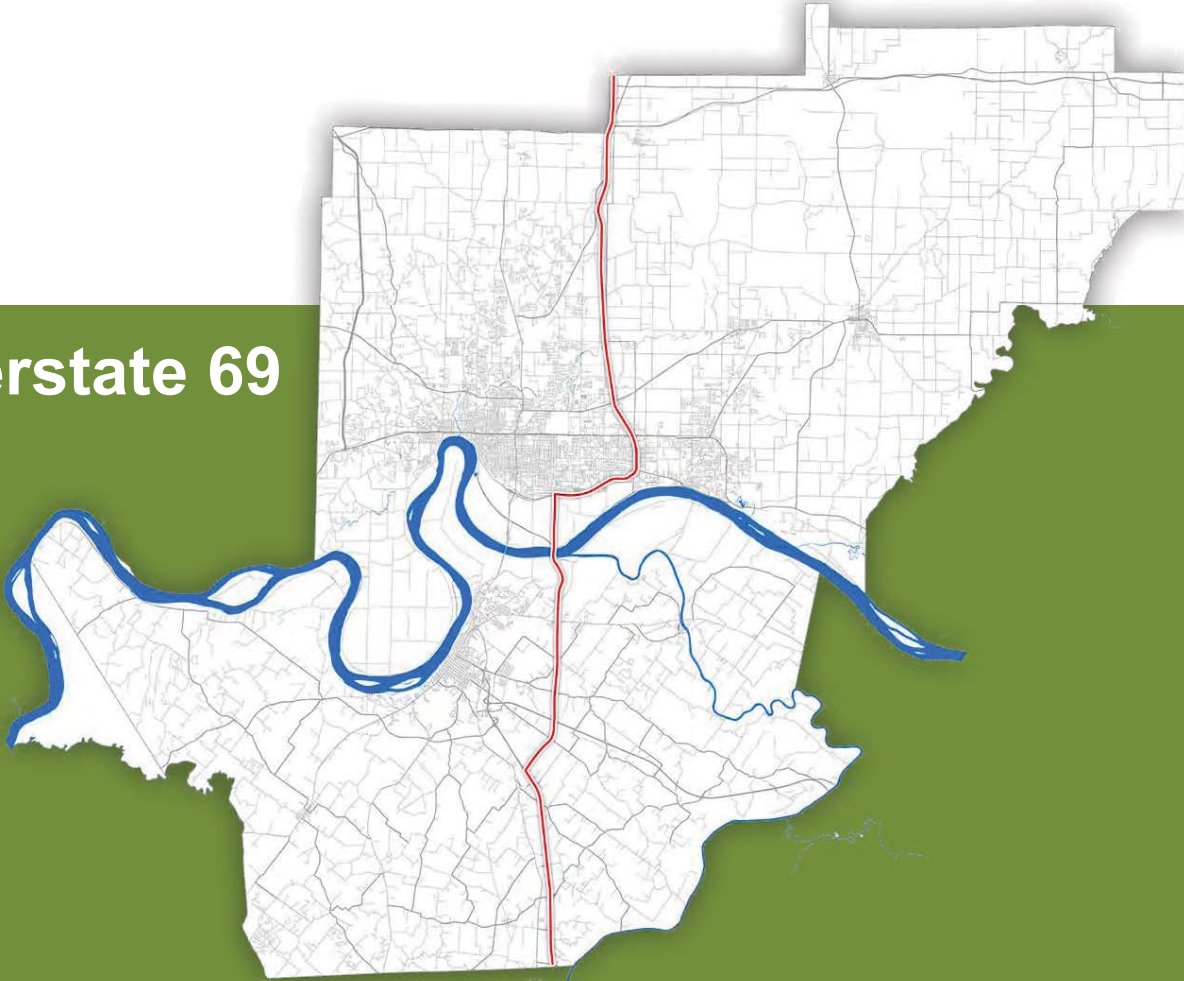
- Create programs, with appropriate facilities, to ensure continued success of the students attending South Heights and Jefferson Elementary Schools
- Develop programs through a planning process that considers existing programs to foster collaboration and identifies and addresses gaps and unmet needs.



REGION



Interstate 69



REGION



The "Loop"



REGION



239

Greening of US 41



REGION

Henderson Green Gateway



SEAC



SUSTAINABLE
EVANSVILLE
AREA COALITION
Henderson • Vanderburgh • Warrick

REGION

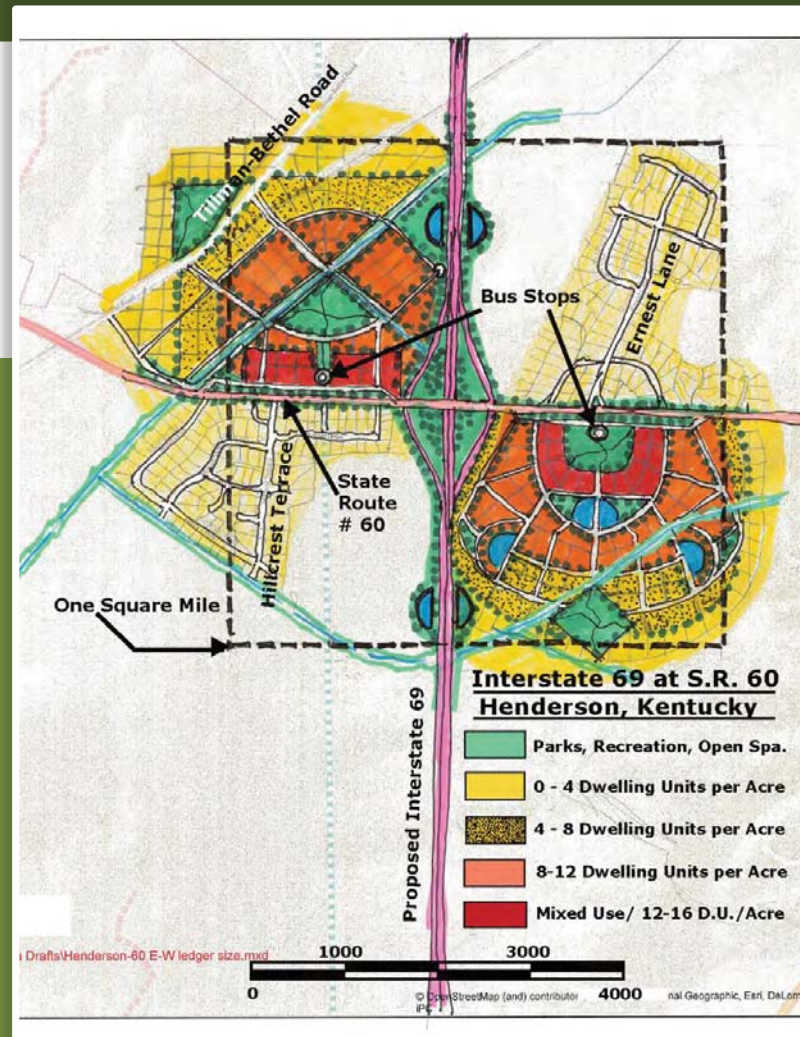
241

Henderson
Convention and
Entertainment



REGION

US 60 at future I-69 development





NEXT STEPS

County Public Meetings – February
MPO approval – April 3
Celebration – tentatively April 4



THANKS!

Engage Team and East End Partners

Rob Carroll, South Heights Elementary School

Crissy Sandefur, Jefferson Elementary School

Heath Farmer, One Life Church

Mike Shoulders, BLA

Robert Grewe, BLA

Wayne Burt, Bennett Memorial

Lori Reed, Community-One

Frank Lucician, Habitat Henderson

Rob Wiederstein, District Court

Karen Carter, Old National Bank

Melody Shrader, East End Corp

Robbie Mills, Henderson City Council

Austin Maxheimer, One Life Network

Bob Seymore, One Life Network

Henderson Housing Authority

Bobbie Jarrett

City of Henderson

Mayor Steve Austin

City of Henderson Board of Commissioners

Tammy Willett

Henderson County

Judge Executive Hugh McCormick

Henderson City-County Plan Commission

Kathy Ferrell

Henderson Chamber of Commerce

Brad Schneider

Appendix P. East End Brochure

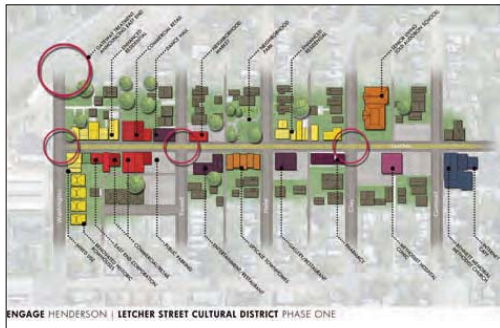
Seeds Sown for a Greater Purpose

The first step toward a sustainable fresh food supply will be to create a Food Co-Op to distribute food under the leadership of East End neighbors. The food bank will allow its members to control the program while using traditional resources such as the national food bank in a different way. Utilizing the same foodstuffs available to the community through the traditional system will allow the members to determine what to order, organize the pick up and delivery and determine the groups needs through a peer review system. The East End Food Co-op will be responsive to the needs of those living in the neighborhood, not a hand out chosen by others. The system offers a new paradigm of involvement and participation by the neighborhood as a whole.




Restoring Pride

Restoring pride means creating an environment where peeling paint, decaying homes and declining commercial buildings are unacceptable. Returning business opportunities to the neighborhood by creating a unique area along the Letcher Street corridor, in addition to new housing programs and targeted owner-occupied home rehabilitation programs, are first on the list of economic development projects in the East End.



Advisory Committee

The scope of the East End Neighborhood Development Plan will be defined and implemented by a group of high-level stakeholders, elected officials and development experts who will provide guidance on key issues, such as budgetary controls, policies and goal setting. The Advisory Committee will meet monthly and hear reports from various committees to be formed as necessary.

How to Get Involved

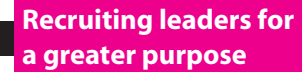
From getting your hands dirty in the East End Community Garden, to applying your expertise as an Advisory Committee member, there are many exciting ways you can become involved in creating a dynamic new concept for Henderson's East End.

The East End Neighborhood Development is a 501(c) 3 non-profit organization. Volunteers will be rewarded by knowing they are making a real and tangible difference in the lives of their East End neighbors to better all of Henderson. Financial contributions are always welcome. Call today and be part of this exciting new opportunity!



Melodie Shrader
Executive Director
111 Letcher Street
Henderson, KY 42420
Office: 270-827-2102 / Cell: 270-454-1773
Email: melodie@mshrader.com

www.EastEndNeighborhood.com
www.EastEndCommunityGarden.com



Recruiting leaders for a greater purpose



“Neighbors Helping Neighbors Build Better Lives”





MISSION

The East End Development Corporation (EEDC) strives to develop neighborhood partnerships that empower the residents to create a development plan for their community, lead healthier lives, build or remodel homes, and start their own businesses. The EEDC provides practical support for community development at a neighborhood level. We believe involving the neighbors of the East End who choose to participate in their own destiny by restoring dignity and pride, can effect actual life-altering change. Measurable successes can be achieved by joining neighborhood leadership with outside resources to create a new dynamic in community development.



The East End Development Corporation is a non-profit organization in the business of improving lives by restoring dignity while spurring economic development opportunities within and outside the parameters of the East End Neighborhood of Henderson, KY.

Why the East End?

The East End was once a vital part of Henderson's economic fabric as a neighborhood sustained by the workers who were first employed at the Cotton Mill and other neighborhood-manufacturing firms in the late 1880's. The neighborhood rose and fell with the fortunes of the East End industrial base. Today, however, living standards have eroded from a solidly working middle class neighborhood to a neighborhood where over 30% of the residents live at or below poverty. Even those neighbors that live above the poverty line are still only one crisis away from family devastation. Some 20% of the population is African-American and a growing number of Hispanics. This diverse neighborhood is ripe with opportunity, yet severely under resourced. Inspired by continuing success stories in other under resourced communities across the nation, The East End Community Garden was planted in the spring of 2013 and has been a resounding success. The Community Garden is fertile ground for seeding further community development efforts. Neighbors working along side other neighbors to plant seeds that will provide an abundance of



fresh vegetables and fruit to those willing to work together toward a bountiful harvest of even bigger ideas.

Helping Hand or Heavy Hand?

Traditional charity is often a much-needed lifeline of support for many, but it does not address the more personal and very real human needs found in a distressed neighborhood. Distributing free boxes of food undoubtedly leaves charitable volunteers with a feeling that they have helped, but the recipients have no voice and no choice in the matter. They are denied the personal satisfaction of helping themselves. If we as a country are going to change our trajectory we must start at the neighborhood level, restoring dignity and self worth to our most vulnerable neighbors. The East End Development Corporation endeavors to bring a sense of personal responsibility to those in need and offer them an opportunity to become leaders on a path to earning dignity and respect through participation.

Henderson Harvest Market

Building upon the success of the established Community Garden and with the establishment of the Co-Op, additional opportunity to create jobs and spur economic development in the neighborhood exists with the creation of the Henderson Harvest Market. This neighborhood entity expands the Co-Op by featuring freshly grown foods for sale supplied by regional farmers year-round. The Market will be open to the entire community and will accept food stamps. The Market will be a place to purchase healthy, locally grown fresh foods in an effort to build an improved environment for all in the neighborhood. The Market will provide cooking

classes and demonstrations, host neighborhood celebrations, and partner with local healthcare providers to combat diseases such as obesity and diabetes, which plague Kentucky and are particularly prevalent in under resourced neighborhoods. Providing fresh foods as an alternative to pre-packaged foods is a boon to local farmers and a delicious way to change eating habits for the better.

Regional Food Hub

Food is the common bond that draws people together in a sense of purpose, fellowship and participation. The EEDC will also work to establish a regional food hub for local farmers to package and distribute fresh food, which will service consumers from a 150 mile radius and create jobs for those in the neighborhood. Creating a Regional Food Hub is an economic development piece for the entire city of Henderson.

