

PEOPLE & NEIGHBORHOODS

VISION

Goshen is committed to diverse, vibrant neighborhoods, where people work together on common interests and concerns. The City will facilitate creating neighborhoods of choice by revitalizing physical aspects, building amenities into neighborhood development that enhance a sense of place, and empowering community members with opportunities for self-management.

IN THIS CHAPTER

Because this document is built—from the ground up—on the neighborhood unit, the Plan History and Strategy is the introduction to this chapter.

N-1 Goal

Devote energy & funds to revitalize neighborhoods.

N-1 PROGRAMS to Revitalize Neighborhoods

1. Encourage neighborhood business development and mixed-use neighborhoods.
2. Promote home ownership.
3. Encourage businesses, schools, and churches to invest in neighborhoods.
4. Explore all opportunities for neighborhood reinvestment.
5. Address rental property issues (See Housing and Buildings chapter.)
6. Ensure tangible benefits for existing and low-income residents for development activities.

N-1 IMPLEMENTATION to Revitalize Neighborhoods

1. Create redevelopment overlays to prioritize areas for revitalization
2. Provide neighborhoods with design guidelines for new development and redevelopment.
3. Pursue grants for neighborhood revitalization.
4. Develop a mini-grant program for homeowner rehabilitation.
5. Explore neighborhood and housing trusts to increase stock of affordable housing.
6. Develop standards for tenant/landlord relationships.
7. Find tools for enhanced ordinance enforcement.
8. Identify incentives for landlord accountability.
9. Develop policies and practices that enable low-income residents to benefit from economic enhancement opportunities.
10. Explore the use of inclusionary zoning.
11. Explore opportunities for public and nonprofit housing.

- Vision
- Goals
- Programs and Implementations
- Neighbor Profiles
 - *Brandalee Glowac*
 - *Ed and Ethel Yake Metzler*
- Toolkits:
 - *Neighborhood-Based Planning Outline*
 - *Basic Rules of Community Consensus Building*
- Creating a Neighborhood
- A New Neighborhood Plans its Growth
- People, Neighborhoods and Diversity
- Goshen Study Circles
- Human/Community Relations Commission



N-2 Goal Enhance neighborhood sense of place.

Supporting the comprehensive plan process, extensive survey results from mailings and neighborhood meetings have been compiled, and can be found in an addendum to the Comprehensive Plan.

Neighborhood by neighborhood, they list the things that Goshen residents celebrate, or worry about, in their immediate surroundings.



*Sidewalk along
East Lincoln Avenue*

N-2 PROGRAMS to enhance sense of place

1. Focus on ways to improve the security, safety, and comfort of the biking and walking public.
2. Allocate City resources fairly among neighborhoods.
3. Encourage neighborhoods to embrace sustainable practices.
4. Develop neighborhood destinations for walking and gathering.
5. Improve appearances.
6. Provide opportunities for neighbor relationships.

N-2 IMPLEMENTATION strategies toward sense of place

1. Improve the City's sidewalk program. (See Transportation chapter.)
2. Improve the City's urban forest program. (See Land Use, Natural Environment chapters.)
3. Explore neighborhood gardening programs.
4. Identify suitable locations for parks, bike trails, plazas, community centers, other gathering and activity spaces.
5. Provide educational opportunities on the neighborhood level.
6. Use traffic calming where needed (See Transportation chapter.)
7. Enhance neighborhood assets.
8. Explore need and feasibility of neighborhood transit centers. (See Transportation chapter.)
9. Educate about and promote energy conservation strategies in rehabilitation.
10. Encourage neighborhood block parties and other social events.
11. Sponsor cross-cultural and diversity discussions, events, and opportunities.
12. Remain cognizant of language barriers in all contexts and work to address them.

N-3 Goal Provide opportunities for neighborhood empowerment.

N-3 PROGRAMS to empower neighborhoods

1. Facilitate the formation of neighborhood organizations.
2. Create opportunities for meaningful, broad-based input on decisions that affect neighborhoods, while increasing their self-determination.

N-3 IMPLEMENTATION strategies for empowerment

1. Develop resident leaders.
2. Develop a network of support for neighborhood organizations.
3. Create a neighborhood planner position in City government
4. Improve communication and coordination between organizations that work with neighborhoods.
5. Identify and address community needs for infrastructure, social support (child care, health care, older adult care, literacy, citizenship etc.), revitalization, community relations, other services and activities.
6. Publish an easily accessible, well-publicized city directory that includes information about City departments and how they work together as well as information on public meetings and ways for citizens to give input on city issues.
7. Communicate in multiple ways about issues that affect neighborhoods. (Example: door-to-door flyers and notice in newspaper.)
8. Develop a community welcome center. (See Community Services and Facilities chapter.)

NEIGHBOR PROFILES

Officer Brandalee “Brandy” Glowac Patrol officer, Goshen Police Department

Officer Glowac, did you grow up in Goshen?

Brandy: No, I’m actually from Minnesota, and moved here 9-10 years ago.

How did you become Goshen’s first live-in-the-neighborhood police officer?

The City of Goshen donated the house to LaCasa, and LaCasa spent a lot of money renovating it. They wanted a police officer in the neighborhood to help better the neighborhood and just be around so the crime gets a little bit lower down there. I’ve been in the house since the end of October (2002). There are a lot of residents who are happy about that. There is going to be a sign in front of the house so that anybody can call me– they have my number– everybody in the neighborhood also can stop by if they need help.

Was this LaCasa’s initiative or Goshen’s?

LaCasa’s. They just contacted our department and our chief found someone who was willing to take on the responsibility. I volunteered for it. LaCasa has been really good. Every time I have a problem they’re here to help out with what I need. I praise them highly.

So it’s not community based policing in the abstract... things happened that made sense to everyone, and that’s how you ended up living ‘on your beat’?

Correct.

Is this a new idea?



Goshen Officer Brandalee Glowac

I think Elkhart has had one for a while...but for Goshen this is the first that I am aware of.

Is it more work for you?

Usually we're 24/7 whether we're on duty or off duty but it's just an added responsibility that I took on to help the community. If I hear loud music, instead of a patrol officer getting called out there, I'll take care of it myself. Or if there's a disturbance and I'm awake then the residents know that if there's an emergency to dial 911. I'm just there to help out.

They have a neighborhood association. They haven't named the neighborhood yet, they've been having monthly meetings but I know that North, The Old North-side Neighborhood had meetings with LaCasa and got that cleaned up and they plan to do that with the neighborhood on Cottage, 6th, 7th, and 8th St.

How's it working?

I think it's good. The neighbors are really respectful. I've probably been out initiating maybe 6 times when it was either loud music or loud talking late at night. And usually they quiet down when I go out there. I really think it is a good program because this summer there's going to be a lot of drinking out doors and I think I can help...

Are there plans for expanding this?

Actually this is a trial period to see how it works. So far it's going excellent. I know that LaCasa has received compliments. They notice that the neighborhood is quieter now. I notice that too. By that I mean there are a lot of good people living in that neighborhood.

You're often enforcing ordinances.

Correct.

From our neighborhood meetings we're often hearing people's concern that ordinances are not being enforced. Things like noise and number of cars and number of tenants. What do you think a good approach is for Goshen to enforce ordinances?

I've dealt with a lot of parked cars... don't know what the city ordinance is on parking. I'd like to know that. The parking on Cottage is terrible. I don't think landlords provide adequate parking for their tenants. They're supposed to, from what I understand. If I could do something about it I will, I just need to find out what the City wants and what the ordinance is for that.

So landlords need to follow the rules or we need more officers in the neighborhoods or what?

I know landlords are trying to improve the appearance of their rentals after that ordinance was passed for the property appearance. Most landlords work hard at that. But I don't think that they're providing adequate parking, and that's an issue. And it is the landlord's issue, it's his responsibility to provide parking for his tenants.



But even if there's an ordinance we can enforce, the problem is locating the individual and asking "Is this your car?" Some tenants have different names under different cars, especially the Hispanic community; they'll share cars.

What about noise? How can citizens of Goshen can handle a situation of loud noise?

If they're in my neighborhood (Madison to Lincoln) they should call me during the day hours. During the night and the rest of the city should call 911. That's what we're here for to enforce those and to tell people to quiet down. After we're out there a couple times you can see a difference in the neighborhood, and the noise-makers start getting the message that we're serious.

Are people reluctant to call the police because there's some concern about making divisions in the neighborhood? But your theory is that if a few calls are made and the police show up a few times, that would help.

And they don't necessarily have to give their names to the dispatch, and we don't have to go up to their house. They can just call and say that there's loud music at such-and-such address and 'I really don't want to leave my address, because I don't want any trouble with my neighbors.' And then we can go out to the house, make sure they turn the music down, and leave. So, they wouldn't worry about having dissonance with their neighbors over that.

What would you like to say to the leaders of Goshen? What should they know or understand in relation to community policing? What can they do to make neighborhoods better?

I think lighting in the neighborhoods. I think if we could install more street lights I think that would help deter a little bit of crime on streets throughout the city. I know it's expensive but that would definitely help. I think that lighting is very important. The neighborhood association is worried about speeding. Unfortunately, the speed limit is 30 miles per hour and that looks pretty fast to somebody just standing along the sidewalk but that's the speed limit so... lowering the speed limit in those neighborhoods would help, I think. That's my own personal opinion.

Do people feel free to walk around at night?

I think they do. I can only assume. As far as the meetings go, we only have 10-15 residents who attend. And not a lot of interest. Flyers are sent out in Spanish and English to all the residents but we're not getting a lot of interest right now. I know that they want to have a gathering in June or July when we can clean yards that can't take care of it themselves.

Anything else that would be helpful for the city leaders to understand?

Residents at a LaCasa meeting feel that paying for half of sidewalks is unfair. The City should pay for all of it.

It's not affordable?

Correct. Correct. Especially in the neighborhood that I'm in. It's mostly rentals. That should be the landlord's responsibility. It's a low income community and we can't afford that. As far as the lawn care...the residents should be responsible for that. That's the feeling of the neighborhood people themselves.

Thank you, Officer Glowac, for your time today and for being here for all of us.



Ed and Ethel Yake Metzler

Question: Tell us when you first moved to Goshen, left, and returned.

We moved to Goshen in 1974 after seven years in Asia working for the Peace Corps. I (Ed) was to teach at Goshen College for one year, planning to return to overseas work. Instead we stayed in Goshen 15 years. We left in 1989 to work in Nepal and returned to Goshen last fall to move back into the house on Douglas St. we hadn't lived in for 13 years.

What struck you about Goshen when you returned? What changes are you happy about and what changes concern you?

We returned to Goshen during October when the maple trees were at peak color, one of Goshen's best attractions. We were delighted to discover that businesses such as John Hall's Hardware, Snyder's Men's Shop, and Sorg Jewelers are still on Main Street. We were pleased to see the expanded cultural events at Goshen College. And the trail along the millrace is a joy. Having spent many years living in other countries, it is good to see that Goshen is now more multi cultural. Living around the corner from the library, we are grateful for such a wonderful resource and pleased to see it is so much used.

What issues need to be addressed in Goshen?

The preservation and continuing vitality of the downtown area. That's one reason we moved back to Douglas Street instead of the suburbs—we like the ability to walk downtown so we hope the downtown remains viable and vital. The area already suffers from too much 'WalMartization'.

What concerns do you have?

More traffic congestion. Obviously, the trucks on Main Street and the frustrating memory that in the late '70s we remember the discussions about a bypass to the south of Goshen and it still hasn't happened. On another subject—our impression may not be accurate—but there seems to be more substandard rental housing now.

What can be done to provide low-cost housing that does contribute to the well-being of the total community?

There may be landlord codes and standards, we wonder if they are enforced. Maybe part of the landlord's responsibility should be to educate about and monitor a code of tenants' behavior and house maintenance.

Also, please do capitalize on the growing cultural diversity in the city.

A personal issue because of where we live: Please try to preserve the few blocks of red brick streets! They are an authentic historical and cultural and add islands of unique aesthetic pleasure in midst of the sea of macadam and concrete.

Please share your ideas of how to address these issues and challenges. What changes would you like to see?

Develop programs of education, training, and perhaps some financial motivation for an attitude and practice of home, lawn and community beautification.

Provide orientation for newcomers to the city and provide appropriate materials in languages needed.

Provide tax breaks for landlords who maintain a certain standard of appearance and maintenance of their properties.

Expand network of bike and walking paths.

About those red bricks—make sure that when water and sewer repair projects tear up the bricks, they are replaced identically, not by an ugly patch job. For our street—Douglas—I'd be willing to make a contribution toward such restoration!

What do you wish you could tell Goshen City leadership?

I know it must be a tough challenge to balance economic necessity and growth with maintaining the features that make a small town so attractive. It's a task worth doing and I hope the residential character is maintained. I hope in ten years Goshen will still be a town where I want to be a resident. Keep up the good work and thanks for all the effort.



Neighborhood-based Planning

What is neighborhood-based planning?

- A strategy for incorporating a neighborhood planning component into municipal decision-making.
- A model for comprehensive planning.

Why?

- Change is inevitable and can be absorbed more smoothly with collaborative and democratic participation by those affected.
- Neighborhoods are the smallest unit of community organization larger than a household, and are an effective and manageable component for decision-making.
- Neighborhood identity is a significant feature of residents' perception of quality of life.

How?

Stage One

- Potential neighborhood group fulfill requirements for recognition as a **community enhancement committee**. These include a name, identifiable boundaries, a leadership group, and a vision statement.
- Neighborhood group applies to the City for recognition as a **community enhancement committee**.
- Once designated a **community enhancement committee**, the neighborhood then writes and proposes plans for *response to change* or *requests for change* in their neighborhood.

Stage Two

- After formation of a committee, a neighborhood could submit a letter of intent to develop a plan.
- The neighborhood is asked to identify and meet with stakeholders who may impact or be impacted by their planning process.
- Neighborhood plans, once completed, could become an amendment or addendum to the city's Comprehensive Plan, if accepted by the Plan Commission.



Goshen News photo



Goshen News photo



- Plans could make neighborhoods eligible for funding, raise their needs on a priority list of city projects, and/or make official decisions about land use, property management, growth and development, etc., in their neighborhoods.

In Addition

- All neighborhood plans would need to be consistent with the City's Comprehensive Plan.
- Neighborhood planning projects would be facilitated by the City's planning department, local agencies, and/or their designees.
- Recognition as a neighborhood committee, approval of a letter of intent, and acceptance of a neighborhood plan would come under the jurisdiction of the Plan Commission.
- With neighborhood committees in place, change agents— whether they are the City, developers, school officials, etc. — would need to solicit and consider community input before conducting a project in a particular neighborhood.
- Neighborhood committees would be encouraged to develop “overlay” zones or “urban village” strategies for design of their communities.

Basic Rules for Building Community Consensus

1. Involve citizens at all levels of planning. Don't approach the community with plans in hand (once suspicion is created, fear of change drives the process).
2. Ask the community what they think is best for them.
3. Find out from community members what their greatest concerns are and seek a foundation of common ground BEFORE discussing project options.
4. Link projects solidly to community benefit.
5. Develop “hands-on” approaches to project evaluation (walking tours, charettes, detailed models).
6. Develop a sincere atmosphere of trust (garner the support of trusted community leaders, do what you promise and in a timely fashion).
7. Be flexible. Change the project to reflect community needs and desires.

This was adapted from a document on building community consensus, by the Federal Highway Administration, 2002.

Creating A Neighborhood

The Northside Neighborhood Model

- **Winter 1998** – LaCasa staff researched three Goshen neighborhoods.
- **Spring 1999** – LaCasa staff and representatives from the City of Goshen selected a neighborhood on the northern edge of Goshen.
- **Summer 1999** – Outreach staff conducted an informal listening survey of neighborhood residents. They gathered information about the things neighbors liked about the area and aspects they would like to change.
- **Fall 1999** – Neighborhood residents held meetings on revitalization priorities:
 - Repair homes
 - Improve streets, sidewalks, & curbs
 - Clean up public areas
 - Improve street lighting
 - Build relationships
 - Address traffic issues
 - Develop resident leaders



- **Winter of 1999** – Residents held a series of meetings with City officials to plan improvements to the neighborhood's streets, sidewalks, curbs, gutters, water, and sewer systems.

Infrastructure improvements began in the Fall of 2000 with the complete renovation of Mill Street. Neighbors landscaped the planter at the corner of Mill & Main streets, and added a neighborhood sign.

Neighborhood residents planned a variety of activities to build relationships and a sense of neighborhood identity.

LaCasa's Community Builders Leadership Training Course gives residents the skills and confidence they need to address issues in their neighborhood. Five resident leaders completed the leadership training course and helped form the Northside Neighborhood Association. The group holds monthly meetings on ongoing issues.

Neighbors had struggled with Quality Drive-Away truck traffic on their residential streets. Owner Omer Kropf moved the company, and in 2001 agreed to donate the vacant building and 10-acre parcel to the City of Goshen.

LaCasa, calling for the residents' input, began to investigate how the property could be transformed to benefit the Northside Neighborhood

New Opportunities in Hand, a New Neighborhood Plans its Growth

A group of Northside Neighborhood residents, LaCasa representatives, and members of the Goshen Ten-Year Comprehensive Planning Team spent the year 2002 working on a proposal for the use of their newly-vacated 10 acres on their southern edge.

They gathered historical use research, evaluated the property, surveyed neighbors, held public meetings, and considered the needs of their neighborhood and the wider community. Here is some of what they learned along the way.



Property History

1886 – 1901	Nash, Knox, and Hubbell Co. (built tables)
1902 – 1926	Banta Furniture Co. (dining room furniture)
1926 – 1962	(204 Mill) Hettrick Manufacturing Co. (tents, canvas goods) (410 – 418 Main) I-XL Furniture
1962 – 1982	(212 Mill, 212 Prospect) Barler Furniture
1969 – 1982	(212 Prospect) Anderson Bolling Mfg.
1984 – 1990	(212 Prospect) Bu-Mac Industries
1985 – 1987	(212 Prospect) Crown Pozzi Window & Door
1992 – 1995	(212 Prospect) Ideal Transportation (212 Prospect) Creative Graphics Signs
1995 – 2000	Quality Drive-Away

Property Description

The 10 acre site is located just north of the Norfolk Southern Railroad and Rock Run Creek, just west of the S.R. 15 overpass, east of Oakridge Ave., and south of Mill St. and Northside Neighborhood. The only structure on the property is a **50,000 square ft. manufacturing/warehouse building** located toward the east side of the property. The floodplain of Rock Run Creek extends into the property on the south and west side. Soil in the central part of the property is gravelly and compacted from heavy traffic. Underlying soil types are sandy loam throughout the higher part of the property. Terrain is highest at the north side, tapering down to Rock Run on the south and west.

A phase one environmental survey was conducted prior to the donation of the property, concluding that toxins it found were lower than residential requirements. Some rubble piles remain on the property, and a few large items require mechanical removal.

Vegetation is sparse in the heavy use areas around the building. Tall grass and weeds are predominant west of the traffic area and wooded land surrounds the property on the south and west sides. Trees are primarily secondary growth, composed of sumac, soft maple, cherry, and lowland species including willow and cottonwood.

Access to the property is limited due to the railroad on the south and the overpass on the east. This is the reason for traffic conflicts in this neighborhood, and may limit options for future use. Current access is from the north on Mill St. and there is potential for access from the west end off of Oakridge Ave., although that would domino into a network of street redesign.

Infrastructure consists of all available services including gas, electric, municipal water and sewer.

Year 2000 uses of the property included training for the fire department in the building and recreational walking by neighbors. Some skateboarders were also using the property in and around the building.

A spur of the Goshen City Greenway Trail, planned for 2004-05, will follow Rock Run Creek along its north bank for the length of the property.



LaCasa of Goshen Organizational Mission Statement



LaCasa works in partnership with individuals and communities to create opportunities for economic development, personal growth and neighborhood improvement.

LaCasa is a community development organization that works to provide housing opportunities for low to moderate individuals and families, and has available all the building blocks toward sustainable home ownership.

It also works with specific neighborhoods on safety, infrastructure and revitalization.

In 1999 LaCasa began a partnership with the people of Goshen's Northside Neighborhood. In 2004 the East Lincoln Avenue area became its focus, while LaCasa continues to help with the viability and vitality of the Northside area.

Uses for the property – discussion begins

In September of 2001, some members of the American Institute of Architects (AIA) area chapter volunteered to propose designs for the property. They held one public meeting, a design charette among themselves, and then returned to the community with three proposals, all of which concentrated on mixed uses for the building.

The City followed up with a meeting of “stakeholders,” which included people who might have some interest in developing the property.

But no one came forward with a desire or the funding to pursue any of the ideas presented by the architects or any ideas of their own for the building.

Without any commercial or other appeal, the building was ‘taken off the table’, and a different set of options became possible.



Rethinking the land without the building

LaCasa of Goshen, Inc., with the assistance of landscape architects Lehman and Lehman, Inc., developed three distinct designs incorporating various intensities of residential development and linear park/greenway. The intent of each treatment was to expand the existing residential neighborhood using complementary housing design and incorporating access to the linear park. These designs were made available to various stakeholders for their review; LaCasa expressed interest in pursuing a residential development plan, given the approval of area residents and Goshen City. LaCasa has secured a \$50,000 pre-development grant from Neighborhood Reinvestment Corp. to further develop this option.



LaCasa Option “A”





LaCasa Option "B"



LaCasa Option "C"

As part of the comprehensive planning process, the City decided that the adjoining neighborhood should participate in the decision about what would happen to the property. Members of the Comprehensive Planning Team met with representatives from LaCasa and designed a community-based process to seek neighborhood input and create a team of planners to develop a proposal for consideration by the City. That process kicked off with a neighborhood survey in the late summer of 2002.

The Survey

Northside Neighborhood solicits ideas for the property

This is the introduction and survey as it was presented to the entire neighborhood in late summer, 2002, and the responses it received:

The Northside Neighborhood has an opportunity to help decide what happens with the property just south of Mill St., formerly occupied by Quality Drive-Away. The City of Goshen currently owns the property, and they want us to help decide how the property is developed. In order to have more influence, we need input from as many people as possible in the neighborhood. It's possible that we'll have to compromise and accept some things that we don't want so that we can get other things that we do want. But we want to know what people in the neighborhood would most like to see happen there.

The Survey Results

1. What does our neighborhood need?

- activities for kids/parks: 9
- houses/apartments: 3
- grocery: 1
- ice cream shop: 1
- restaurant: 2

2. What could happen here to improve the neighborhood?

- playground: 1
- landscaping: 3
- tear down building: 5
- park pavilion: 3
- clean up contamination: 1
- business development: 2
- housing: 2

3. What do you **not** want to see happen here?

- unsupervised kids: 3
- park: 2
- factory: 5
- housing: 4
- building stays abandoned: 2
- building gets torn down: 2

4. Other comments?

- Don't take down any more trees
- The fire dept. is using it without talking to neighbors
- It's a safety hazard.

In September, survey results were presented to the neighborhood at a well-attended visioning meeting. Neighbors were asked to contribute their ideas to the design and a planning committee was selected. From the fall of 2002 through the publication of this document, that committee has met on a monthly or biweekly basis.

Using the survey results, input from the City, the architects, and the neighborhood, the planning team compiled these conclusions:

Though it was first mentioned that residents **did not want the site to be developed into all multifamily housing**, there was openness to some residential development with stipulations. *Concerns mentioned included:*

- The sense of ownership that those of low or moderate means may not bring to a newly cultivated neighborhood. The group felt this could be addressed by promoting standards and education about maintenance and responsibility. Existing programs at LaCasa provide the information necessary to prevent the area from becoming run down or unsafe. They also discussed the need for guidelines, strict screening, and promotion of personal investment (with some teeth in it) to make such a development desirable.





- Concerns about traffic. There is definitely interest in avoiding the truck traffic generated by its previous use, and a desire to change the zoning to prevent industrial use. There was discussion of traffic calming strategies and appropriate landscaping.
- The group wanted to maintain open communication with anyone developing the property (and to design the plan).
- There was interest in a “give and take” approach which might allow some residential development (income-producing) in exchange for significant park or greenspace.

Strong desires for development of the property include:

- A park area which would provide more wooded area; a gathering place such as a picnic shelter; and an agreement that it be maintained and supervised by the neighbors (with rental fees going to the neighborhood.)
- Promotion of activities, especially for youth. There is continued interest in the idea of a skateboard park that could be used for ice skating in the winter, as well as fire pits, recreation space, and a playground.
- Along with replacing some of the wooded areas lost to development, the group expressed a desire for increased walking and biking access to and through the site.
- Strong interest in a community garden was expressed.
- The group felt all future development hinged on screening from the noise and appearance of the railroad.
- The neighbors would like to see more policing, more neighborhood representation and patrols, and better city services (plowing, etc.).



Consensus, then to the nuts and bolts

Next, the group worked on addressing three main questions.

- Should the plan be income-producing, in order to be accepted?
- Should the plan show a benefit to kids, adults, or both?
- Should the plan benefit just the Northside Neighborhood or the broader community?

On the first question, the group felt that they could focus on what they believe the community needs most (some kind of greenspace) and still explore income possibilities in a creative way.

They also agreed that families should be the main beneficiaries of the plan. There was realistic understanding that funds are always an issue, and that there are a few overriding considerations (parents working, some kids’ preference for indoor video games over playing ball, etc.). Yet, they felt, there is still a need for gathering places, and dreams should not be dampened, at least at the visioning stage, by extensive concerns about funding.

Third, through involved and dynamic discussion, the group concluded that a quality plan for what serves the neighborhood would become an asset to the city as well.

The group was in general consensus that their plan would focus on a parklike setting. They are interested in doing something unique and thoughtful which evolves over time and is sustained over time.

Goals for the Property

*The process began with make a list of goals.
(\$ shows possible earning potential)*

- a railroad buffer
- a family destination
- a gathering place (shelters, a pavilion) \$
- natural areas
- landscaped paths and trails
- an aesthetic environment
- quality playground
- a chance to express diversity of the community (international garden?)
- artwork installations to make the park unique, foster pride, and express the culture of the community
- activities and events, possibly an amphitheater \$
- involvement and ownership of the community through brick/boardwalk contributions, school activities, plantings \$
- some kind of “tasteful” concessions \$
- a way to show the Northside as a thriving and desirable destination
- an environment which provides a sensual experience (smells, tastes, sounds, beauty, touch)



Obstacles to Development

Discussion then proceeded identifying obstacles to development of the property. The list included:

- trash and other junk and the need for general cleanup
- potential for environmental contamination
- removal of concrete around the building and also chunks dumped around the site and associated costs
- limited access to the site (traffic inlet and outlet)
- downed trees and siltation of Rock Run Creek
- need for some tree removal
- building removal – costs, potential for salvage, use of materials on site
- funding
- need for topsoil for plantings
- red tape/bureaucracy
- vandalism
- safety
- deer

The group decided to present a three-phase proposal to the City and the neighborhood at a public meeting, with a new vision statement in hand:

Vision for the Property

We envision a safe and aesthetic environment where ours and the larger community can share in cultural, artistic, and historical experiences and enjoy age-appropriate recreational activities. It is our goal to develop a unique, dynamic destination to provide a community gathering place by reclaiming the natural landscape and revitalizing the property.

Phases for Redeveloping the Property

Phase 1 – Site Clean up

1. Remove the building
2. Clean up industrial debris
3. Move gravel to area designated for parking
4. Bring in topsoil



GreenSpace Option

Phase 2 – Create Attractive Green Space

1. Add wooded areas, meadows, prairies that will maintain themselves
2. Create sound barriers along the railroad tracks
3. Develop access to the property through parking & walking paths
4. Build a pavilion

Phase 3 – Recreational/Cultural or Housing with Recreational/Cultural Elements

Add elements as funds become available according to neighborhood's priorities. These potentially include:

- single family housing that is consistent with existing neighbor design
- performing arts amphitheater
- artistic installations and displays
- more extensive landscaping
- international gardens
- playground and or recreational space
- community center
- gazebos
- fencing



Residential Option

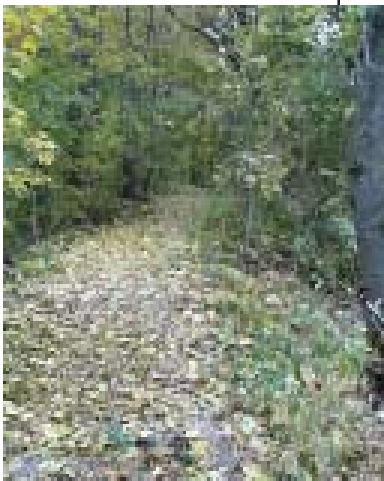
Thank you for the opportunity to be involved in this process. We believe the future use of this property will not only influence the Northside Neighborhood, but can be an asset to the city of Goshen as a whole.

Northside Redevelopment Planning Committee:

- Cassandra Byler*
- Meagan Fleming*
- Richard & Marlene Hooton*
- Eric Kurtz*
- Beth Neff*
- Terry Price*
- Doug Sellers*



Cultural Option



People, Neighborhoods and Diversity

The U.S. Census 2000 identified almost 20 percent of Goshen's population as of Hispanic origin. Goshen School Corporation identifies over 30 percent of the student population as participants in its English as a New Language program. As a result, Goshen is experiencing a need to address diversity in a way that is new to the community. Profiles were gathered from key Goshenites working on this process. They identified these critical issues:

Social Services

Local agencies that provide full or limited bilingual services are the Maple City Health Care Clinic, LaCasa, Interfaith Mission, the Window, the Center for Healing and Hope (formerly known as the Samaritan Center), and the Center for Problem Resolution. Through these agencies, Hispanic persons can receive financial assistance and food aid along with shelter and classes to learn about homeownership. One need that's not adequately met by these organizations is for bilingual counselors and psychologists able to address family crises and domestic violence.

Jennifer Cristophel, social worker at Maple City Health Care Clinic, does some counseling of Latina patients. Each Friday, Daniel Schipani from Associated Mennonite Biblical Seminary comes to the clinic to counsel Latino patients, and couples and families. Jennifer and Daniel have done some couple-counseling together. Loly Serano at LaCasa works with women suffering from domestic violence, and holds a Friday evening support group for them. Loly and Jennifer feel strongly that Hispanic women need more assistance. Here in Goshen, Indiana, instances of isolation and domestic abuse are serious to severe.

The majority of domestic violence victims that come to visit Loly are in this country illegally. Lack of documentation limits avenues of support.

Goshen City and the Latino Voice: Heard or Unheard?, Emily Miller, 2003

Legal Issues

Aracelia Manríquez has worked as an immigration counselor since 1997, first with LaCasa and then in her own office downtown. Her clients are mostly Latin American, but include Eastern European, Asian, and African immigrants. She also works as a Spanish/English translator. Her family moved to Goshen from Texas in 1967, when she was a child. She recalls being one of only a few Hispanics in town until the 1980s.

A major concern for Aracelia is the quality of translation in city and county courts. She says the Spanish/English interpreters do not all have good Spanish and sometimes give legal counsel rather than simply interpreting what is being said. She says the courts should have official interpreters, but instead require defendants to provide their own. The courts should require interpreters to pass a test certifying their proficiency but they do not.

A big challenge for immigrants is more stringent requirements for getting a driver's license, in effect in Indiana since 9-11-2000. She says many immigrants can't get licensed because they don't have all the documents now required. "They're still driving, but can't get a license or insurance. That will hurt everyone: the insured drivers pay in those cases, making their insurance rates go up. It won't cause immigrants to go home."



Goshen News photo

Aracelia says the City should encourage the state to accept identification from foreign countries, such as the ID cards the Mexican consulate gave to Mexican citizens in Goshen last year. “The police officers were for it because it has a picture and address. (To get it) they have to prove their identity; it’s not an easy thing.” ID cards could help immigrants get driver’s licenses, library cards, bank accounts and other services that are hard to get now. They also help police officers with identification.

The City has done well in supporting Hispanic businesses such as the downtown grocery stores, according to Aracelia. “They seem to be accepted by everyone,” she says, and they are invited to events such as Sidewalk Days.

While Hispanic immigrants tend to rely on family, friends, and church for help, Aracelia says legal status is often a barrier to public services. For example, many cannot get emergency help from the township trustee for lack of documentation.

Housing, Youth, and the Workplace

Oscar Ramos is coordinator of Hispanic Ministries for the Northern Indiana conference of the United Methodist Church. In 1994 he helped start Iglesia de la Sagrada Familia, a United Methodist church on 5th St. His wife, Juanita, serves as pastor.

A main concern is the “deterioration of housing where Hispanics live. Landlords charge exorbitant rent and don’t keep up the property. Often several families must live in the same house” for financial reasons. He says Indiana law protects landlords more than tenants; the City can do more to enforce housing quality. “Our church has an annual spring neighborhood cleanup day. The City could sponsor this in other neighborhoods.” It would help build pride in neighborhoods and “increase property values.” Oscar says the City should promote “meetings at the block or neighborhood level.”

Oscar is also concerned about youth. “We need more options for youth. The Boys and Girls Club does a great job; we need more programs like it, especially for youth over 15. We have excellent students who finish high school and can’t get financial aid for college. So they end up working in a factory or McDonald’s. They can’t break the cycle” of poverty. This is a problem at the national level, says Oscar, but the City could do some things to help: “create ways for parents to learn how to prepare for college, how to save money, how to find financial aid. It would benefit the whole community.”

He says celebrations like Diversity Day “only make sense if we work the rest of the year for improved relationships between ethnic groups.” The City should create a “welcome bureau” to connect new families with established ones, helping them feel welcome and familiarize them with City services. Also, the City needs to increase translation of City documents to “make people feel welcome, so they can be part of the community and help make the city a better place.” He says this would help not only new Hispanic families, but the large number of Ukrainians arriving in Goshen. He says the City should expand English and Spanish classes, support churches in the social service work they do, and work with them to identify needs in the community.

Hispanics are under-represented in City government and in professional jobs, according to Oscar. “The only place Hispanics are overrepresented is in jail. Hispanics have the worst jobs and are underpaid. Many don’t complain because they have no documents. Even if they are undocumented they do have rights as workers to ask for better conditions. Many [employers] take advantage of this. Hispanics won’t say no to working overtime or weekends, because they don’t know the laws.” Oscar says undocumented workers pay taxes, but don’t have access to same services, such as temporary unemployment benefits. And Hispanic workers have higher-than-average rates of workplace injury, he says.

Del
Sabado, 1 de Mayo
a
Sabado, 8 de Mayo

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Each year the Goshen Chamber of Commerce organizes a week to “Beautify Goshen” with members, volunteers, business sponsors, neighborhood organizations and community organizations. Spanish language posters are one of the many ways the word gets out, so more residents participate in making and enjoying an attractive, livable city.

Business

Miguel Navarro managed a Goshen restaurant that his parents owned along with two La Chiquita grocery stores. Miguel remembers his father converting their 2-car garage in Nappanee into the first La Chiquita store in 1983. They soon noticed that most of their clients were coming from Goshen, and decided to move the store and their home closer to their patrons. They have been in Goshen 18 years.

Miguel graduated from a chef's college in Guadalajara, Mexico, in 1998. Born and raised in the U.S., Miguel says he chose to study in Mexico "to get into authentic Mexican cuisine." While the grocery store, which specializes in Mexican food, serves mostly Hispanic residents, Miguel estimates that 95 percent of the restaurant clientele are not Hispanic. Miguel says when he took over managing the business, he tried to attract non-Latinos: "I wanted to educate Anglos about 'real' Mexican food. I didn't want another Taco Bell or Hacienda."

Miguel says 'big box' businesses like Wal-Mart compromise small groceries and the quality of the marketplace. He says these stores "don't know how to handle Mexican produce." Still, customers are attracted by processed foods' lower prices and convenience, even if the produce is lower in quality: "As these stores get more products, it hurts small businesses that serve the Hispanic population." He also says business has slowed since 9-11: "People get scared, and companies are laying people off, especially Hispanics, so small entrepreneurs move away. It affects the whole city. It takes money away from Goshen."

Familiar with both Hispanic and Anglo cultures, Miguel says he has a unique perspective. "I've done both cultures; I've seen both sides." He says the City needs to serve Hispanics better. "I've seen a lot of businesses try to market toward Hispanics, but not the City. The City needs to make services more available to them." He suggests translating more city information into Spanish, from bus routes to tickets to building and permits information, and making sure City offices have Spanish speakers and more Hispanic police officers. Miguel says these are common practices in other parts of the U.S. with significant Hispanic population.

Education

Kristina Everingham is one of five Migrant Parent Liaisons for Goshen Community Schools. She works with the families at Chandler and Waterford elementary schools but has also been involved at Model and Parkside elementary schools. Most of her families are of Mexican or Central American origin and her responsibilities include helping navigate the school system and the local health system, locating resources at their request, translating for families in a variety of situations, home visits, and general translating duties for the school.

Everingham identifies challenges that may compromise a family's ability to support their children's education. Economic factors include the necessity of working long hours by both parents, the need to send money back to families in the country of origin, difficulty finding affordable housing (or struggling with substandard housing,) and extenuating circumstances such as medical problems. Cultural factors include a language barrier, unfamiliarity with dominant culture requirements, and lack of confidence in their ability to help with school work in an unfamiliar culture.



Goshen News photo



Goshen News photo

In the 1950s, as it does today, publisher R.L. Polk sketched a community profile in its opening chapter to the Goshen city directory.

The publication took note of a comparatively low crime rate, going further to offer an explanation whose logic remained unchallenged for more than a quarter century of that annual publication.

It proclaimed, "Crime is at a minimum and contributing in a large measure to the absence of crime is the character of the population...97.5% native-born white, 2.5% foreign-born white, and there are no Negroes."

This sentence was finally dropped from the introduction in the late 1970s.

Socially, some parents are undocumented, which makes them afraid to interact with anyone considered an authority. Sometimes children tell their parents that discipline will get them in trouble with the police. Everingham said the availability of medical care is very limited for Hispanics who must wait a long time for Medicaid so it isn't often available when needed or is held up by lack of documentation.

Everingham said some families also come to the U.S. hoping to get enough money to go back in time. She said most do not but the intention does affect their commitment to the community. Arrival may also come in stages with males coming first for jobs, followed sometimes by children, and then mothers. Some families are in the transitional stage where their mother is still in the country of origin which compromises their support network. Most families do not fit a nuclear family model and most are living in some kind of extended family environment.

Everingham is concerned about the respect and responsiveness in the schools to educational issues and strongly supports training and programs for teachers to educate them about the best ways for Spanish-speaking students to learn.

Health

Everingham sees support for women in domestic violence situations, and sex education information in Spanish, as gaps that need to be filled.

Everingham said her wish list of solutions includes the following:

- An opportunity to communicate with employers that support for their employee's children's education is essential. Giving time off, letting employees answer the phone, and hosting parenting sessions where a number of parents could be contacted at the same time, could mean the educational success of this population has a chance.
- Another medical facility like Maple City Health Care Center.
- Informing the attitudes of educators to be more understanding and supportive of learning for nonnative speakers.
- Improved living conditions and more opportunities for affordable housing.

Goshen Study Circles

Anne Meyer Byler, chairperson of Goshen Study Circles, explains efforts to understand and further human relations in the Maple City:

What is the background/history of Study Circles...who established it in Goshen and when?

In 2000, the volunteer members of the Goshen Human Relations Commission conducted research, held a public meeting, and organized a pilot circle using the guide *Facing the Challenge of Racism and Race Relations*. In spring, 2001, a steering committee was formed, which I cochaired with Art McFarlane.

What is the mission or function of the Study Circles?

We bring together diverse groups of people interested in sharing views on a particular topic, facilitated (usually) by two trained people who complement each other. Guides available cover racism, changing populations (immigration, racism, education, jobs, etc.), violence, neighborhoods, growth, education, etc.

Who participates in Study Circles and how are they selected?

In community-wide circles, anyone and everyone is encouraged to participate. If a circle is run in a company setting (among Elkhart County employees, for example, as happened here), then participants would come from that group.

What has been accomplished and what are goals for the future?

There were 6 circles that met beginning with a kickoff in February, 2002, and the action forum in late April, at St. John's Catholic Church. At the action forum there was interest in a welcoming program/center (with a list of local Spanish-speaking resources a related idea), a human relations officer, community/neighborhood festivals, and a Connecting Families Program. Other ideas: working in the schools, and a regular column in *The Goshen News* on minority perspectives. Then we really got to work:

■ Those interested in the festivals activity helped LaCasa with something already going in a neighborhood.

■ Those interested in Connecting Families have met on and off since then, with Donna Hernandez beginning to help with links in the fall but running short of time, and Kristina Everingham currently trying to make some matches, but this being more difficult than anticipated. (Ken Mullett, Christine McCoige, Ray Hunsberger, Michael Miller were in this group.)

■ A Human Relations Officer Task Force (Mauveen Coyne, Geof Landis, Julia King, Phyllis Stutzman, Zulma Prieto) made a lot of contacts with other communities— Elkhart and South Bend, more specifically— as well as a couple of council members, gathered information on the structure of an oversight committee, an model ordinance, and a possible job description. They explored funding (local HUD and Plowshares grant) which has not led to funding yet. They are exploring getting legal help for necessary steps. The first step is a new ordinance.

Since then, there has been interest among Elkhart County employees, who hosted one group of employees (held over the lunch break) and other groups as well. The Boys and Girls Club is interested in a circle on the *Youth Issues* guide.

What do you see as the main issues confronting the community and how should the City solve, or support others to solve, these issues?

Every community has various divisions, some deeper than others. Issues of racism and race relations can come to light, with new relationships being formed through study circles. This format holds promise for a variety of other issues. Goshen now has 10-12 trained facilitators for the study circle process.

*For more information visit
www.studycircles.org.*

There has always been great diversity in the messages Goshen sends out about itself.

These entryway signs communicate welcome, a love of trees, a desire to tolerate differences ...and 'please support our Redskins!'

Until recently a closed society with curfews for non-whites after sundown, Goshen is now grappling with its identity, its newly opened doors, and an economy that relies on a large supply of low-to-moderate skilled workers. Stabilizing neighborhoods will mean sustaining that workforce with decent housing, outreach, and opportunities for advancement and security at the workplace and in the community.





Human Relations Commission (HRC)

By Sreekala Rajagopalan
Chairperson, Goshen Community Relations Commission

The Goshen Human Relations Commission started in 1986 when the Ku Klux Klan obtained a legal permit for a rally on the Elkhart County Courthouse grounds. The rally...a counter-rally, actually...was spearheaded by the Goshen Chamber of Commerce, the City of Goshen (Mayor Puro, presiding) and the Ministerial Association of Goshen, to show support for the diverse groups in the community, and to demonstrate that Goshen lives peacefully with its cultural differences. They sponsored a picnic that day, which later evolved into Diversity Day.

In the beginning, members of different organizations were invited by the initial group to form the Human Relations Commission. The membership is usually by invitation of Board members, to those who may be interested and would support and promote the mission statement.

The mission statement says:

“The commission will seek to foster and promote understanding and acceptance among all racial and ethnic groups in the Goshen community. Further, it will seek to develop an environment where all people who choose to reside in Goshen will have equal employment opportunities, access to public conveniences, amicable relationships in neighborhoods and equal opportunity to acquire property and build assets.”

The objectives:

- to create a welcoming environment where all people are respected and appreciated for what they bring to our community.
- to eliminate stereotyping about any group of people in the community.
- to encourage employers to create a friendly and hospitable environment thus increasing productivity and efficiency.
- to promote cross-cultural competency among Goshen residents.

Human Relations successes include:

- a Diversity Day each year to encourage and celebrate Goshen’s many distinct cultures.
- Goshen study circles, started by HRC, now has a task force working on funding and approving (by ordinance) a HRC officer in Goshen.
- mediating several disputes due to racial differences and advising the people involved on agencies for further support.
- efforts to fund a HRC officer to whom people would feel confident to go for racial/discrimination concerns in Goshen.

“Goshen is a very ‘white’ town, not at all ready for an influx of people different from them, most of whom are very hard working and are here to live well and help their families. Most seasoned Goshenites have a hard time understanding or wanting to understand minorities. Some of the not-so-important issues they cite are also issues seen amongst the white race, like parking on lawns, and repairing cars on driveways. What’s different is that Hispanics usually do such things in large numbers, or are just having a good time in public view, in their front yards.



What the City can do is help with education and dialogues, but that is difficult with its shortage of staff, until Goshen has a Human Relations Commission officer. Due to lack of finances it may take the City a while to do so. One of our task forces is looking for funds to hire such a person for at least 2-3 years, with the hope that after that period, the City will have the funds to pay such an officer. Having such an officer will facilitate dialogue and workshops in work places, which will help provide equal and fair opportunities to all races, and bring a healthy and safe environment for workers of all races. It will encourage landlords to be fair to all tenants, and help neighbors learn to respect each other. Until that happens, at least the discriminated people of Goshen will have our commission as one of the places they could go to for help, and we would direct them to the right agencies, and mediate as well.”



Goshen News photo

UPDATE

By Mauveen Coyne
 Member, Community Relations Commission (formerly Human Relations Commission)

On April 13, 2004, in a 4-3 decision along partisan lines, the Goshen City Council did approve the hiring of a Community Relations Director (title change from Human Relations officer). Our next step is to apply for grants to fund the position, from the federal agencies of Housing and Urban Development (HUD), the Equal Employment Opportunity Commission (EEOC), and others. Noncompetitive HUD grants are available for human relations commissions' expenses, for 3-5 year spans, at \$115,000 per year. This money will cover salary for the director, another office support person, employee benefits, as well as office supplies and the other expenses of running the office.

The City will not pay for any of the costs of the position(s); in fact the office will not become active until the outside agencies provide the City with the funds for it. This was a stipulation of the ordinance.

Goshen residents are being invited to submit applications to serve on the 9 member Community Relations Commission, which will be filled to reflect the diversity of our community as closely as possible. Of those members, the City Council will choose 4, and the Mayor will choose 5 members. The commission will set policy, guide and support the director, and be additional 'eyes and ears' of the community. A core group of non-commission volunteers will also support the work of the commission and the CRC office.

Following the commitment of grant funds, the Community Relations Director will be appointed by the Mayor. Qualifications of the director will include bilingual fluency in Spanish and English, and mediation field experience.

The primary mission of the office will be diversity education, and mediation of misunderstandings of language, culture and laws. The director will need to work with and support the many fine efforts already in place by neighborhood associations, study circles, Diversity Day, as well as the outreach of Goshen City, schools, Chamber and others.

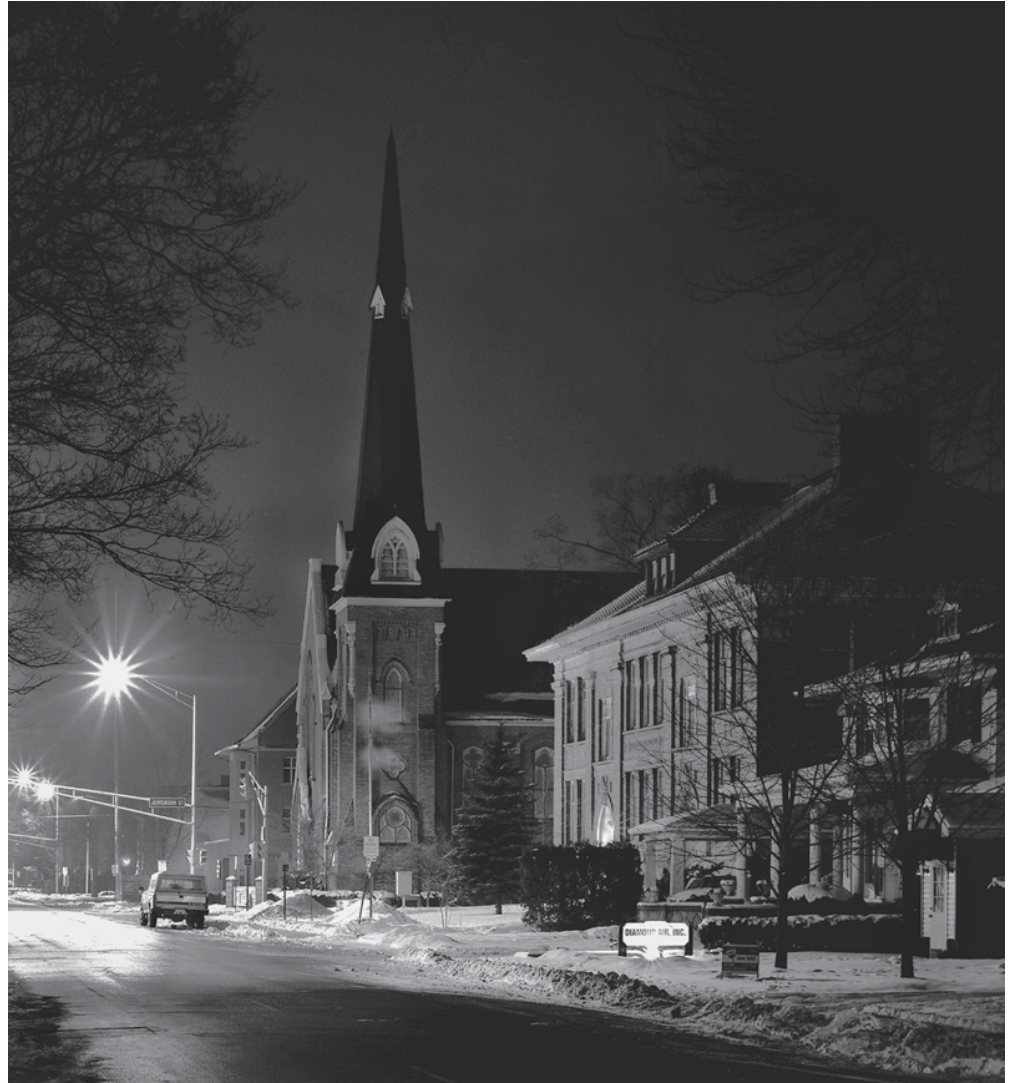
It is hoped that the program will enrich Goshen by bringing people together to foster harmony, fairness, understanding, and a stronger community overall.

For more information, read *Guidelines for Effective Human Relations Commissions*, available from the U.S. Department of Justice:

www.usdoj.gov/crs/pubs/gehrc.htm

The 300 block of S. Fifth St., in one of Goshen's oldest neighborhoods, is a beautiful part of the Maple City's historic district. Its stately homes are the result of robust commerce and industry along Main St. and the hydraulic canal. With the millrace, as well as area farms and forest lumber, an economic engine hummed along in the second half of the 19th century.

Today a new population fuels the city's growth, one more culturally diverse than at any time in Goshen's 175 years.



Haven in the Night
 photo by Robert Morris, Goshen, Ind.

PEOPLE and NEIGHBORHOODS

IMPLEMENTATION STRATEGIES

proposed for the Goshen Comprehensive Plan 2004-2013

The implementation strategies identified earlier in this chapter are summarized here. Each strategy is listed under the numbered goal (E1, for instance) **and is evaluated for the following features (column heads):**

Funding – \$ symbols are used to indicate comparative values. A zero indicates that the strategy would fall under the responsibilities of existing City staff or is at least in part already incorporated into the budget of the lead agency. A single \$ symbol indicates that the strategy would probably cost less than \$10,000 and could be incorporated into operating budgets for lead agencies. A \$\$ symbol indicates the strategy might cost as much as \$50,000 (this includes new staff positions) but would probably be considered an operating budget item. \$\$\$ symbol indicates that the project might require capital expenditure and, in some cases (new water tower, water treatment facility upgrades) cost in excess of a million dollars. The symbols do not necessarily indicate that the City would be responsible for the costs. In many cases, state or federal funding or grant funding would be used to cover at least a portion of the expense. And as these are suggested initiatives to implement goals that may or may not be attainable, no commitment by the City or anyone else has been made toward this end, nor is one implied.

Lead Agency – This column identifies who in the community is or might be involved in providing leadership for implementing the strategy. In some cases, the lead agency is a City department. In some, city government would be the responsible party. In other cases, a community group or local agency might provide the lead for the strategy.

Partners – Listed in this column are potential partnerships that may facilitate the implementation of the strategy. The list is not designed to be all inclusive nor is implementation dependent on the involvement of all organizations listed.

City Department – This column identifies the City department (or office) under which responsibility for the implementation strategy is most likely to fall.

New/Expanded Program – This column addresses whether the implementation strategy has been addressed in any form either at the city level or in the community. A strategy is listed as "new" if it shifts attention from existing strategies.

Ordinance Change – Each strategy is evaluated for whether it requires an ordinance change. In some cases (listed as "possibly,") ordinance requirements would be dependent on the direction that implementation takes or on the priority it receives.

Further Resources – This column refers to the need for informational resources. A strategy was listed as "no" if it was understood that all information necessary for implementation is presently available to the lead agency. The strategy is listed as "yes" if more information would be needed to implement the strategy.

Defined duration, or ongoing – A determination was made for how long it might take to implement the listed strategy. "Short" indicated that implementation could be initiated fairly immediately (within the next one to two years.) "Medium" indicated that the strategy could take from two to five years, based on a need for further information, lower priority, or hurdles to overcome in initiation. "Long" indicated that the strategy could take over five years to initiate. The terms did not indicate how long it would take to implement the strategy but were based on estimates for initiation. "Ongoing" was indicated when the strategy would continue over time once initiated.

P. 2 Implementation Strategy <i>(Full text is at the start of this chapter.)</i>	Funds	Lead agency	Partners	City Dept (s)	New or expanded program?	Ordinance change ?	Further resources?	Defined duration or ongoing
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N1. Devote energy and funds to revitalize neighborhoods

1. Create redevelopment overlays to prioritize areas for revitalization	0	Redev. Com and Adv. Council	Redev Commission and advisory council, neighborhood groups, non profits	Planning	New	Yes	Yes	Medium
2. Provide neighborhoods with design guidelines for new development and redevelopment.	0	Redev. Com and Adv. Council	Red Commission, neighborhood groups, non profits, City departments	Planning	New	Maybe	Yes	Medium
3. Pursue grants for neighborhood revitalization... technology...	\$\$	Planning	Redev Commission, neighborhood groups, RAC, City depts., non-profits	Planning	New	No	Yes	Medium
4. Develop a mini-grant program for homeowner rehabilitation.	\$\$	Building	Redev Commission, neighborhood groups, RAC, City depts., non-profits	Building	New	No	Yes	Medium
5. Explore neighborhood / housing trusts to increase affordable housing.	\$\$	Non-profits	Non-profits, neighborhoods, landlords, City depts.	Planning, building	New	No	Yes	Long
6. Develop standards for tenant/landlord relationships.	0	Building	Redev Commission, neighborhood groups, RAC, City depts., non-profits, LaCasa	Planning, building	New	No	Yes	Long
7. Find tools for enhanced ordinance enforcement	0	Legal	Nonprofits, neighborhoods, City depts, landlords	Legal	Expanded	No	Yes	Short
8. Identify incentives for landlord accountability.	0	Building	Nonprofits, landlords, City depts., neighborhoods	Planning	New	No	Yes	Short
9. ...enable low-income residents to benefit from economic enhancement opportunities.	0	Non-profits	City depts., non-profits, developers, neighborhoods and community groups	Planning	New	No	Yes	Short
10. Explore the use of inclusionary zoning.	0	Planning	City depts., non-profits	Planning	New	Yes	Yes	Long, ongoing

P. 3 Implementation Strategy <i>(Full text is at the start of this chapter.)</i>	Funds	Lead agency	Partners	City Dept (s)	New or expanded program?	Ordinance change ?	Further resources?	Defined duration or ongoing
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11. Explore opportunities for public and non-profit housing.	\$\$	Non-profits, housing authority	City depts., non-profits, grantmakers, Housing Authority	Building, Planning	Expanded	No	Yes	Short, ongoing
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N2 Enhance neighborhood sense of place

1. Improve the City's sidewalk program (see Transportation Chapter)	\$\$	Engineering	City depts. and neighborhoods	Engineering, Planning	Expanded	Maybe	No	Short, ongoing
2. Improve the City's urban forest program	\$	Parks	City depts., neighborhoods, community groups, schools	Parks, Planning	Expanded	No	No	Short, ongoing
3. Explore neighborhood gardening programs.	\$	Planning	City depts., nonprofits	Planning Parks	Expanded	No	No	Short ongoing
4. Identify suitable locations for parks...other gathering and activity spaces.	\$\$	Parks	City depts., neighborhoods	Planning Parks, Engineering	Expanded	No	Yes	Medium, ongoing
5. Explore neighborhood and housing trusts to increase the stock of affordable housing	\$	Neighborhoods	City, neighborhoods, schools	Planning	New	No	Yes	Short, ongoing
6. Provide educational opportunities on the neighborhood level	\$\$	Engineering	City, neighborhoods	Engineering, Planning	Expanded	No	Yes	Long
7. Use traffic calming where needed (see Transportation Chapter)	\$	Neighborhoods	City, neighborhoods, non profits	Engineering, Planning	Expanded	No	Yes	Short, ongoing
8. Enhance neighborhood assets.	\$\$\$	MACOG	City, MACOG, neighborhoods non profits, grantmakers	Engineering, Planning	New	No	Yes	Short, ongoing
9. Promote energy conservation	\$	Building	City, neighborhoods, nonprofits	Building Planning	New	No	Yes	Short, ongoing

P. 4 Implementation Strategy <i>(Full text is at the start of this chapter.)</i>	Funds	Lead agency	Partners	City Dept (s)	New or expanded program?	Ordinance change ?	Further resources?	Defined duration or ongoing
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10. Encourage block parties	\$	Planning	City, neighborhoods, nonprofits	Planning	Expanded	No	No	Short, ongoing
11. Promote cross-cultures	\$	Mayor	City, neighborhoods, nonprofits, community groups	Planning	Expanded	No	No	Short, ongoing
12. Be aware of language diversity	\$	Human relations	City, neighborhoods, nonprofits, community groups, schools	HR, planning	Expanded	No	No	Medium, ongoing

N3. Provide opportunities for neighborhood empowerment

1. Develop resident leaders	\$	Planning	City, neighborhoods nonprofits	Plan-ning	Expanded	No	No	Medium
2. Develop... neighborhood organizations	\$	Planning	City, neighborhoods nonprofits, grants	Plan-ning	New	No	No	Medium, ongoing
3. Create neighborhood planner	\$\$	Planning	City, neighborhoods, nonprofits	Plan-ning	New	No	No	Medium, ongoing
4. Improve communication and coordination between organizations that work with neighborhoods.	0	Planning	City, neighborhoods, nonprofits	Plan-ning	New	No	No	Medium
5. Identify and address community needs for infrastructure, social support...	\$\$	Non-profits	City, neighborhoods nonprofits, community groups, grants	Buildg, Engineering, HR, Planning	Expanded	No	Yes	Short, ongoing
6. Create an easily accessible, well-publicized city directory ...	\$	Mayor	City, neighborhoods nonprofits, community groups, grants	Mayor, HR, Planning	Expanded	No	Yes	Long
7. Communicate about neighborhood issues	0	Planning	City, neighborhoods, nonprofits, community groups, grants	HR, Planning	Expanded	No	No	?
8. Develop community welcome center	\$\$	Mayor	City, neighborhoods, nonprofits, community groups, grants	Planning Mayor	Nee	No	No	?