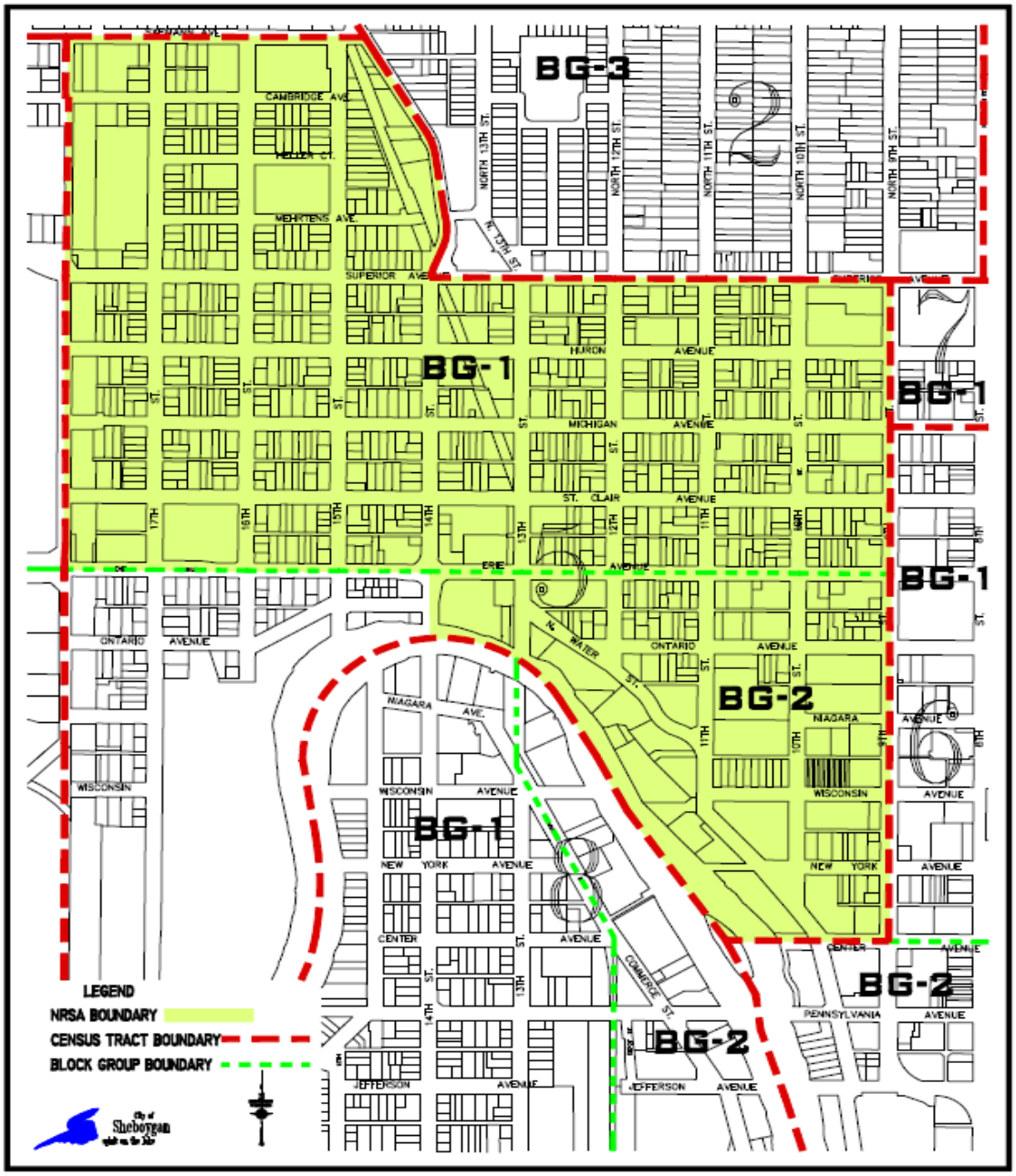
City of Sheboygan
spirit on the lake.

Neighborhood Revitalization Strategy Area (NRSA) Plan

Boundaries

The proposed Neighborhood Revitalization Strategy Area includes Census Tract 5, Block Group 1 and Census Tract 8, Block Group 2 as depicted in the NRSA Map below. This area is generally recognized as one of the City's most challenged neighborhoods in terms of unemployment, crime, housing quality, and economic status.



(1) Demographic Criteria

Population: The total population in the proposed NRSA is 3,731 people according to the 2000 U.S. Census. Of the total population in the area, 2,406 or 64.5% have incomes which meet the HUD standard of low or moderate income (LMI). This level of LMI exceeds the 63.1% upper quartile for the City of Sheboygan. The LMI determination was developed using a three-step calculation.

Step 1 determined the level of LMI in Census Tract 5, Block Group 1 in the following manner:

1. The HUD LMI (<80% of County Family Median Income) for a family of four is $50,150 in Sheboygan County.
2. The 2000 Census found a median family income of $39,153 for CT5-BG1.
3. A total of 440 of 621 families had incomes below the LMI according to the 2000 Census.[1]
4. Average household size reported for this area in the 2000 Census was 2.6 persons.
5. Therefore, the number of LMI persons in CT5-BG1 is **1,144 persons**.

Step 2 determined the level of LMI in Census Tract 8, Block Group 2 in the following manner:

1. There are 464 subsidized housing units in the portion of CT 8-BG2 included in the proposed NRSA. These are units occupied by households meeting the LMI standard.
2. An average family size of 2.72 persons reported for CT8-BG2 was applied to the 464 subsidized units resulting in an estimate of 1,262 persons living in subsidized housing units.
3. Therefore, the number of LMI persons in CT8-BG2 included in the proposed NRSA is **1,262 persons**. (Note: Income data from the 2000 Census are not available at the block level; therefore, households living in subsidized housing units are being used as an alternative measure of LMI in the targeted area.)

Step 3 determined the overall level of LMI in the proposed NRSA in the following manner:

1. The 2000 Census counted 3,731 persons in the targeted area. (Note: This is a block-level count.)[2]
2. The total number of LMI persons in the proposed NRSA is 2,406 (1,144 in CT5-BG1 + 1,262 in CT8-BG2).
3. **The percentage of LMI persons in the proposed NRSA is 64.5%.**

Residential Character: The proposed NRSA #1 is predominantly residential in character as shown in Table 1: Land Use in NRSA #1. *Two-family, single-family and multi-family residential comprise 79.7% of the structures/uses in the targeted area*.

[1] US Census 2000 Summary File 3, Table P76

[2] P1. TOTAL POPULATION [1] – Universe: Total Population Data Set: Census 2000 Summary File 1 (SF 1) 100 - Percent Data, U. S. Census Bureau 2000, prepared by Nonprofit Center of Milwaukee, July 2008.

Table 1: Land Use in NRSA #1	Number	Percent
Two-family residential	384	40.5%
Single family residential	318	33.6%
Retail sales	68	7.1%
Multi-family residential	53	5.6%
Vacant land	29	3.0%
Rail-related uses	22	2.3%
Retail services	19	2.0%
Offices	11	1.1%
Manufacturing/assembly	9	.09%
Administrative institutions	6	.06%
Closed storage	4	.04%
Off-street parking	4	.04%
Fraternal organizations, clubs	4	.04%
Churches, temples, synagogues	4	.04%
Marinas	3	.04%
Parks, parkways, picnic areas	2	.02%
Sanitary water treatment	2	.02%
Pre-school, daycare	1	.01%
Elementary school	1	.01%
Clinics	1	.01%
Playgrounds, play fields	1	.01%

Low/Moderate Income: *The proposed NRSA target area has a Low/Moderate Income (LMI) of 64.5% which is above the City's 63.1% upper quartile*.

(2) Consultation

The City of Sheboygan utilized two methods of consultation with the area's stakeholders. First, Mayor Juan Perez convened a *NRSA Stakeholder Committee* to provide input and direction to the process. Second, the City conducted the *NRSA Survey* to directly obtain residents' views about revitalization needs. Each consultation component is described in detail below.

Stakeholder Committee: The NRSA Stakeholder Committee was convened by Mayor Juan Perez who appointed each of the twenty-six (26) committee members. The membership list was developed to insure representation of all key neighborhood sectors. Members' names and the institutions represented are listed in Table 2.

Table 2: NRSA Stakeholder Committee Members	Institutions Represented
Mayor Juan Perez	City of Sheboygan
Bill Klein, Principal	Jefferson School
Sue Nennig, Principal	Urban Middle School
John Rogers	Sheboygan County Chamber of Commerce
Officer Todd Priebe	Sheboygan Police Department
Paulette Enders, Director of Planning & Development	Department of Planning and Development
Chad Pelishek, Economic Development Manager	Department of Planning and Development
Alderperson Cory Bouck	Sheboygan Common Council District 2

Alderperson Jean Kittelson	Sheboygan Common Council District 3
Alderperson Bob Ryan	Sheboygan Common Council District 2
Alderperson Marilyn Montemayor	Sheboygan Common Council District 8
Alderperson Vicky Meyer	Sheboygan Common Council District 7
Chuck Adams, Assistant City Attorney	City Attorney Office
William Bittner, Director	Department of Public Works
Bill Balke, City Engineer	Department of Planning and Development
Jennifer Sampson, Coordinator	Gateway Community
Ann Wondergem, Director	Sheboygan County Health and Human Services
Chasong Yang, Executive Director	Hmong Mutual Assistance Association of WI, Inc.
Wendy Schmitz, Senior Center Supervisor	Sheboygan Senior Center
Joe Rupnik, Social Services Director	Sheboygan Area Salvation Army
Lucio Fuentez, Executive Director	Partners for Community Development
Jerry Doyle, Member	Fountain Park United Methodist Church
Gary Dulmes, President	Sheboygan Development Corporation
Jim Johnston, Owner	Johnston Bakery
Jean McMurry, Consultant	Aurora Health Care
Joanne Weiland, Planning & Allocations Coordinator	Sheboygan & Plymouth Area United Way

The NRSA Stakeholder Committee's broad and inclusive membership includes the Mayor of Sheboygan and five Alderpersons, City of Sheboygan department heads and other key officials, representatives of Sheboygan County, United Way, law enforcement, nonprofit development organizations, health care, social service organizations, neighborhood residents, faith community and private business. The Stakeholder Committee met three times: March 24, June 30, and October 6, 2008. The content of each meeting is provided in Table 3.

Table 3: NRSA Stakeholder Committee Meetings	**Meeting Location**	**Topics Addressed**
March 24, 2008	Mead Library	NRSA designation and benefits NRSA planning process Target neighborhood boundaries Target neighborhood assets and challenges
June 30, 2008	City Hall	NRSA Resident Survey results Critical neighborhood features Housing and economic development needs Revitalization priorities
October 6, 2008	City Hall	Presentation of draft NRSA Plan Stakeholder Committee approval of the NRSA Plan

Resident Survey: To gather information about neighborhood needs *directly* from residents, the City of Sheboygan conducted an in-person community survey on May 17, 2008. Survey results, detailed in Section (4) Assessment, include the responses of 160 adult residents of the NRSA target area. Survey respondents represented a broad cross-section of the neighborhood relative to gender, age, and ethnic origin as detailed in Table 4.

Table 4: Characteristics of NRSA Survey Respondents	Number	Percent
Gender		
• Male	68	42%
• Female	92	58%
Ethnic Origin		
• White	127	79%
• Hispanic/Latino	15	9%
• Hmong/Asian	8	5%
• African American	4	3%
• Other	6	4%
Age		
• 18 – 24 years	11	7%
• 25 – 44 years	62	39%
• 45 – 64 years	57	36%
• 65 years and over	28	18%
Total	**160**	**100%**

In summary, the NRSA development process included in-depth consultation with both community stakeholders and neighborhood residents. A total of 186 stakeholders and residents directly participated in the NRSA planning process. Information obtained through Stakeholder Committee meetings and the Resident Survey provided the foundation for the NRSA Plan.

(3) Assessment

Income Levels: The 2000 Census established a poverty rate of 16.5% in the proposed NRSA area compared to 8.3% in the City of Sheboygan and 5.2% in Sheboygan County.[3] Further, 64.5% of the population had incomes falling below the HUD LMI (Low Moderate Income) standard.

Housing Tenure: The 2000 Census counted 506 of the 1,792 housing units in the proposed NRSA as owner-occupied (28.2%) compared to an owner-occupancy rate of 61.0% in the City of Sheboygan and 71.4% in Sheboygan County.[4]

Age of Housing Units: The housing stock in Census Tract 5 is very old; 83.2% was built prior to 1939. It is in this area that residents and stakeholders expressed great concern about housing quality. Housing units in the portion of Census Tract 8 that is included in the NRSA are primarily subsidized units built since 1980.

Residential Housing Value: The majority (85.0%) of the residential dwellings in the proposed NRSA had a 2007 assessed value under $99,999. Table 5 presents data on residential assessed values in the NRSA.

[3] P87. Poverty Status in 1999 by Age, Census 2000 Summary File 3
[4] H17. Tenure by Household Size, Census 2000 Summary File 3

Table 5: Assessed Values	Units	Percent
$0 - $49,999	33	4.5%
$50,000 - $74,999	242	33.2%
$75,000 - $99,999	343	47.0%
$100,000 - $124,999	89	12.2%
$125,000 - $149,999	16	2.2%
$150,000 - $174,999	5	1.0%
$175,000 and over	2	.5%

Housing Sales: There were 25 housing units sold in 2007: 5 condo units, 8 duplexes, and 12 single family "old style" homes. The average sale price of a condo in the proposed NRSA was $87,000; duplex average sale price was $70,931, and single family average sale price was $83,367.

Stakeholders' Assessment of Neighborhood Assets and Challenges: As part of the initial planning process, the NRSA Stakeholder Committee identified assets and challenges of the targeted neighborhood.

In terms of **neighborhood assets**, the Stakeholder Committee viewed the proposed NRSA as a neighborhood with significant potential, particularly in terms of its location on a major thoroughfare close to downtown shopping, government, and recreation resources. Over and above location, stakeholders identified several other key assets within the NRSA boundaries including the area's pedestrian-friendly character, a good mix of commercial/retail establishments, and a strong core of homeowners and others committed to the neighborhood's future. The listing of the Stakeholder Committee's assessment of the neighborhood's assets follows.

Neighborhood Assets

Location
- Riverfront
- Proximity to downtown
- Water Street Park
- On a main thoroughfare
- Churches

Economic Potential
- High traffic – both cars and pedestrians
- Small businesses with the capacity for job generation
- Public transportation
- Recreation and social establishments
- Potential for street improvements and renovating housing stock

Character
- Older neighborhood with historic value
- Mix of residential and commercial makes neighborhood pedestrian friendly
- Diversity
- Homeowners and people who care about the neighborhood

- Efforts already in place to improve the neighborhood

Neighborhood challenges were also considered by the Stakeholder Committee. When considering the major challenges for the area, committee members tended to focus on the neighborhood's physical deterioration relative to declining housing stock, vacant businesses, and aging public infrastructure (streets and lighting). Because the neighborhood essentially functions as a gateway to the downtown area, its physical attributes are immediately apparent to observers – both residents and other stakeholders. In addition to challenges related to the physical and structural quality of the neighborhood, the stakeholders looked at issues specific to residents in terms of a perceived alcohol and drug use, unemployment and underemployment, and crime. The issues of residential transiency and people not having a long term stake in the neighborhood's future also surfaced in the stakeholders' discussion of challenges. The listing of the NRSA's challenges from the Stakeholder Committee's point of view follows:

Neighborhood Challenges

Appearance/Conditions
- Deteriorating appearance – ugly entrance to the city
- Badly kept buildings and roads
- Vacant businesses and mixed designs
- Poor lighting
- Aging infrastructure
- Lack of public service help in area

Housing
- Broken and boarded windows
- Declining housing stock
- Absentee landlords
- Crowded neighborhood
- Mixed residential

Issues Facing Residents
- Alcohol and drug abuse
- Negative perception of the neighborhood
- Large turnover of residents – residents don't know each other
- Late night policing – behavior problems
- Low income residents without skills and hope

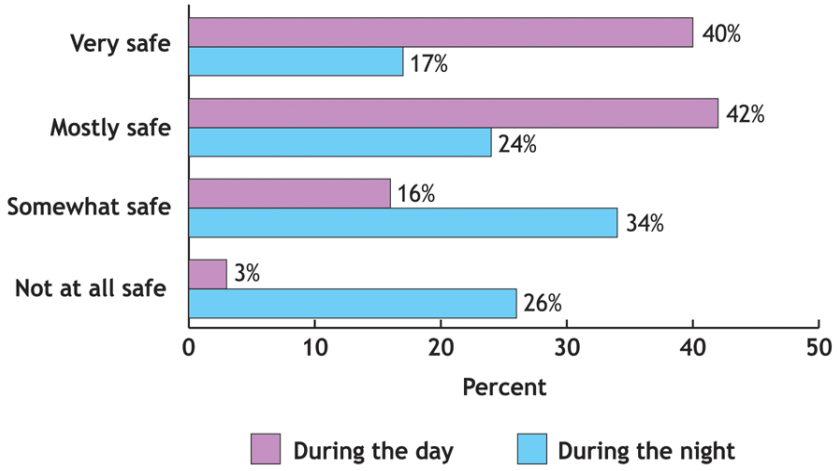
NRSA Survey Results: Eighteen (18) volunteers conducted face-to-face interviews with 160 target neighborhood residents on May 17, 2008. The survey was an essential part of the NRSA planning process because other available data, principally the 2000 U.S. Census, were too old to accurately depict the neighborhood's current situation. The purpose of the survey was twofold: 1) to gather information directly from residents to document the need for the NRSA designation; and 2) to gauge residents' interest in working together and with the City to address critical issues. The survey effort was successful on both counts.

The NRSA Survey included ten questions drawn from the Annie E. Casey Foundation National Survey Indicators Database which is a compilation of survey instruments used to assess various aspects of neighborhood life in the United States. The survey was designed to be administered in a face-to-face manner with the interviewer asking questions of an individual and recording his/her answers on a survey form. Survey questions were organized into three primary categories: 1) Public Safety and Neighborhood Issues; 2) Employment and Education; and 3) Economic Issues. Neighborhood residents' views in each area are described below.

Public Safety and Neighborhood Issues

To obtain a sense of the area's **overall neighborliness**, we asked the following question: *"In some neighborhood people do things together and help each other. In other neighborhoods, people mostly go their own way. What kind of neighborhood would you say yours is?"* About 6 of 10 respondents (58%) felt that the neighborhood was "one where people go their own way" and about 4 of 10 (38%) felt the opposite – that the neighborhood was "one where people help each other."

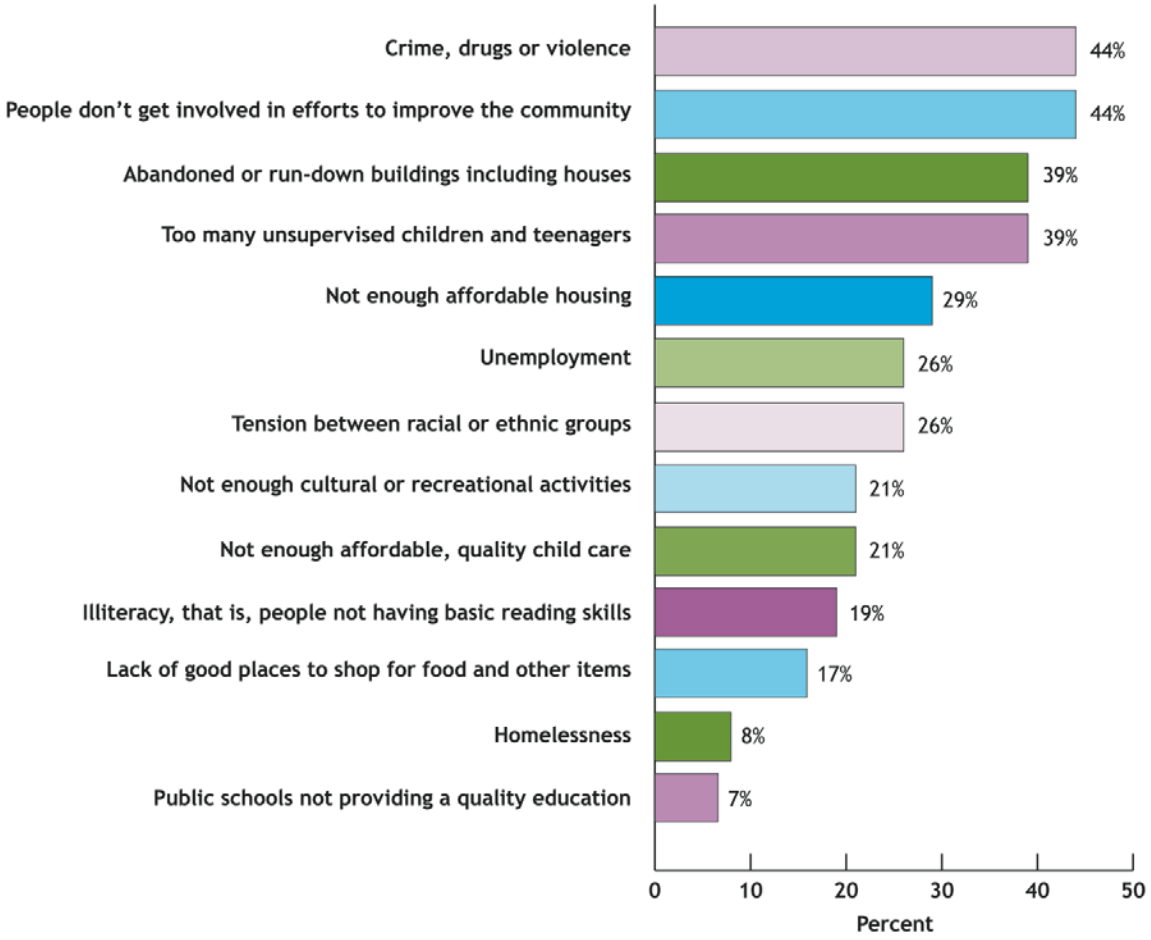
Next, residents were asked about their own **sense of personal safety**: *"In the area within a few blocks or streets of your home, how safe do you feel alone on the streets?"* The great majority of residents (82%) felt very safe or mostly safe alone on the streets during the day. Only about 1 in 5 respondents (19%) said they felt somewhat safe or not at all safe alone on the streets during the day.



Residents' views changed substantially when asked the same question about their perception of safety during the night. The number of residents who felt very safe or mostly safe dropped by half when compared to daytime safety (41% compared to 82%). Conversely, the number of residents indicating that they felt somewhat safe or not at all safe tripled when they considered their nighttime safety.

Residents were asked to reflect on several common **neighborhood problems** and determine whether each was a big problem, small problem, or not a problem. Two problems were seen as the neighborhood's biggest issues: 1) crime, drugs or violence; and 2) people don't get involved in efforts to improve the community. Next on the list were two very different issues including abandoned or run-down buildings including houses and too many unsupervised children and teenagers. Overall, residents' ranking of neighborhood problems reflects those identified by the Stakeholder Committee, although residents clearly had a different, more immediate sense of the neighborhood's quality of life.

NRSA Residents' Ranking of Neighborhood Problems



Additional detail regarding **residents' assessment** of a range of neighborhood problems is provided in Table 6.

Table 6: Residents' Assessment of Neighborhood Problems			
Neighborhood Problem	**Big Problem**	**Small Problem**	**Not a Problem**
Crime, drugs or violence	44%	34%	21%
Unemployment	26%	21%	37%
Public schools not providing a quality education	7%	11%	71%
Homelessness	8%	22%	65%
Not enough cultural or recreational activities	21%	27%	50%
Illiteracy	19%	19%	49%

Not enough affordable, quality child care	21%	21%	39%
Abandoned or run-down buildings including houses	33%	26%	33%
Too many unsupervised children and teenagers	39%	27%	29%
People don't get involved in efforts to improve the community	44%	28%	24%
Not enough affordable housing	29%	20%	46%
Tension between racial or ethnic groups	26%	26%	46%
Lack of good places to shop for food and other items	17%	16%	65%

The NRSA survey also included an open-ended question which posed the following question: *"We are working on a plan to improve the economic health of this neighborhood. What do you think are the 3 most important things to focus on?"* By far, respondents were most likely to urge a focus on **improving housing quality**, specifically code enforcement, working with absentee landlords, assisting low-income homeowners to make essential repairs, and improving the overall physical appearance of the housing stock. The next most frequently mentioned focus was **public works**, specifically concerns about street conditions and lighting. Other areas of concern included crime and garbage.

Employment and Education

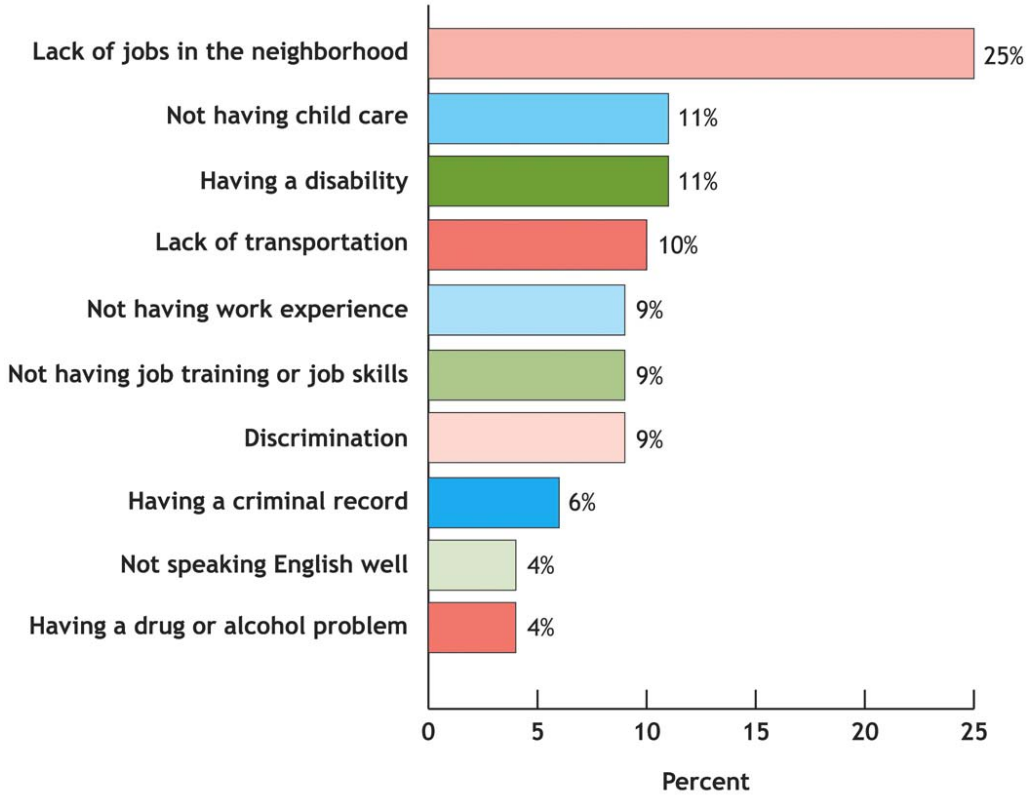
Employment issues are at the core of a neighborhood revitalization effort. To gain a better understanding of the current employment issues facing residents in the proposed NRSA, the survey asked a series of employment and education questions.

First, we asked respondents, *"Do you currently work for pay?"* Of the 160 residents, 51% indicated that they worked full time, 11% worked part time, and 38% were not working. (It is important to note that 18% of the respondents were age 65 or over and, hence, likely to be retired.)

Then we asked residents to reflect on **problems they may have experienced in getting or keeping a job**. Specifically, we asked, *"Think about your own experience with looking for a job or working during the last 12 months. Please tell me whether any of the following factors have made it difficult for you to look for a job or keep a job."*

As the graph "Top Ten Employment Problems" clearly shows, lack of jobs in the neighborhood was identified as an employment problem by 25% of the 160 neighborhood residents interviewed. There were several other issues that affected about one in ten neighborhood residents including: not having child care, having a disability, lack of transportation, not having work experience, not having job training or job skills, and discrimination. It is likely that some respondents experienced multiple employment problems; however, the data analysis did not include an examination of this factor.

Top Ten Employment Problems

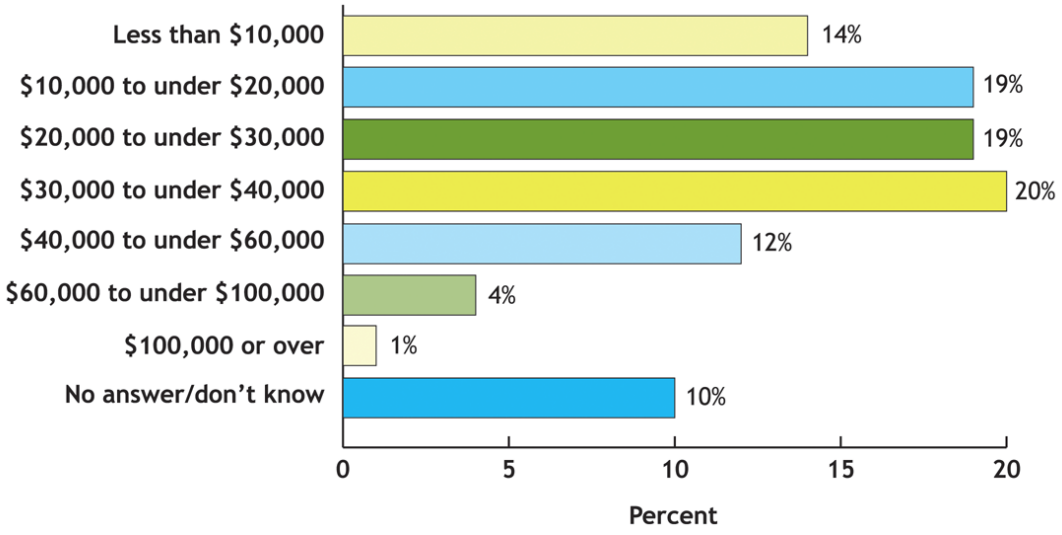


Neighborhood residents were asked about their **educational level**, specifically, *"What level of education did you complete?"* Of the 160 respondents, 19% had not completed high school, 41% had a high school diploma, 29% had some college or technical training, 8% were college graduates, and 1% had an advanced college degree. (3% were no answer/don't know)

Economic Issues

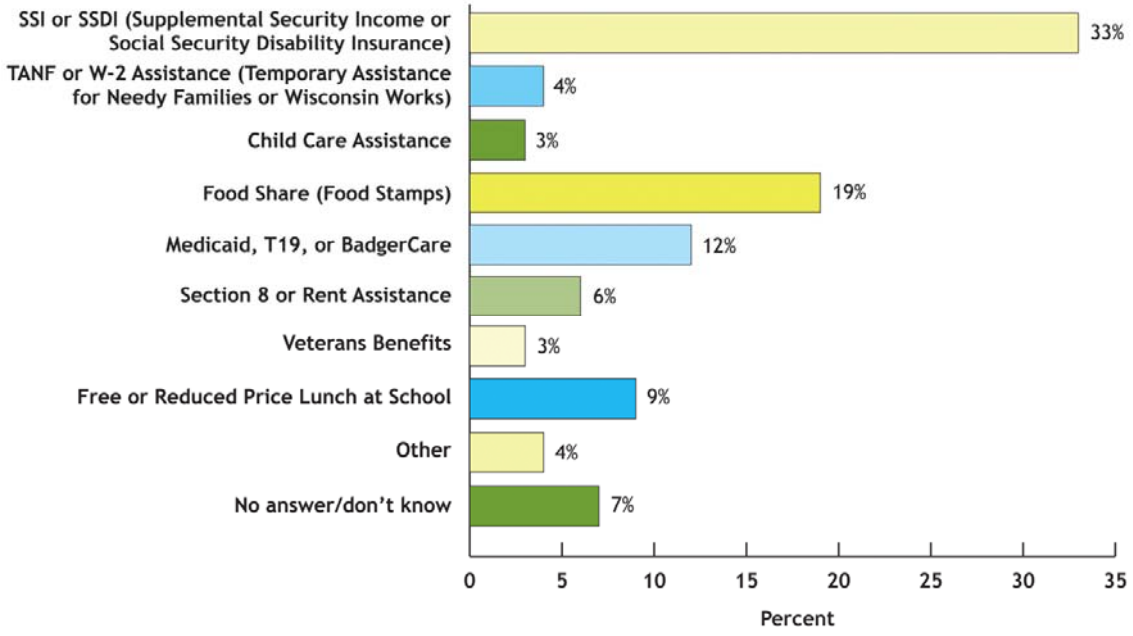
As noted previously, the proposed NRSA has an LMI of 64.5%; this means that over two-thirds of the neighborhood's residents have incomes that fall below 80% of the County Family Median Income of $50,150. Further evidence of the low and moderate income nature of the targeted neighborhood is provided by the NRSA survey results. When asked the question, *"Approximately what is your total family income before taxes,"* 72% of respondents said $40,000 or less. The specific distribution is depicted in the graph "Family Income."

Family Income



Utilization of public benefits is another indication of the income status of neighborhood residents. The NRSA survey asked respondents if they used any of a variety of public benefit programs. The top three most frequently used programs were SSI or SSDI (Supplemental Security Income or Social Security Disability Insurance), Food Share (Food Stamps), and Medicaid/T19/BadgerCare.

Public Benefits Utilization

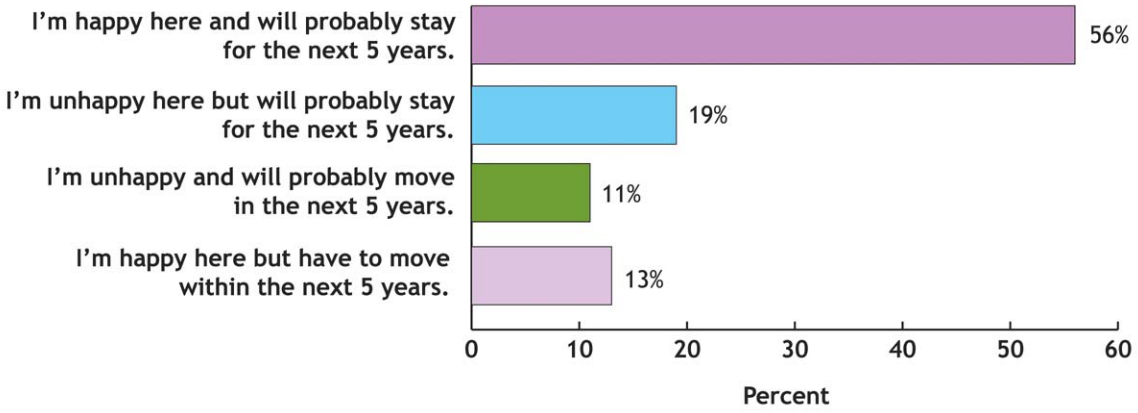


In summary, the area targeted for the proposed NRSA is one characterized by:

- High rates of persons in poverty and with incomes below the LMI standard
- High proportion of renters
- Predominantly older, single family housing stock
- Housing quality deterioration and low housing values
- Lack of jobs in the neighborhood
- Residents who experience a variety of impediments to obtaining and keeping a job
- Significant concerns on the part of residents regarding crime, housing quality and the extent to which people are willing to be involved in improvement efforts
- High percentage of low income and low/moderate income households
- Dependence on public benefits programs specifically SSI/SSDI which suggests a high degree of disabilities among residents

Within the overall context of neighborhood concerns and challenges, we asked residents about their level of satisfaction and their long term intentions about **staying in the neighborhood**.

Residents' Future Plans



As the graph indicates, a significant percentage (56%) of residents indicated that they are happy living in the neighborhood and intend to stay for the next five years. An additional 13% of residents said they were happy but would likely move within the next five years. Nearly a third of residents (30%) said they were unhappy living in the neighborhood with most indicating that despite their unhappiness they were likely to stay for the next five years. The survey results show that while the neighborhood has challenges, it also has numerous assets upon which to build a revitalization effort. Not the least of these assets is the core of residents who like the neighborhood and intend to stay.

Opportunities for Housing and Economic Improvement: The proposed NRSA presents many opportunities for housing and economic improvement based on its location, commercial and residential attributes, and the commitment of community stakeholders and neighborhood residents. **Key strategic advantages** include:

- Location of the neighborhood on a major thoroughfare that functions as a primary gateway to the City's downtown commercial district;
- A small business community comprised of 104 retail sales, retail services, office, and other commercial establishments along with nine manufacturing and assembly facilities;
- Quality of life features including 16 churches, fraternal organizations, schools, parks, and playgrounds;
- Community perception that the area is pedestrian-friendly and offers a variety of commercial and recreational opportunities;
- Involvement of Sheboygan Neighborhood Pride including their efforts to establish the Gateway Neighborhood Association to address issues in the are including and surrounding the proposed NRSA;
- Ongoing efforts by the Sheboygan Police Department to implement community oriented policing strategies in the target area;
- Efforts by the City of Sheboygan to intensify code enforcement and housing rehab assistance efforts in the target area; and
- Growing interest on the part of nonprofit organizations and other entities in assisting the overall revitalization effort.

Potential Barriers to Improvement: The NRSA planning process has brought together diverse organizations to focus on the problems and opportunities presented in the targeted neighborhood. This has increased interest in collaborating to address critical issues. An example is a proposed plan by Plymouth and Sheboygan United Way to conduct the initial, pilot-test phase, of their new Youth Assets Initiative in the proposed NRSA. At the same time, the Stakeholder Committee and the City of Sheboygan Department of Planning and Development recognize that there will be potential challenges to the successful completion of the NRSA. First, the adequacy of resources is the first potential barrier. While the enhanced funding flexibility afforded by the NRSA designation will allow more outcome-focused utilization of CDBG resources, no additional HUD funding is envisioned at this time. Therefore, it is more than likely that only a portion of the needs identified in the NRSA can be addressed with available resources.

The second potential challenge is the need to coordinate the efforts of various City departments, nonprofit organizations, businesses, and residents interested in improving the neighborhood. Ensuring that revitalization efforts take full advantage of available resources in a way that maximizes resources and eliminates duplication of effort is a high priority. Good communication and ongoing collaboration will significantly enhance revitalization efforts and provide a template for efforts in other Sheboygan neighborhoods.

The third possible challenge is involving residents in an ongoing and substantive way in revitalization efforts. When surveyed, 44% of neighborhood residents identified "People don't get involved in efforts to improve the community" as one of the area's main problems. Sheboygan Neighborhood Pride, an organization formed to support resident organizing at the neighborhood level, has also experiencing difficulties in getting residents to attend meetings and participate in improvement activities. To some extent, this reflects the nature of the area in terms of high renter-occupancy and high residential mobility. However, low participation may suggest that organizing strategies may need to be adjusted to respond to the neighborhood's unique needs and interests.

(4) Housing and Economic Opportunities

The Stakeholder Committee and the residents of the proposed NRSA provided input into the formation of goals and objectives for the proposed Neighborhood Revitalization Strategy Area. These goals will function as a

neighborhood plan and will organize the efforts of the City of Sheboygan, nonprofit organizations working in the NRSA, and neighborhood residents over the next three to five years. The plan will be modified as necessary to reflect both progress and emerging needs. Annual performance reporting will track accomplishments and identify areas requiring additional planning and/or resources.

Goal 1: **Significantly improve the quality of housing through enhanced code enforcement and investment in housing maintenance and rehabilitation.**

Objectives:

a. Continue intensified efforts of the Department of Planning and Development, Building Inspection Division to identify residential building code violations to be remediated by property owners.
b. Increase utilization of the Owner-occupied Loan Program and the Rental Rehabilitation Loan Program to address housing maintenance and/or rehabilitation needs of qualified neighborhood residents.
c. Establish a new program of forgivable loans for small landscaping and exterior (façade) improvements to residential units eligible to owner-occupants who remain in their property for five years.
d. Work with the Sheboygan County Landlord Association and key community organizations to provide information to landlords regarding the NRSA, code enforcement processes, and available loan resources for maintenance and/or rehabilitation.

Goal 2: **Improve the economic wellbeing of the neighborhood by encouraging business development that will generate jobs for residents.**

Objectives:

a. Utilize the Economic Development Loan Program to encourage the expansion of existing businesses that will generate new jobs for neighborhood residents.
b. Implement information and outreach strategies to encourage area employers (in and around the proposed NRSA) to hire workers from the neighborhood.
c. Support efforts to provide information and access to neighborhood residents regarding employment resources that could address critical employment barriers such as lack of job skills, child care, and transportation.
d. Work with the Chamber of Commerce and other entities to conduct entrepreneur education workshops to encourage the development of new small businesses, including home-based child care.

Goal 3: **Improve the quality of life in the neighborhood through efforts to improve public safety and increase community involvement.**

Objectives:

a. Support the development of the Gateway Neighborhood Association as the vehicle for resident involvement and crime prevention.
b. Work with public and private entities to reduce criminal activity and improve public safety.

c. Collaborate with Sheboygan and Plymouth United Way to conduct the Youth Assets Initiative in the NRSA to assess and address youth needs.
d. Implement planned NRSA improvements using a sector approach that will maximize impact and generate community interest and commitment in long term neighborhood improvement.

Goal 4: Continue to invest in City infrastructure within the NRSA.

Objectives:

a. Upgrade and enhancement of streets, sidewalks, and street lighting.
b. Support improved pedestrian and bicycle connections among neighborhoods and to the City central business district.
c. Encourage the expanded use of schools as community centers.

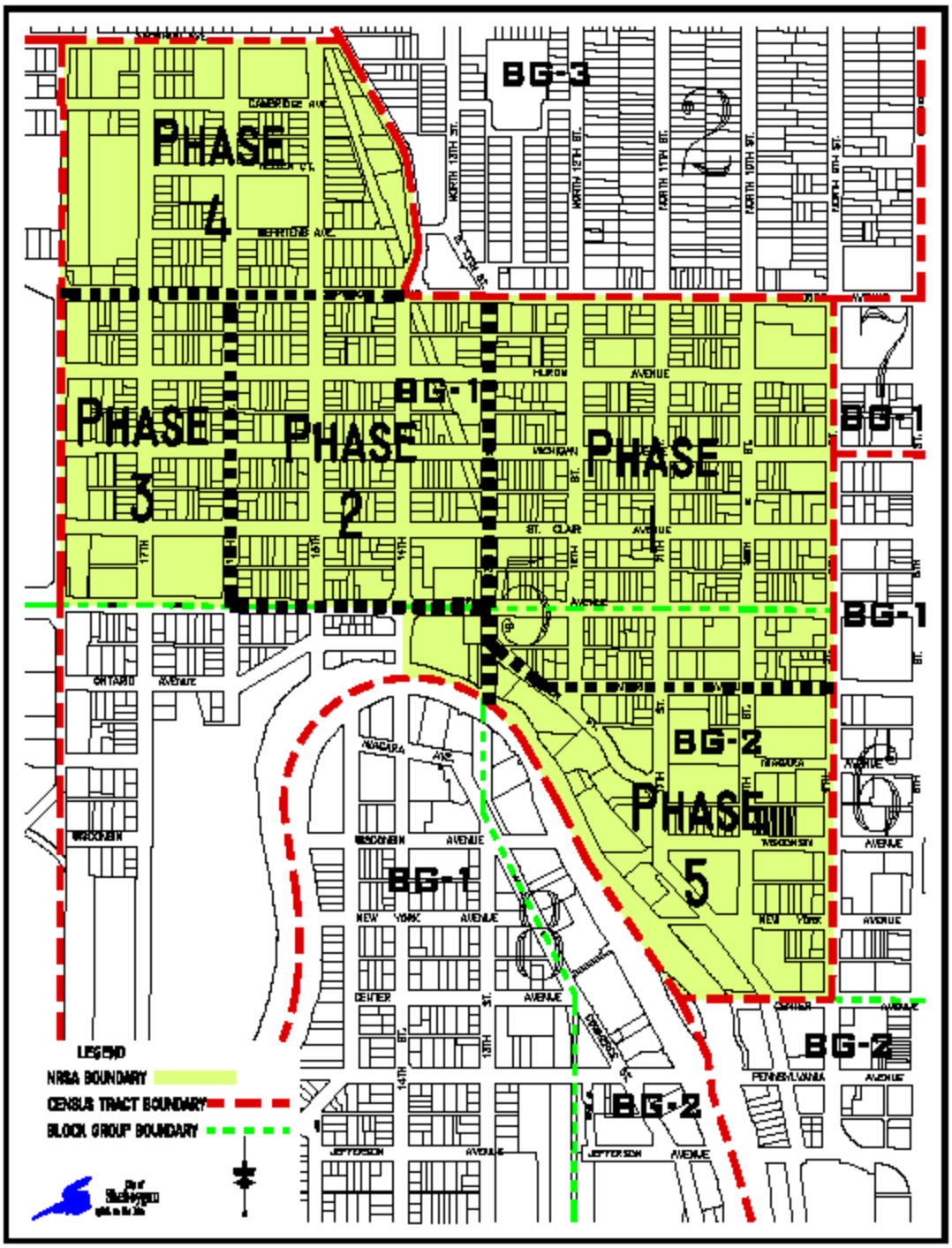
(5) Performance Measurements

NRSA Goal	1 Year Outcome	5 Year Outcome
1. Significantly improve the quality of housing through enhanced code enforcement and investment in housing maintenance and rehabilitation.	• Increase in the number of code violations that are successfully remediated by up to 10% over 2008 level • Establishment of the residential façade/yard forgivable loan program and completion of a minimum of 5 loans in the Phase 1 NRSA sector[5] • Increase in utilization of the Owner-occupied Loan Program and the Rental Rehab Loan Program by 3 additional loans • One information meeting conducted for NRSA landlords regarding code enforcement and improvement resources	• Improved housing quality as evidenced by code violation data, observation, and resident survey • 45 residential façade/yard forgivable loans made and improvements completed • 15 additional loans made using the Owner-occupied Loan Program and the Rental Rehab Loan Program and improvements completed • Annual informational meetings and/or other informational outreach efforts conducted with NRSA landlords
2. Improve the economic wellbeing of the neighborhood by encouraging business development that will generate jobs for residents.	• 2 new business start-ups and/or expansions completed resulting in a minimum of 5 new jobs • Completion of 1 entrepreneur education workshop, potentially focusing on home-based child care • 1 neighborhood employment opportunities/resources fair conducted	• 10 new business start-ups and/or expansions completed resulting in a minimum of 25 new jobs • 5 neighborhood employment events and/or outreach activities conducted

[5] Implementation of several of the NRSA activities will be concentrated in specific NRSA sub-areas in a staged or phase-in manner as depicted in Attachment A.

3. Improve the quality of life in the neighborhood through efforts to improve public safety and increase community involvement.	• Viable Gateway Neighborhood Association established as evidenced by 2 successful community events or projects involving a minimum of 40 residents • Measurable improvement in residents' sense of public safety as measured by community outreach and/or neighborhood survey over 2008 level • Continuation and enhancement of support for CDBG-funded public services	• Sustainable Gateway Neighborhood Association • Improved quality of life as measured by neighborhood resident survey
4. Continue to invest in City infrastructure within the NRSA.	• Completion of street, sidewalk, street lighting, or park improvements in one targeted NRSA sector • Completion of a project to enhance pedestrian and/or bicycle access to the central business district	• Completion of improvements in each of the five NRSA sectors • Completion of 5 projects to enhance pedestrian and/or bicycle access to the central business district

Attachment A


BG-3
PHASE 4
PHASE 3
PHASE 2
PHASE 1
PHASE 5
BG-1
BG-2
LEGEND
NRSA BOUNDARY
CENSUS TRACT BOUNDARY
BLOCK GROUP BOUNDARY