McCarty
Burlington
Neighborhood

Walk in the Park

A Marketing Plan to
Reinvigorate Aurora's
McCarty Burlington Neighborhood

Jenette Sturges
Leadership for Social Change
Spring 2012

McCarty
Burlington
Neighborhood

EXECUTIVE SUMMARY

The McCarty Burlington Neighborhood on Aurora's near east side suffers from a series of community, infrastructure, sustainability and safety issues negatively affecting the quality of life of the community's largely working class Latino population. As a result, property crimes are high, homeownership rates are low, and families struggle to gain an economic and social foothold in the city, while the neighborhood's two main demographic groups remain socially segregated. One possible solution to these myriad issues is the reestablishment of the McCarty Burlington Neighborhood Board and the update and implementation of the McCarty Burlington Neighborhood Action Plan, which was drafted in 2007 but never adopted by the city of Aurora. The plan identifies 32 areas of need, called Action Steps, from better street lighting to increasing the homeownership rate, identified by residents and outlined for implementation through collaboration between residents, the city, local institutions and non-profit organizations. Were the plan adopted and followed, the likely result would be increased political power, and as a result, improved economic standing and general quality of life resulting from an increase in individuals' investments and property values that would make the McCarty Burlington neighborhood a more desirable home for diverse communities.

NOTE

Appendix A included with this marketing plan are excerpts from the MCarty Burlington Neighborhood Plan, drafted in 2007, which includes specifics on Action Steps residents wanted to see addressed.

1.0 BACKGROUND, PURPOSE AND FOCUS

Background

Though it is in fact the oldest residential site in Aurora, the McCarty Burlington Neighborhood, 175 years after its establishment, is undergoing something of an identity crisis. The largely Latino neighborhood – a 2007 estimate of 86 percent of residents identifying as Hispanic or Latino was probably low at the time, and has since risen -- has always been home to waves of working class immigrant populations, but as the neighborhood and its infrastructure has aged, residents have fallen behind economically. The average household income of McCarty Burlington households was $43,814 in 2007, far less than the citywide average of $70,489. In 2011, 79 percent of all children at the neighborhood's elementary school met federal guidelines for free lunch eligibility. Fewer than half of homes in the neighborhood were owner-occupied in 2007, and McCarty Burlington residents suffer from the negative consequences of living in the densest part of the city, with small, 25-foot lots and an average household size of 4.33 residents per household. Despite average small sizes, the average home in McCarty Burlington houses one more resident than the average household in Aurora, which has an average household size of 3.07 residents per household. The results of low rates of owner occupancy and high overcrowding have proven deadly. The worst fire in a century took the life of six residents in June 2011 when a poorly designed apartment building caught fire in the early morning hours, trapping residents on upper floors. More commonly, low property standards have resulted in a high rate of crime against property, including vehicle thefts and home burglaries. Meanwhile, though crime is typically petty in nature, McCarty Burlington has not yet shaken its image as a violent and dangerous place. Throughout the 1990s and early 2000s, the neighborhood experienced severe gang activity and violent crimes including murder were commonplace. Though law enforcement initiatives, including an effective Weed and Seed program that ended this year have been effective in brining violent crime down to rates comparable to Naperville's, the history of crime, paired with a lack of economic opportunity has kept many residents from permanently settling down in McCarty Burlington.

Purpose

Improve the quality of life for and foster a sense of community among the residents of the McCarty Burlington Neighborhood.

Focus

Re-establish the McCarty Burlington Neighborhood Board, then update and adopt the McCarty Burlington Neighborhood Action Plan. This focus is built on the rationale that a plan identifying issues and possible solutions already exists, thus saving a significant expense and giving direction early on to participating residents. This plan also has the greatest funding appeal to the city, which has already invested into its initial design, and thus, has incentive to see it fulfilled.

2.0 SITUATION ANALYSIS

Strengths
■ City as already invested significant funds, and thus is likely to offer support through Aurora Neighborhood Council and Neighborhood Redevelopment Department
■ Step-by-step McCarty Burlington Action Plan already exists for the neighborhood
■ Large population means large potential pool of brainpower and human (though not necessarily monetary) resources

Weaknesses
■ Action Plan includes steps for neighborhood improvements, but not steps for establishing an organizational framework, i.e. how to get the group reinstated, how to recruit block captains or leaders, etc.
■ Requires building up a group of involved participants, which the neighborhood has historically lacked (see below)
■ Thusfar, lack of interest from Alderman (will try again)

Opportunities
■ Multiple nonprofit organizations are already operating within the McCarty Burlington neighborhood that can provide collaboration, direction and brainpower
■ Recent increase in CDBG funds for the city of Aurora

Threats
■ Possibility that city funding won't be available for projects the community would want to achieve
■ Apathy from other necessary city/community leaders

Further, the 2007 focus groups that were used in the drafting of the McCarty Burlington Action Plan conducted a SWOT Analysis for the neighborhood as a whole and found the following:
(Note: Items for which the formation of a neighborhood group might have a direct effect are italicized)

Strengths
■ Sense of community or heritage
■ Active groups
■ Diversity
■ Architecture
■ Infrastructure, including neighborhood schools and near-by public transportation
■ Fox River
■ Community facilities

Weaknesses

- Lack of participation in community events and volunteerism
- Divisiveness of language barrier and possibility of gentrification
- Parking issues, including near the Aurora Transportation Center, and on the streets
- Lack of adequate daycare
- Lack of confidence in or knowledge of government processes
- Absentee landlords and a lack of owner-occupied housing
- Zoning and code enforcement issues

Opportunities

- Large population means potential for a louder voice
- Masonic Temple
- McCarty Park

Threats

- Lack of economic development (people wanted stores that offer a wider variety of goods)
- Schools, inadequate funding, poor management and lousy test scores
- Taxes
- Police satellite station leaving the neighborhood
- Crime
- Gangs

Past or Similar Efforts

McCarty Burlington was the fifth of Aurora's neighborhoods to go through the Neighborhood Planning Initiative, which included drafting the Action Plan in 2007. Most similarly, the Light of the Community Neighborhood, immediately to the east of McCarty Burlington, underwent the same Neighborhood Planning Initiative process. The neighborhood has many of the same issues, but does maintain organization and a presence on the Aurora Neighborhood Council. This is a potential model for the initial work of establishing the neighborhood organization.

3.0 TARGET MARKET PROFILE

Size

The McCarty Burlington Neighborhood as a whole included 14,424 residents, according to a 2007 count. The actual number is likely larger, given population growth and the difficulty of getting an accurate count in the largely Spanish-speaking neighborhood with a significant number of recent migrants. With such a large population in mind, segmenting the target market is particularly crucial.

Demographics, etc.

Bilingual residents and business owners –The language barrier between English- and Spanish-speakers is often problematic and segments the population. To overcome this challenge, we aim to target bilingual residents and business owners. This population is well-positioned to be able to interact with the city government, which conducts major business in English, and to communicate with Spanish-speaking neighbors, who can then be incorporated more fully into meetings and activities.

Stage of Change

The low-hanging fruit in organizing a neighborhood group are those people that already have an interest in or commitment to improving the neighborhood in which they live and work, rather than encouraging people to take an interest or to commit. With that in mind, the following segments are likely to want to get involved:

McCarty Burlington homeowners – they have a financial incentive in improving the neighborhood, which will in turn improve their home values.
Potential downside: there are few of them. Fewer than 50 percent of homes in McCarty Burlington are owner-occupied. According to 2007 data, 1,607 households were owner-occupied.

McCarty Burlington residents, either homeowners or renters, with children – they are likely to want to see improvements in the neighborhood for the sake of offering a better environment for their children to grow up in.
Potential downside: Given the state of the school system, concerned parents may be likely to move if given the opportunity, i.e. if affordable housing is made available in another district, or if their improved economic status allows them to move. In a 2007 count, there were 3,329 households in McCarty Burlington. According to Census data, at least 45 percent, or just under 1,500, are households with children, though this figure is likely low.

McCarty Burlington business owners – financial incentive, a stronger local economy contributes to their profit margin.
Potential downside: Many are not necessarily residents of the neighborhood. May be likely to sign on, but may have limited involvement.

4.0 MARKETING OBJECTIVES AND GOALS

Objectives

Behavior: Come to neighborhood meetings and events

Knowledge: Neighborhood meetings are held the first Thursday of each month, at 7 p.m. at the Fred Rogers Community Center. They are bilingual, and you can bring your kids.

Belief: Neighborhood meetings benefit the neighborhood and the people who live there. They force representatives to help improve the neighborhood. They help connect residents to activities and services they want and care about. They are enjoyable, rather than just time-consuming, and are well worth the one-hour a month invested.

Goals

Behavior: Get 80 residents to the first meeting. (That's 1 percent of all adults in the neighborhood, aged 20-64) Eight residents will decide they want to get involved as leaders.

Knowledge: Give residents five impressions alerting them to the meeting's time, date, location and purpose. (For example, a flier distributed to a home is one impression. Add a reminder postcard, a notice in the Second Ward summer mailing, postings in neighborhood church bulletins, a reminder sent home from schools, and a reminder on the sign of the community center the week before.)

Belief: Within a year, 800 people will know about the neighborhood group and generally have a positive opinion of it.

McCarty Burlington Neighborhood

5.0 TARGET MARKET BARRIERS, BENEFITS AND COMPETITION

Barriers

There may a number of barriers to increasing participation in community meetings and events in a working class neighborhood made of families. Meetings require a time commitment, so it will be important to keep any meetings brief as well as useful and, possibly, fun. Families with children will benefit from on-site childcare, which can even be leveraged into encouragement to further participate – for example, while adults attend to the meeting, children could be encouraged to draw their favorite thing in their neighborhood. Language barriers for Spanish-speakers can be overcome with translation, and with meetings held in both languages. Apathy in a neighborhood that has historically seen low turnout at previous meetings can be overcome by showing residents examples of personal benefit, so early Action Items should concentrate on items that give residents a tangible improvement.

Benefits

The benefits of neighborhood groups can far-reaching, and our purpose "Improve the quality of life for and foster a sense of community..." reflects that. However, the ultimate benefits residents derive will depend largely on those projects the group chooses to pursue. For instance, pursing Action Items such as "Coordinate with East Aurora School District 131..." could improve education among children, and ultimately, property values should the perception of the school district improve. Pursuing a soccer field and creating a consolidated activities calendar could improve residents' health. All of these things contribute to quality of life. Initially, in the formation stages of the neighborhood group, the major benefit to emphasize will be giving the community a voice to its local government to address concerns.

Competition

The major competition the McCarty Burlington Neighborhood will face are the demands placed on struggling working class families. On weekday evenings, families can be at home or work, making dinner, doing homework, watching television (a common and inexpensive form of entertainment few would willingly give up, though they derive such little pleasure from it), working second jobs, or entertaining. A neighborhood meeting must compete against routine behaviors. If the behavior objective is 'Come to a neighborhood meeting,' the competing behavior is often 'Staying home to get things done, to care for others, or to relax,' and it is a message delivered by family.

Beating the competition, then, could involve co-opting the competition. The McCarty Burlington Neighborhood Group could increase the benefits of the target behavior (coming to meetings) by showing their value to the family unit, and decrease the barriers by making the meetings family-friendly, even family-centered with activities that include children, teens and adults at various stages of life.

6.0 POSITIONING STATEMENT

We want the residents of the McCarty Burlington Neighborhood to see community involvement and organization as a source of pride and a path to greater individual economic stability, and as more important and beneficial than complacency.

7.0 MARKETING MIX

Product

Core Product
- Improved Quality of Life for the residents of the McCarty Burlington Neighborhood, with an emphasis on safety, sustainability, infrastructure and involvement.

Actual Product:
- Adopt the McCarty Burlington Neighborhood Board and its Action Plan.

Augmented Product:
- Pamphlets (bilingual) delivered to residents alerting them to organizing efforts and how organization would benefit them, and what they need to do (attend a meeting, sign a petitions, etc.)
- Signage at the main entrances to the neighborhood (Potential sites include High Street at the Burlington RR Tracks, Galena Boulevard at Lincoln Avenue, Benton Street at Lincoln Avenue, Lincoln Avenue at North Avenue, Union Street at North Avenue, New York Street at Smith Street, Claim Street at Smith Street, and Front Street at Woodruff Street.)
- Website, Facebook page, Twitter feed and other social networking outlets (bilingual)
- Community meetings/forums

Price

- Time: Make events, including planning sessions and meetings family-oriented, so that parents can think of activities as quality time spent with children, and so they don't have to worry about getting a sitter. (Bonus: gives younger residents a connection and sense of ownership in the neighborhood)
- Energy/Frustration: Involve local politicians (Weisner, Chapa LaVia, Holmes, Garza) early in the process to lend credibility to the neighborhood program. Go after the quick wins and items with a large visual effect (like signage) early on to lend credibility, familiarity and pride to successes.
- Social discomfort (for Spanish-only and English-only residents) / Fear (for undocumented residents):
- Monetary Costs and Benefits: One function of the neighborhood group would be to encourage residents to keep homes in good repair and with curb appeal. Publish information about resources that are available to individual homeowners. Offer clinics or drop-in hours so residents with home upkeep problems can talk to someone in their neighborhood about how to get the cash to fix a broken window, or install smoke/carbon monoxide detectors. Make block leaders aware of the different programs and application processes so they can disseminate information. More strictly enforce codes, so that residents

not meeting the codes will face a penalty that is more expensive than simply correcting the infraction. Include information on repair incentive programs with city infraction notices.

- Nonmonetary Benefit: Small signs or window stickers for homes in which residents participate in meetings or social events (Kotler, Lee 232)

Place

- Sites for Meetings: The Fred Rogers Community Center offered a space until its recent purchase at the East Aurora Magnet School. Space could still possibly be reserved at the facility, but acoustics are often an issue. The Masonic Temple offers an opportunity, depending on its status in the courts and probability for a rehabilitation grant.
- Organizing in schools, churches, social clubs:
- Building new sites: Creating a soccer field, a community garden, a park on the south side of the neighborhood, signs at neighborhood entrances.
- Door-to-door: for disseminating information, petitions, etc.
- Temporary shops: Empty storefronts provide the possibility for community-based shops that offer needed services. A beautification committee could bring in a low-cost flower sale in the spring. Another organization could offer a tool rental or borrowing program.

Promotion

- Bilingual pamphlets delivered door to door
- Signs at the major entrances to the neighborhood to bring about name recognition

8.0 EVALUATION PLAN

Ultimately, the adoption of the McCarty Burlington Action Plan and the revitalization of the McCarty Burlington Neighborhood Group both aim to improve to quality of life of the residents of the neighborhood. Whether or not those goals will be achieved, then, will be reflected in official measurements of the community, such as when the Census finds more residents owning their own homes, or when the number of children eligible for the federal free and reduced lunch program begins to drop – both indicators of improved economic standing.

Arguably, those are two impact measures to watch, but they are hardly enough to determine whether efforts at neighborhood organization are effective. For one, those figures are measured, at best, yearly, but more likely only every three to ten years. Further, many different factors, including a simple uptick in the overall economy, can affect them.

In addition, monitoring and evaluating the progress of the McCarty Burlington Neighborhood Group should also involve output and outcome measures that quantify our reach to residents and their participation.

Output Measures
■ Number of Materials Distributed: Bilingual pamphlets alerting residents to the formation of the group, the next meeting, and programs available to them. Any signs posted to the neighborhood's entrances. Signs awarded to 'Neighborhood Partner' homes.
■ Reach and Frequency: At last count, there were 3,329 households in the McCarty Burlington Neighborhood. One goal would be to reach every household at least twice, alerting them to early organizing meetings.

Outcome Measures
■ Meeting attendance: A quick, quantitative measure of how many people show, which would be conducted at each meeting. In addition, sign-in sheets would collect contact information.
■ Home improvements: More qualitative surveys of those who attend meetings, take advantage of programs, or otherwise interact with the neighborhood group could ask residents about their home and neighborhood improvement activities, including what they've done, what they want to do, major barriers, etc.
■ Neighborhood projects: Did we build a new park? Successfully lobby for street improvements? Hold an open house at the nearby schools or churches?
■ Action Items: The McCarty Burlington Neighborhood Plan lists 32 Action Items identified by residents and consultants, with specific tasks outlined for each Item. Though the list needs to be updated, it effectively provides a checklist for what the community hopes to achieve.

McCarty Burlington Neighborhood

9.0 BUDGET

A first-year budget would concentrate on establishing the core group participants, and promoting the neighborhood group, along with any "quick wins" outlined in the Action Plan.

Product-related
Minimal. For instance, one "quick-win" in the Action Plan – "Develop, continually update, and publicize a calendar of all community activities and venues offered by local schools, churches, the City, park districts, and other groups" – could require printing costs and/or the cost of website hosting.

Price-related
Moderate. Recognition program signage. For instance, the "Neighborhood Partner" program would need signs produced.

Promotion-related
Moderate. The majority of costs would be promotion-related, from fliers alerting residents to meetings, to maintaining a website that allows residents to interact and learn more about the resources available to them.

Possible funding sources
- City grants. Including, perhaps, a portion of Aurora's Community Development Block Grant funding
- Partnerships with nonprofit organizations. Projects that could involve both members of the neighborhood association and other organizations – for instance, enhancing landscapes in front of rehabbed homes – could be funded by a split between the neighborhood group and the nonprofit.
- Ward Funds. The neighborhood lies entirely in the Second Ward, where Alderman Juany Garza has previously used ward funds for projects like the rehabilitation of McCarty Park and upgrading fences at private homes on major thoroughfares.

McCarty Burlington Neighborhood

10.0 IMPLEMENTATION PLAN

Task	Lead	Timeframe	Why
Attend ANC meetings, meet with other neighborhood organizations	Jenette	June thru August, 2012	Work with experts to learn about available resources, what has worked and hasn't worked in other neighborhood groups
Develop social networking pages and promotional fliers/pamphlets	Jenette, city staff	August, 2012	Promote meeting attendance, give residents a place to start interacting and a central site for information
Hold informational meeting(s)	Jenette, city staff, other volunteers that can be mustered	October, 2012	Find potential community leaders
Elect/appoint representative to ANC, other neighborhood leaders	Residents	Fall, 2012	Establish leaders and decide on responsibilities
Establish regular meetings	Residents, new leadership	Fall, 2012	Gather more resident input
Update/adopt McCarty Burlington Plan	Leadership, city council	Winter, 2012-13	Give the neighborhood a solid plan for improvement, establish neighborhood in city structure
Prioritize Action Plan and start working on the first set of Action Items	Residents, new leadership	Spring 2012	Give neighborhood some "quick wins" to spur excitement

The Aurora Neighborhood Planning Initiative was designed to provide residents and other local stakeholders with a community-based planning approach to improving the City as a whole and its distinct neighborhoods. As a result, the neighborhood has been preparing itself to assume responsibility for certain aspects of developing and implementing the Neighborhood Action Plan.

Organizational Structure

To create a strong foundation for the McCarty Burlington Neighborhood Action Plan, an Organizational Framework has been developed to capitalize on existing human capital (i.e. the skills, knowledge, and expertise of residents, business owners, and other local stakeholders) to build upon the work of existing neighborhood organizations. These resources will be key participants in a new network of Task Force(s) that will be responsible for implementing the Action Steps designed to address the neighborhood's key issues (see next chapter for more information on the Action Steps and the implementation process). As illustrated in Figure 26 on page 31, the Task Force(s) collectively form the McCarty Burlington Neighborhood Board.

Public participation was a major element of the neighborhood planning process (above) and will continue to play a significant role in implementation of the Neighborhood Action Plan.

While the Organizational Framework builds upon the neighborhood's existing human capital, it also allows the neighborhood to cultivate untapped skills and collaborate with the City to more efficiently manage available resources. In addition to the ANPI planning efforts, the McCarty Burlington Neighborhood is currently served by three active neighborhood groups: Making A Difference (MAD), Near South East Neighbors (NSENA), and South East Neighbors (SENA). These organizations participated in the ANPI planning process and will prove to be valuable assets to the implementation of the Action Plan. The Aurora Neighborhood Council (ANC), a neighborhood-focused roundtable discussion group, will also play a significant role in the implementation process. City staff and the City Council will provide other valuable resources throughout the implementation process. Figure 23 provides a general description of the ANC and its functions.

Figure 23: General Overview of the Aurora Neighborhood Council (ANC)

Aurora Neighborhood Council

The Aurora Neighborhood Council (ANC) is a roundtable discussion group in which neighborhood related policies and issues can be evaluated in a mutually supportive setting to develop viable and comprehensive solutions.

As an important resource for neighborhoods participating in the ANPI process, the ANC provides a forum for neighborhoods to gain insight and guidance from each other, particularly on issues that may share common solutions.

Functions of the ANC include (but are not limited to):

☐ Receive and review input from neighborhood groups that may be directed to by City departments/officials

☐ Develop solutions within the multi-disciplinary group to ensure thorough evaluation and rationale

☐ Encourage active and regular input from neighborhood residents and organizations to ensure priorities, plans, and solutions are community-based

☐ Formulate comprehensive solutions for issues that are widespread and have frequent occurences affecting multiple neighborhoods

☐ Make recommendations to the City Council on ANC-sponsored amendments to municipal codes or policies

* ANC Membership: 4 residents at-large + 1 representative from each ANPI neighborhood (1 selected individual or rotated)

Like any other physical or organizational structure, a neighborhood requires ongoing management and maintenance. Even though the City and the ANC can play a significant role in implementing many plan recommendations and monitoring their progress, ultimately it is the residents and other local stakeholders who must make a strong commitment to hold themselves and the City accountable.

Task Areas & Task Force(s)

Plan participants and the Leadership Team are sensitive to the resources offered by the City and existing neighborhood organizations. Rather than duplicate the work of these organizations, the hope is to gather interest from and recruit community-minded and resourceful residents and stakeholders to form a group of Task Force(s) that are designed to address the neighborhood's key issues identified during the planning process. The four Task Areas that provide focus to the implementation of the McCarty Burlington Neighborhood Action Plan are described in Figure 25. The duties of the Task Force(s) are listed in Figure 24.

Figure 24: Task Force Duties

- ☐ Initiate implementation steps to address priority issues as outlined in Chapter 4

- ☐ Report to neighborhood groups and the ANC regarding progress, obstacles, and activities

- ☐ Maintain a cooperative relationship with City staff that allows for collaborative work and successful lobbying to City leaders

- ☐ Explore all avenues for neighborhood improvement relative to the Task Force focus (i.e. employ an attitude of "thinking outside the box")

- ☐ Promote the work of the Task Force to recruit new members and expertise

Figure 25: General Overview of the Task Areas

Task Areas & Task Force(s)
To implement the Neighborhood Action Plan

The intent of the Task Force(s) is to maintain a system of community-led meetings to sustain the momentum from the ANPI process and translate the planning efforts into action. It is also important to continually attract new Task Force members and raise heightened awareness of the work and progress of the Task Forces.

The Task Force(s) can also collaborate with other neighborhood organizations to lobby the City and act as a "community watchdog" to track the work and progress of the City in addressing the neighborhood's issues.

The Task Force(s) work together to provide a stronger voice for the McCarty Burlington Neighborhood at all levels of government.

Figure 27 at the end of this chapter summarizes the Action Steps that pertain to each of the 4 Task Areas (see right for descriptions).

The **Community Involvement/Awareness (CI) Task Area** focuses on the implementation of Action Steps designed to ensure that neighbors interact with each other in a friendly environment, stay active in helping or improving the community, and have a unified voice within the community.

The **Community Facilities (CF) Task Area** focuses on the implementation of Action Steps designed to ensure that neighbors have adequate access to community facilities and programs that provide opportunities for education, recreation, business, parking, and social services.

The **Community Sustainability (CSU) Task Area** focuses on the implementation of Action Steps designed to ensure that the neighborhood maintains a high quality of life. While steps such as homeownership assistance and coordinated public transportation help enhance the neighborhood's quality of life, other steps such as appropriate property maintenance and regulated gentrification also help keep the neighborhood affordable and sustainable.

The **Community Safety (CSA) Task Area** focuses on the implementation of Action Steps designed to improve safety and address the perceptions and incidents of crime in the neighborhood.

While each Task Force will work independently on the Action Steps which it is charged to address, they should periodically meet as a common group to provide each other with insights and suggestions on their planning efforts. They should also coordinate efforts to communicate their progress to the at-large community, which is outlined in more detail in Chapter 7: Tracking Progress. Communication of progress on addressing the neighborhood issues will help foster a sense of pride and accomplishment in the McCarty Burlington Neighborhood and potentially encourage other residents and stakeholders to join a Task Force to assist with neighborhood improvement efforts.

Since the Task Force(s) represent everyone in the neighborhood, it is important to note that the Task Force(s) allow the neighborhood to speak as a unified voice that can call attention to its diverse set of issues at the City and at higher levels of government. Task Force(s) are not limited in membership. All interested residents are encouraged to participate and may join more than one Task Force. Initial Task Force members volunteered to participate at one of the neighborhood meetings. In the end, the City will be encouraged to act on an issue raised and supported by all residents instead of just a few residents.

Upon approval of the Action Plan, the City will accept responsibility for the continued support of certain activities as described throughout this document. Additionally, the ANC will play a primary role in assisting the planning efforts of the Task Force(s) as needed. Acting as a council of resources and expertise, the ANC will provide assistance to the Task Force(s) if they face obstacles or are unsure of the appropriate course of action to address a particular issue. The figure below illustrates the distinct roles of and the cooperative relationship between the Task Force(s) and ANC along with City staff and elected officials.

Figure 26: General Structure of the Organizational Framework

City Staff
Upon request, will provide information & resources to ANC, NB's or Task Forces

Aurora Neighborhood Council (ANC)
ANC Objectives: Discuss City-wide issues, review reports from neighborhoods, initiate special projects & handle all neighborhood appeals
A1 A2 A3 A4 A5 A6 A7

Elected Officials
Upon request, will provide information & resources to ANC, NB's or Task Forces

Neighborhood Boards
A1 Bardwell Area Neighborhood
A2 Big Woods/Marmion Neighborhood
A3 Near West Galena Neighborhood

McCarty Burlington Neighborhood Board
Task Force Representatives
T1 T2 T3 T4
ANC Rep.
A5
Neighborhood Board Objective:
Make all major decisions for the neighborhood & handle Task Force appeals

Neighborhood Boards
A4 South East Villages Neighborhood
A6 Light of the Community Neighborhood
A7 Future ANPI Neighborhoods

Neighborhood Task Force 1
Residents   TF Rep.
R   R   T1

Neighborhood Task Force 2
Residents   TF Rep.
R   R   T2

Neighborhood Task Force 3
Residents   TF Rep.
R   R   T3

Neighborhood Task Force 4
Residents   TF Rep.
R   R   T4

Task Force Objective:
Work to achieve the goals as set forth by the Action Plan or any new goals as agreed upon by the Task Forces as a whole

Abbreviations: NB (Neighborhood Board); R (Residents); TF or T (Task Force); ANC or A (Aurora Neighborhood Council)
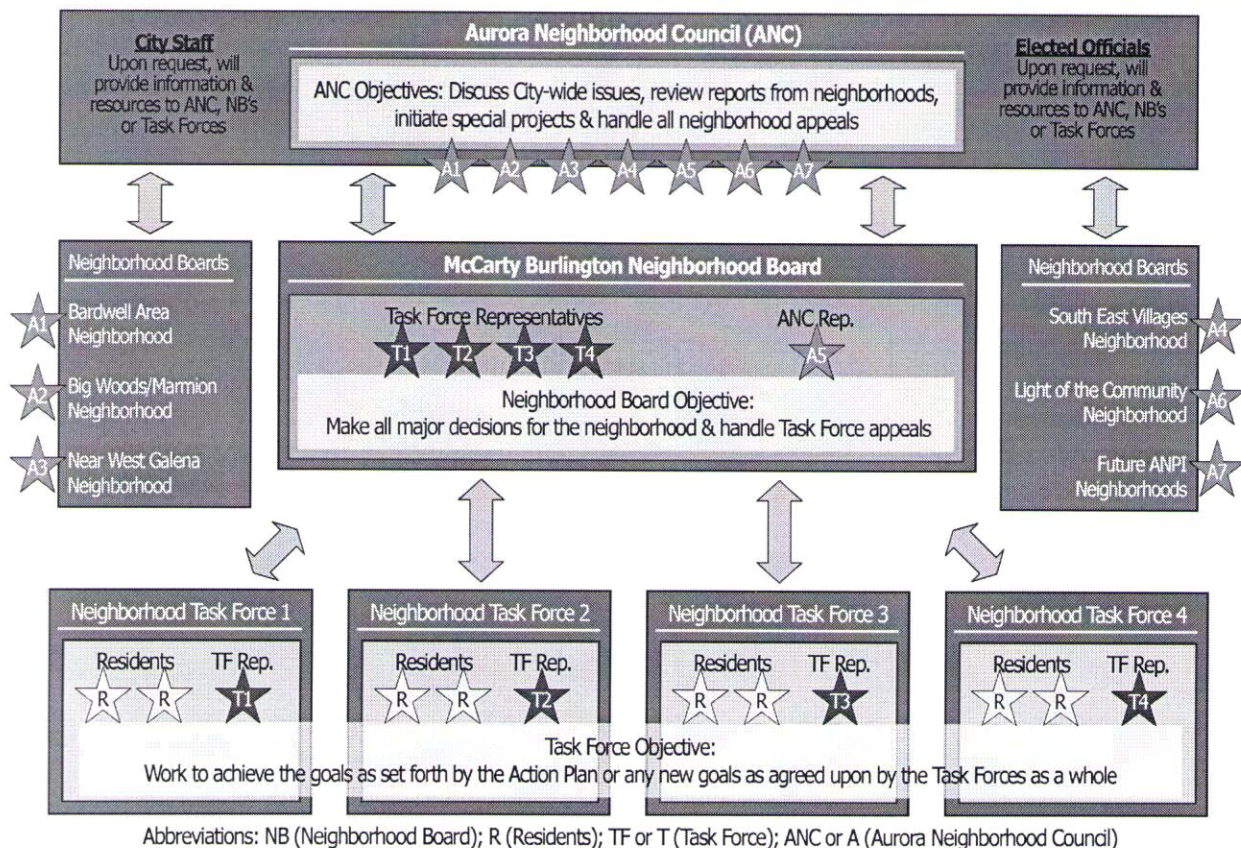
Figure 27: Action Steps pertaining to each Task Area

Task Area: Community Involvement/Awareness (CI)

The **Community Involvement/Awareness (CI) Task Area** focuses on the implementation of Action Steps designed to ensure that neighbors interact with each other in a friendly environment, stay active in helping or improving the community, and have a unified voice within the community.

ID	Action Step	Priority*
CI1	Continue to develop neighborhood youth activities programs to build mentoring relationships between neighborhood adults and youths, encourage youth leadership, and provide safe spaces for youth activities	High
CI2	Create a network of "block captains" throughout the neighborhood to act as the liaisons between different neighborhood blocks, the Task Forces, and the City	High
CI3	Educate the neighborhood on the availability of City, County, State, and Federal programs and relevant application processes	High
CI4	Continue to develop neighborhood language programs to break down the language barrier and better prepare neighbors for multi-lingual interaction	Low
CI5	Identify ways to engage the neighborhood's diversity and foster open dialogue across cultures	Low
CI6	Identify leadership within the neighborhood to encourage greater community participation	Low
CI7	Develop a neighborhood continuing education program that provides vocational training and teaches important life skills (e.g. job interviewing, personal finances, home buying, home care, etc)	Low
CI8	Organize social and recreational activities to encourage interaction among neighbors and building community pride	Low

Task Area: Community Facilities (CF)

The **Community Facilities (CF) Task Area** focuses on the implementation of Action Steps designed to ensure that neighbors have adequate access to community facilities and programs that provide opportunities for education, recreation, business, parking, and social services.

ID	Action Step	Priority*
CF1	Work with the City and its Motor Vehicle Parking System Division to develop a neighborhood parking plan that evaluates current parking conditions and needs and identifies solutions to improve parking	High
CF2	Coordinate with the City and relevant property owners to identify potential opportunities for redevelopment or re-use	High
CF3	Develop an inventory of parks, recreation facilities, and recreation programs to evaluate distribution, site conditions, and needs and identify recommendations for improvement	High
CF4	Develop, continually update, and publicize a calendar of all community activities and venues offered by local schools, churches, the City, park districts, and other groups	High
CF5	Develop an inventory of existing daycare facilities/services in the neighborhood and evaluate potential locations and opportunities for new or expandaded facilities/services	Low
CF6	Coordinate with City to determine potential re-uses of the Area 2 Police Facility after it is vacated by APD	Low
CF7	Coordinate with City and Department of Parks & Recreation to plan improvements to McCarty Park	Low

* See Chapter 6 for description of prioritization of Action Steps and detailed Implementation Worksheets for the High Priority Action Steps.

Figure 27 (continued): Action Steps pertaining to each Task Area

Task Area: Community Sustainability (CSU)

The **Community Sustainability (CSU) Task Area** focuses on the implementation of Action Steps designed to ensure that the neighborhood maintains a high quality of life. While steps such as homeownership assistance and coordinated public transportation help enhance the neighborhood's quality of life, other steps like appropriate property maintenance and regulated gentrification also help keep the neighborhood affordable and sustainable.

ID	Action Step	Priority*
CSU1	Coordinate with the City to educate the neighborhood about the City's property inspection program to ensure residents become familiar with property maintenance regulations and enforcement procedures	High
CSU2	Coordinate with local schools and East Aurora School District #131 to provide an open forum to better communicate the needs of students and their families	High
CSU3	Identify target property inspection areas and coordinate with the City to implement the property inspection program	High
CSU4	Coordinate with the City to educate the neighborhood about the City's rental property program and the Aurora Police Department's landlord training program to ensure residents and landlords become familiar with these programs, applicable regulations, and enforcement procedures	Low
CSU5	Coordinate with local realtors and other real estate-related organizations to develop a homeownership program that provides counseling and assistance	Low
CSU6	Work with the City to regulate gentrification in the neighborhood to foster a community with mixed income levels, diverse housing options, and a variety of businesses and services	Low
CSU7	Coordinate with the City to educate the neighborhood about down-zoning and its potential impacts	Low
CSU8	Coordinate with Pace and Metra to provide more public input into the development of routes & schedules	Low
CSU9	Work with the City to develop a neighborhood preservation program to offer incentives and recognition for preservation/restoration projects	Low

Task Area: Community Safety (CSA)

The **Community Safety (CSA) Task Area** focuses on the implementation of Action Steps designed to improve safety and address the perceptions and incidents of crime in the neighborhood.

ID	Action Step	Priority*
CSA1	Develop and maintain a lighting program to facilitate a well-lit and safer neighborhood	High
CSA2	Maintain regular contact between the neighborhood's block captains and the Aurora Police Department (APD) to encourage an open line of communication	High
CSA3	Coordinate with local social service organizations to provide information on assistance/rehabilitation programs for issues such as alcohol, drugs, domestic violence, etc	High
CSA4	Continue to implement nuisance abatement programs to resolve and deter crimes	High
CSA5	Develop a community safety information program to educate the community about crime prevention and mediation methods, particularly for gangs and drugs	High
CSA6	Coordinate with APD to maintain same frequency of police presence after it vacates the Area 2 Facility	Low
CSA7	Coordinate with APD to encourage potential for walking/biking patrols to enhance community interaction	Low
CSA8	Promote and utilize APD's community policing programs and the City's safety programs	Low