

Evanston Work Plan:

A plan of action created by the Evanston community for the Evanston community 2019 - 2029

Approved by:

Evanston Community Council - August 15, 2019

City Planning Commission - September 6, 2019

Economic Growth and Zoning Committee - October 1, 2019

City Council - October 2, 2019

Special thanks to these organizations for making the Evanston Work Plan possible:



THE PORT
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Serving "The Educating Community"

Mission Statement:

The Evanston Community Council is dedicated to the well-being of all residents and to the development of community through education, business, and spirituality.

Deliverables:

Return community based businesses, support education, grades K through K12, Evanston Employment Resource Center, Youth Programs, Secure funding to support Evanston Employment Resource Center and community programs, Beautification Program, Housing Stabilization, Senior Assistance Program.

Evanston Work Plan Forward:

During the Summer and Fall of 2018, the update to the Evanston Ten Year Plan kicked off with the Community conversations hosted and with Evanston residents and stakeholders. This research was supported by our community partners, Xavier Community (CBI) Building Institute and The Port. The purpose of the research, (Work Plan) was to measure the progress to enhance the Community Council's Ten Year Plan. The data showed that our Ten Year Plan from its 2013 inception was very much on target with our mission statement and its outline 10 deliverables.

While we are very much encouraged by the research results, it has surfaced some very important challenges to our community going forward. Growing concerns of Gentrification and its negative effects on the community, the need to aggressively push to retain affordable housing and to also protect our seniors and legacy home owners in the Evanston Community. In addition, developing ways to insure that we continue to work towards preserving our rich historical sites, community connections, developing of additional affordable housing, restoring the business district with African American participation, supporting our youth and continue to improve upon safety in our community. This Work Plan systematically lays out the way forward to address and implement The Ten Year Plan as Council moves forward.

Our many thanks to all the individuals that worked very diligently to provide the Ten Year Plan with direction forward.

The work of the Evanston Community Council will be conducted through our Committees.

The Community Council meets the third Thursday of each month at 6:30pm (except July) at the Evanston Recreation Center. We invite you to join!

Respectfully,

Dr. Gregory Stewart
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Evanston Community Council
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Evanston Ten Year Plan and Work Plan
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"Evanston Community Council is dedicated to the well-being of all residents and to the development of the community through education, business and spirituality."

Executive Summary

The Evanston Work Plan represents the priorities and collective vision for the future of the Evanston community. The timing of this planning process, which kicked off in the summer of 2018, is intentionally at the halfway point of the communities' last plan, the Ten Year Plan (2013-2023) which was led by the Evanston Community Council. The themes and priorities identified in the Evanston Work Plan build on the Ten Year Plan deliverables. The Evanston community is facing some significantly different pressures than it was in 2013, at which point the community was experiencing the multifaceted effects of the recession and the foreclosure crisis that followed.

Over the past several years the community has seen an influx in public and private investment, which has included investments in significant neighborhood assets, including schools, parks, and the recreation center, as well as new office and commercial investment along Dana Avenue. The neighborhood has also experienced both public and private investment in its historic housing stock and within its neighborhood business districts, including pivotal reinvestment in the Five Points District with the construction of St. Ambrose and the construction of senior apartments at Woodburn Pointe. Longtime residents are now facing both the positive and negative effects of new housing market pressures in Evanston. The Evanston Work Plan is an opportunity for residents to guide and benefit from reinvestment in the community that they have supported and called home for many years. The Work Plan is a plan of action created by the Evanston community for the Evanston community.

This planning process engaged more than 175 residents and stakeholders throughout the process of developing the priorities and goals of the Work Plan, through community conversations, attendance at planning meetings, and participation in the Work Teams. The Work Plan focuses on five key theme areas that surfaced as priority themes after a series of community conversations that were hosted by residents in the summer and fall of

2018. The five areas include Housing, Business Districts, Community Connections, Celebrating and Preserving Evanston, and Youth.

Community Conversation Insights:

Shaping a Housing Strategy:

The community values longtime residents and opportunities for quality housing in the neighborhood. As housing investment comes into the community and the housing market changes, Evanston residents want to ensure that current residents remain in Evanston.

Bringing Life Back to Business Districts:

Evanston residents want to see new investment and new life in the business districts, especially investment that supports businesses that serve Evanston residents.

Increasing Community Connections:

Evanston residents value social bonds and opportunities to connect with their neighbors.

Celebrating and Preserving Evanston:

Evanston residents want to celebrate and preserve the history and culture of the community that makes Evanston uniquely Evanston.

Supporting Youth:

Evanston residents want to make Evanston a great environment for youth and families.

The recommendations and goals included in this Work Plan were developed by Work Teams led by residents and key community stakeholders including schools, churches, the recreation center, community institutions, and area businesses. The Work Plan also includes an analysis of four key target areas, which includes short and long-term opportunity areas. Design recommendations for each of the target areas show potential redevelopment scenarios with uses and site configurations that would support the Work Plan recommendations. The goals for each Work Team are as follows:



Goal 1

SHAPING A HOUSING STRATEGY

Create a sustainable, mixed income neighborhood without displacement.



BRINGING LIFE BACK TO BUSINESS DISTRICTS

- Goal 2** Position commercial real estate to support a diversity of locally and corporately owned businesses that would be attractive to residents and where our community can work and thrive.
- Goal 3** Revive Evanston's Business Districts to preserve the rich culture and history of the community, reflecting education and the arts and promoting the community as a great place to live and work.
- Goal 4** The Woodburn Avenue and Montgomery Road corridors are transformed to look and feel like a beautiful place to live, work and play. Evanston provides a safe and attractive link between Norwood and East Walnut Hills, where Evanston residents and surrounding community want to gather.



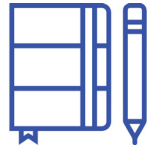
INCREASING COMMUNITY CONNECTIONS

- Goal 5** Evanston has regular community events that bring the entire community together throughout the year.
- Goal 6** Evanston's Community Council membership base increases year-over-year by at least five percent.
- Goal 7** Support new and existing small interest groups made up of Evanston residents that will meet on a consistent basis and that can be visible in the community.



CELEBRATING AND PRESERVING EVANSTON

- Goal 8** Revitalize King Records as a museum and tourist attraction.
- Goal 9** Evanston builds upon its rich history through the preservation of buildings and the stories from residents past and present who shaped the neighborhood.
- Goal 10** Create an Arts District to support the anticipated growth of the arts economy.



SUPPORTING YOUTH

- Goal 11** Develop a parent and youth resource toolkit that provides various supports and identifies gaps in needs.
- Goal 12** Build a sustainable marketing strategy that promotes youth programming available in the neighborhood.
- Goal 13** Increase the number of safe spaces and programming for Evanston youth.

Full strategies and action steps for each theme area are detailed in the Evanston Action Plan section. The Action Plan will act as a roadmap for implementation and serve as a living document. Residents are encouraged to get involved and join a Community Council committee to support the implementation of the Work Plan and support all of the great things happening in the Evanston Community.

The Evanston Work Plan would not be possible without the continued leadership of the Evanston Community Council who made the plan a top priority for Evanston. The planning process was guided by a Steering Committee which was made up of leadership from the Evanston Community Council, residents and key community partners. The Hamilton County Landbank provided generous funding to support this planning effort and Port staff participated in the Work Teams, through data sharing, and by sharing expertise and technical capacity. Staff from the City of Cincinnati, the Community Learning Center Institute and the Walnut Hills Redevelopment Foundation also provided technical assistance through support of the Work Teams. Staff from the Community Building Institute facilitated the planning process and helped to staff Work Teams.

Introduction

The neighborhood of Evanston is centrally located in Cincinnati, with access to Downtown and the Greater Cincinnati region via Interstate 71. The neighborhood is bordered on the south by East Walnut Hills, on the west by Avondale, on the east by Hyde Park, and on the north by the City of Norwood. Evanston's population is currently just under 9,000 and is home to a strong, predominately African American community of professionals and generations of families who have been in the neighborhood for decades. The neighborhood has a strong foundation of long-time homeowners and a historic housing stock, and a legacy of civic leadership. There is a rich history in this place that includes civil rights activist, artists, teachers and some very famous people; including James Brown, Bootsy Collins, and Doris Day, to name a few.

Evanston has prominent, anchoring churches that have been important cultural and institutional assets in the neighborhood for decades. In addition to churches that are currently active, the neighborhood includes the once vibrant Calvary United Methodist Church and St. Mark's parish which are no longer active in the community but whose buildings remain important architectural assets.

Evanston has a reputation as Cincinnati's educating community, with several strong educational institutions within its borders including Xavier University, Walnut Hills High School, Evanston Academy, the Academy of World Languages, and Alliance Academy. The community boasts that one can acquire an education from pre-K to a PhD without leaving its borders. There have been significant investments made to all of these education assets of the past decade.

Evanston, like many other urban Cincinnati neighborhoods, has experienced its share of disinvestment and decline over the last fifty years. Starting in the late 1950s, urban sprawl and White flight led to a drastic change in the demographics of the Evanston community from a predominately White community to a predominately Black community. The construction of I-71

fundamentally changed the Evanston community. In the 1960's and 70's the construction of I-71 cut through Evanston's once vibrant business district leading to the loss of dozens of businesses in the community. It effectively cut the business district in half and brought the loss of basic amenities like a pharmacy and laundromat. The construction of I-71 also led to the loss of multiple blocks of homes and families from the community.

The Evanston community was hard hit by the Great Recession of 2007 to 2009 and the housing crisis during that same period. According to the annual foreclosure studies produced by Working In Neighborhoods (WIN), Evanston consistently ranked in the top 10 among all Cincinnati communities between 2006 and 2014, with a total of 424 completed foreclosures in the eight year period. The increase in foreclosures coupled with a lack of reinvest in the housing stock, led to an increase in vacancy and blight in the neighborhood, and an extreme decline in the housing market. As middle-class homeowners aged and the market declined, there had been fewer new homeowners, a dramatic increase in vacant units, and a rash of unscrupulous investors preying on seniors and purchasing property but not maintaining it to appropriate neighborhood standards. Still many long time residents who remained maintained a level of stability and protected the culture of the community.

In response to the impacts of the foreclosure crisis, in 2012 community leadership and partners developed a Housing Strategy for Evanston which focused on strategies to address housing issues in the Woodburn Corridor and the Five Points district, as the heart of the neighborhood. According to the 2012 Housing Strategy, there were over 300 vacant properties in Evanston in 2012. The Housing Strategy was focused on eliminating blight, decreasing vacancy, and targeting investments in important anchor buildings, while attracting new residents to the neighborhood. The 2012 Strategy was followed by some significant public and private investments that fueled pivotal projects and paved the way to reinvestment in the neighborhood. The demolition of the St. Leger Apartments in 2013, a project that took coordination between community partners, the Community Council, and the Cincinnati Police Department, was integral in changing the trajectory of the Five Points district. The construction of the St. Ambrose Apartments in 2014 met the community's desire to replace a highly visible building in the heart of the Five Points Business District with updated, safe housing for local residents that would also positively contribute to the quality of life of residents throughout the neighborhood.

In response to the neighborhood's 2012 Housing Strategy, Evanston became the Port's first neighborhood of focus. The Port acquired vacant, blighted single-family homes and rehabbed and sold them in a program named "REACH Evanston." Since REACH began in 2013, the Port has rehabbed 22 homes and built 6 new homes, in the area surrounding Walnut Hills High School. There are two final rehabs currently underway. Since the REACH program began, other homes on the streets with REACH homes have on average sold for a price that is 36.5% higher than their 2008 value. (Source: The Port)

In addition to the REACH program, the Port has also been active in helping acquire and remove blighted commercial properties throughout the business district. The Evanston Work Plan is well timed as the Port plans to now shift their focus towards commercial properties under their control and will use the plan to help inform their Work.

As we approach the end of the current decade, ten years after the Great Recession of 2007 to 2009 and the housing crisis that resulted in hundreds of foreclosures and vacant homes, Evanston is again facing significant pressures and undergoing significant changes. As the neighborhood attracts public and private investments in its aging, historic housing stock, and as new construction is attracting new residents who want to take advantage of this community's central location and wonderful assets, the community's current residents are facing positive and negative effects of new housing market pressures. As the private market gains momentum, senior homeowners and longtime residents are dealing with fears of being displaced and are concerned about gentrification and the changing demographics of the community.

The timing of this planning process is very intentional. It is the halfway point of the last community plan, The Ten Year Plan, and because the neighborhood is facing significantly different pressures than it was five years ago. In 2014, there were 40 single-family home sales in Evanston with a median sale price of \$16,138. In 2018, there were 58 single-family home sales in Evanston with a median sale price of \$102,450. Put another way, in the four years between 2014 and 2018, the median sale price has increased by \$86,312. Residents want to welcome the new investment and the new residents that come into the neighborhood, but they want to make sure that current residents are at the center of the changes and will have an opportunity to guide and benefit from reinvestment in the community that they have supported and called home for decades.

Previous City-Approved Plans

Evanston has four neighborhood plans that have been approved by the City of Cincinnati. The most recent plan is the Evanston Five Point Urban Renewal Plan (2003). There was also an Evanston Neighborhood Business District Urban Renewal Plan (1998) and an O'Bryonville Neighborhood Business District Plan completed in 1981. All three of those plans focused on business districts. The last comprehensive neighborhood plan for Evanston was completed in 1975, more than 40 years ago. Plans developed by the community, including the Evanston Housing Strategy (2012) and The Ten Year Plan (2013), are discussed in the previous section.

The goals in this **Evanston Work Plan** are consistent with the goals in the most recent business district planning completed as part of the Evanston Five Point Urban Renewal Plan (2003). The 2003 plan's study area includes Five Points: from the intersection of Montgomery Road and Woodburn Avenue extending south along Woodburn Avenue to Dexter Avenue, north along Montgomery Road to I-71, and west along Jonathan Avenue to just north of Walnut Hills High School. The goals of the Evanston Five Point Urban Renewal Plan include the following: attract new commercial development that supports residents' needs and is compatible with the residential character of the Evanston community, enhance Evanston's image and physical appearance by keeping the neighborhood clean and free from litter and loud music, ensure the safety of residents and visitors to the Evanston Five Points neighborhood business district, and enhance movement through and within Evanston for residents and visitors. Many of the objectives identified in that plan have been realized, including rehabilitating business facades, creating housing opportunities to attract middle and high income families, building new homes on Jonathan Avenue, and redeveloping the vacant bus lot on Woodburn Avenue to medium density housing.

The **Evanston Work Plan** (2019) and the Evanston Five Point Urban Renewal Plan (2003) are divergent in their recommendations in one key area. The Five Point Urban Renewal Plan calls for the redevelopment of the area south of I-71 extending to the Five Points intersection as the primary business district of Evanston. In contrast, the **Evanston Work Plan** recommends support of two primary business districts: the North Business District (Montgomery Road primarily between Brewster Avenue to the south and Rutland Avenue to the north) and Five Points (Woodburn Avenue and Montgomery Road primarily between Fairfax Avenue to the south and Holloway Avenue). The Mid-Montgomery area just south of I-71 was

recognized as part of Evanston's business districts in the **Evanston Work Plan**, but was not highlighted as an area with short-term redevelopment opportunities. The **Work Plan** does recommend façade improvement, beautification, and streetscaping for Mid-Montgomery. The call to focus support on the two primary business districts of Five Points and the North Business District as defined and outlined in this **Evanston Work Plan** should take precedence over recommendations from past plans.

The **Evanston Work Plan** (2019) should take precedence over the Evanston Neighborhood Business District Urban Renewal Plan (1998) and the Evanston Community Plan (1975). The large scale economic redevelopment called for in the 1998 Urban Renewal Plan along Dana Avenue have largely been realized, including commercial and office redevelopment of an industrial site at the corner of Montgomery Road and Dana Avenue and the redevelopment of the area around I-71 and Dana Avenue. Recommended streetscaping and shared parking in the North Business District called for in the 1998 Urban Renewal Plan have also been accomplished, but the **Work Plan** also recommends additional shared parking to support the business district. The urban design recommendations for the North Business District are consistent with the **Evanston Work Plan**. While the **Work Plan** focuses primarily on Five Points and North Business District, Dana Avenue remains a key corridor for businesses and employment in Evanston, and an important connection to Xavier University, I-71, and surrounding communities.

The **Evanston Work Plan** does not make specific design or improvement recommendations for the O'Bryonville business district, and as such, does not take precedent over the O'Bryonville Neighborhood Business District Plan (1981). The **Work Plan** does include the portion of O'Bryonville on the north side of Madison Road in its neighborhood boundary.

Engagement

The Evanston Work Plan represents the priorities and collective vision for the future of Evanston.

The planning process engaged long-time and new residents and community stakeholders, schools, churches, the recreation center, community institutions, and area businesses. The planning process invited the community to shape the momentum and future of Evanston in a way that is consistent with the community's vision. As more housing and commercial development comes to Evanston, it is important for the community to have a clear vision of its future that can be shared with developers and others looking to invest in the community. This vision guides development in ways that benefit community residents and stakeholders. The **Work Plan** is also an opportunity to look at how other assets in the community can be leveraged or better supported to serve Evanston, including schools, the recreation center, churches, and local businesses.

Planning Process

During the summer of 2018, the **Evanston Work Plan** kicked off with Community Conversations hosted by and with Evanston residents and stakeholders. Through conversations, we heard from more than 100 community members.

In the conversations, participants discussed the best things that happened in Evanston in the past year and five years, emerging common themes, and their three "wishes" for the future of Evanston.

Feedback from Community Conversations and the **Evanston Ten Year Plan** were used to develop the themes, topics, and insights that provided the foundation for plan recommendations.

At Community Meetings on October 27, 2018 and November 7, 2018, Evanston residents and partners collectively discussed which topics should be the top priorities for the **Evanston Work Plan**. These were the topics that had the most energy and support. Work Teams met from November 2018 through May 2019 fleshing out strategies for each theme. Each Work Team used the following process to develop recommendations: establish top priorities, identify goals, identify and connect to assets and strengths in Evanston, gather data, research best practices, explore alternatives, and develop strategies.

The recommendations included in the **Work Plan** were developed by Work Teams led by residents and key community stakeholders. The recommendations developed by Work Teams were shared by Work Team leadership at the Evanston Community Council on March 21, 2019. Community members in attendance were supportive of the recommendations and many were eager to get involved in Work Teams as the work moves from planning to implementation. The **Evanston Work Plan** was approved by Evanston Community Council on August 15, 2019.

The resulting **Evanston Work Plan** is a guide for decision-making and development over the next five to ten years. It includes a resident-led action plan that builds on and celebrates the accomplishments of the strong community leaders in Evanston and its committed community partners.

Leadership

The **Evanston Work Plan** was led by a Steering Committee and Work Team Co-Chairs. The Committee was responsible for guiding the planning process. They ensured the process engaged all parts of the Evanston community, provided valuable insight and advice on plan recommendations, and are charged with being champions of the **Work Plan** and its recommendations after the **Work Plan** is approved during implementation. Work Team Co-Chairs were responsible for meeting facilitation, communication with Work Team members, and sharing Work Team recommendations.

Steering Committee and Work Team Leadership

John Davis, Chair, Evanston Work Plan

Jocqueline Pressley, Youth Work Team Chair

Greg Stewart, President, Evanston Community Council

Beverley Lamb, Preserving Evanston Chair

Anzora Adkins, former President, Evanston Community Council

David Beard, Evanston Community Council

Roxana Hawkins, Housing Work Team Co-chair

John Lewis, Evanston Community Council

Melanie Moon, Housing Work Team Co-chair

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Drew Asimus, Business Work Team Co-chair

Veta Uddin, Evanston Community Council

Latasha Patrick, Business Work Team Co-chair

Doug Hinger, D-HAS Architecture Planning & Design

Michael Baer, Community Connections Work Team Chair

Steve Smith, Model Group

Work Team Planning Partners

The Evanston Work Plan would not be possible without the continued leadership of the Evanston Community Council. In 2013, the Evanston Community Council under the leadership of President Anzora Adkins created the **Plan Forward for Evanston - The Ten Year Plan (2023) (Ten Year Plan)**. In 2018, the Evanston Work Plan started with the **Ten Year Plan** as its foundation. Both the **Ten Year Plan** and the **Evanston Work Plan** were led by John Davis. Mr. Davis made sure that the process was on track, the right partners were at the table, and that hard questions were posed and answered. Anzora Adkins made the **Ten Year Plan** and the **Evanston Work Plan** top priorities as Evanston Community Council President. Gregory Stewart, Evanston Community Council President starting in early 2019 and **Work Plan** Steering Committee member, has made the **Work Plan** a top priority for Evanston, continuing the support Ms. Adkins provided during the **Work Plan** kick-off.

The **Evanston Work Plan** would not be possible without the generous support of the Port, and specifically, the Hamilton County Landbank. Their participation in the **Work Plan** process extended their relationship with Evanston as an important community partner. The Landbank funded this planning effort and Port staff participated in the Work Teams, through data sharing, and by sharing expertise and technical capacity.

Staff from the City of Cincinnati, the Community Learning Center Institute, and the Walnut Hills Redevelopment Foundation also provided support to the **Work Plan**, especially by supporting Work Teams. A special thanks to the Academy of World Language (AWL), Cincinnati Public Schools, and the Community Learning Center Institute for hosting Work Team meetings week after week throughout the winter of 2018-19 and to the Evanston Recreation Center for hosting Community Meetings in October and November of 2018, and for its continued support of the Evanston Community Council. Staff from the Community Building Institute facilitated the **Work Plan** and helped to staff Work Teams.

Recent Community Investments

Public and Private Investment in the Evanston Community

Evanston has attracted significant public and private investment over the past decade. The following list outlines significant investment throughout the neighborhood. The recommendations of the Work Plan build on and leverage this investment, especially in the areas of housing and business district growth. This list is not exhaustive of all of the projects that have been completed in the last decade and does not reflect all of the privately funded projects.

1. Owl's Nest Park | 1984 Madison Rd.

In 2008, with support from the park Board, Cincinnati Recreation Commission, the Cincinnati Reds Community Fund, and private donors, significant improvements to the 10 acre Park were made, including an entrance at Fairfax Avenue and renovation of the ball fields.

2. Evanston Recreation Center | 3204 Woodburn Ave.

\$3.2 Million renovation in 2010, added the pool, exterior facade improvements, and additional interior renovations, including a state-of-the-art weight room.

3. City Investment in North Business District | Montgomery Rd. between Brewster Ave. and Clarion Ave.

\$800,000 City investment beginning in 2010 to assemble land for development on Montgomery Road between Brewster and Clarion.

4. American Red Cross | 2111 Dana Ave.

A 50,000 square foot disaster operation center completed in 2010 at total cost of \$14 million.

5. Keystone Parke I | 2135 Dana Ave.

Built by Neyer Properties in 2010, a four story 69,000 square foot office building and 127 space parking garage supported by City TIF and bond issue.

6. Evanston Academy | 1835 Fairfax Ave.

Evanston Academy, formally Hoffman School, opened its new facility on Fairfax Avenue in 2011 as a part of the Cincinnati Public Schools Master Plan. Evanston Academy serves students Pre-school through 6th grade.

7. Woodburn Pointe | 3330 Woodburn Ave.

Completed by Model Group in 2011: 24 unit 1 and 2 bedroom apartments, for residents 55 and older. LEED certified building. \$4 million investment including City tax abatement and City NSP funds.

8. Losantiville Apartments | 3301 Montgomery Rd. and 3501 Montgomery Rd.

Completed by Model group in 2013. Between the two buildings there are 18 apartments, between 1 and 4 bedrooms, for low- to moderate-income individuals and families. Cincinnati assistance included tax abatement and NSP dollars.

9. REACH Evanston | Blair Ave., Ruth Ave., Woodburn Ave. and St. Leger Pl.

Since REACH began in 2013, the Port has rehabbed 22 homes and built 6 new construction homes, with two final rehabs currently under construction. This project is focused in the area surrounding Walnut Hills High School.

10. St. Ambrose | 1581 St. Leger Pl.

The Port funded the demolition of St. Leger using Moving Ohio Forward state demolition grant funding. St. Ambrose, a \$3 million new construction affordable housing project, was completed by Model Group in 2014. The first affordable, multi-family, modular LEED certified project in this part of the Country. 26 units (8- 3 bedroom townhomes and 18 – 1 to 2 bedrooms). Supported by City tax abatement.

11. Business District Acquisitions

Port/City of Cincinnati partnership in which City allocated \$1,150,000 in 2014 for business district property acquisitions.

12. University Station | 1725 Cleveay Ave.

\$54 million investment; completed in 2014. Includes 46,000 sq. ft of office space, 39,000 sq. ft of retail space, and a 178 unit apartment complex.

13. Walnut Hills High School | 3250 Victory Parkway

A \$65 million project completed in 2014 and funded primarily by Cincinnati Public Schools Tax Levy funding. The project included the renovation of 350,000 square feet of historic space and the construction of 68,000 square feet of new space, which includes academic classrooms, a new gym and a full size competition pool.

14. City Facade Investments | 1740 Brewster Ave. and 3237 Woodburn Ave.

\$50,000 in facade improvements for two key commercial buildings in 2015; 1740 Brewster (former Community Blend space) and 3237 Woodburn Ave., which leveraged approximately \$80,000 in matching private investment.

15. Keystone Parke II | 2155 Dana Ave.

Built by Neyer Properties in partnership with Select Medical/Tri-Health in 2015, a 3-story, 70,000 SF medical office building and 240 parking spaces, at a total cost of \$22,000,000 and supported by City TIF and bond issue.

16. The Evanston | 1820 Rutland Ave.

Building renovations completed by Cincinnati Metropolitan Housing Authority in 2016.

17. United Dairy Farmers | 3641 Montgomery Rd.

New construction store completed in 2016 at the corner of Montgomery Rd. and Dana Ave. The project added expanded offerings and additional gas pumps.

18. City NBD Improvement Program | 1740 Brewster Ave., 3570 Montgomery Rd., and 3604-08 Montgomery Rd.

Funding in 2016-2018 in two phases: \$200,000 for acquisition and initial stabilization of 1740 Brewster Ave by the Walnut Hills Redevelopment Foundation; \$236,000 for stabilization of all three properties. An additional \$40,000 to support stabilization provided by the Port.

19. Community Makeover Project | 3060 Durnell Ave. and 3204 Woodburn Ave.

In 2017, Procter & Gamble, the Cincinnati Reds, the Cincinnati Zoo & Botanical Garden, Cincinnati Children's Hospital and Kroger brought the Community Makeover project to Evanston in partnership with the Cincinnati Recreation Commission. The project included extensive renovations of the Hoffman Ball Field and Hoffman School, and construction of the Wayne Lurix Memorial Nature Playscape at the Evanston Recreation Center.

20. DeSales Apartments III | 3001-A Woodburn Ave.

Built by Towne Properties in 2018, construction of 116 market-rate apartments; a \$13 million investment. Supported by City tax abatement.

21. Urban Stead Cheese | 3036 Woodburn Ave.

\$1.0 million private redevelopment of a vacant commercial building completed in 2018, supported by a City tax abatement.

22. 316 Beauty Salon| 3548 Montgomery Rd.

Privately funded commercial renovation; salon opened in 2018. The black-owned salon offers hair and nail services, in addition to waxing.

23. Keystone Parke III | 2145 Dana Ave.

Completed by Neyer Properties, Brandicorp, and Lexington Management in 2018, the Hilton Garden Inn Midtown and 120-space parking garage, at a total cost of \$25,000,000, and supported by City TIF and bond issue. Hilton Garden Inn Midtown opened late 2018.

24. Schiff Wellness Center at the Academy of World Languages (AWL) | 2030 Fairfax Ave.

Opened in 2018, a new 5,000 square foot addition to AWL was made possible through a partnership between the Cincinnati Health Department and Cincinnati Public Schools and over \$2 million in private donations and \$220,000 from the City. The health hub is open to students and the Evanston Community alike, health services include year-round medical, dental and vision care.

25. King Records Acquisition | 1540 Brewster Ave.

\$700,000 City investment (2018) to acquire and stabilize the former King Records recording studio on Brewster Avenue. Project completed 2019. Evanston Community Council provided support to allocate TIF funds to the project.

26. Herbert Hood's Apartments | 3550 Montgomery Rd.

Privately funded mixed use renovation with 2 ground floor storefronts and market-rate residential apartments above. The first storefront will be the future home of King's Way Cafe.

27. Woodburn Avenue Streetscape | Woodburn Ave. from Five points to DeSales Corner

Construction commenced in 2018, represents a \$900,000 City TIF investment to create a pedestrian connection between the Five Points and DeSales Corner.

28. Merrimac Square | 3110 Woodburn Ave.

A 24-unit single family subdivision that began construction in 2019, represents a \$1.6 million investment including \$360,000 in City TIF funds for extension of Merrimac Street.

29. Wasson Way

Phase 2 of the Wasson Way will connect to Evanston at Montgomery Road across from University Station. Phase 2 will extend Phase I across I-71 to create a connection from Tamarack Avenue to Montgomery Road, creating a connection from Evanston to Oakley and Hyde Park. Construction is scheduled to be complete by the end of 2019.

30. Homesteading and Urban Redevelopment Corporation (HURC)

The HURC is scheduled to complete a total of six homes utilizing Greater Cincinnati Foundation (GCF) and City of Cincinnati NOFA funds in 2019. The HURC has completed two homes, two are underway and an additional two homes will be completed. At this time the HURC has been able to leverage roughly \$700,000 in funding to complete the home rehabilitation of the four properties that have been completed or are in process.

Evanston Data Snapshot

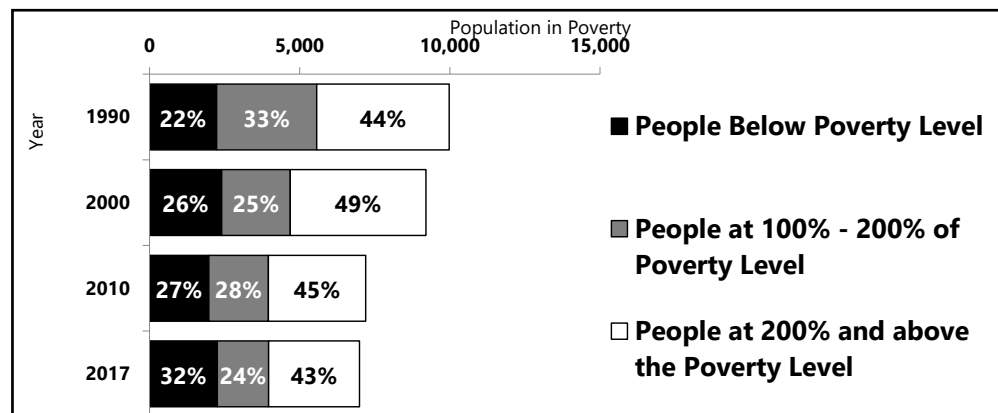
Population

Evanston's total estimated population in 2017 was 8,746. Between 1990 and 2017, the population of Evanston dropped by 20 percent.

A note on data: the demographic and housing information included in the Work Plan uses Evanston's Statistical Neighborhood Area (SNA). The Evanston SNA boundary is set using Census Tracts and Block Groups and is used to pull data from the U.S. Census Bureau. A map of the SNA boundary can be found in the Appendix. This is the same boundary used for all maps in the Evanston Work Plan.

Evanston's SNA includes areas to the south, north, and east that extend beyond the boundary identified in the Evanston Community Council's bylaws. The northern area of the Evanston SNA includes Xavier University (Xavier). Population demographic information included below reflects population living in the Census Block Group that includes Xavier. The total population in the Block Group, comprised mostly of Xavier students, was 1,636 in 2017, or just under 19 percent of Evanston's total population. Housing unit, household composition, and educational attainment data below does not include the Block Group where most of Xavier's campus is located.

Population in Poverty



Sources: US Census 2013-2017 ACS; DC 1990, 2000, 2010

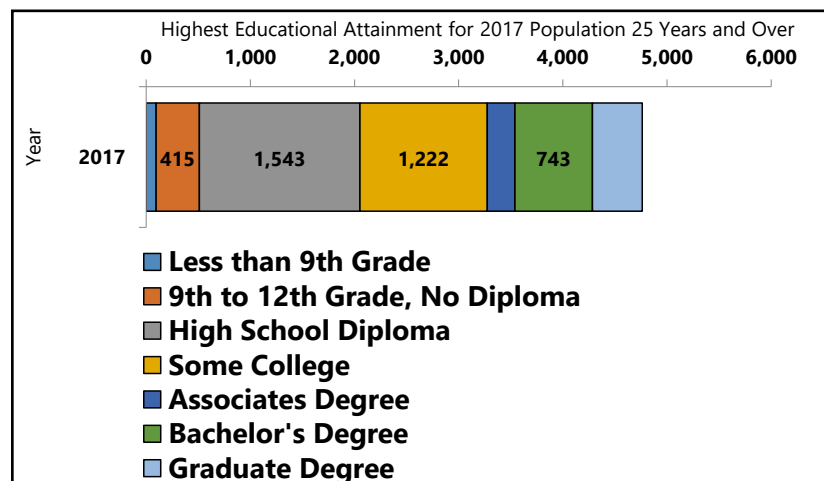
While the total number of people living in poverty has largely remained consistent between 1990 and 2017, the proportion of the population living in poverty increased from 22 percent in 1990 to 32 percent in 2017 as population decreased over the same period. Please note, in 2017, poverty status was determined for only 6,988 people.

Educational Attainment and Youth

Just over 500 adults older than 25 in Evanston do not have a high school degree. This represents 10% of the population over 25.

During the 2018-19 school year, there were 1,277 school-aged children living in Evanston that went to 86 schools. Evanston Academy and Alliance Academy of Cincinnati, both located in Evanston, had the most Evanston residents enrolled, with 258 and 111 respectively. Withrow University High School had the highest high schooler enrollment for Evanston residents, with 124 attending. Walnut Hills High School, located in Evanston, had 60 Evanston residents enrolled.

Educational Attainment



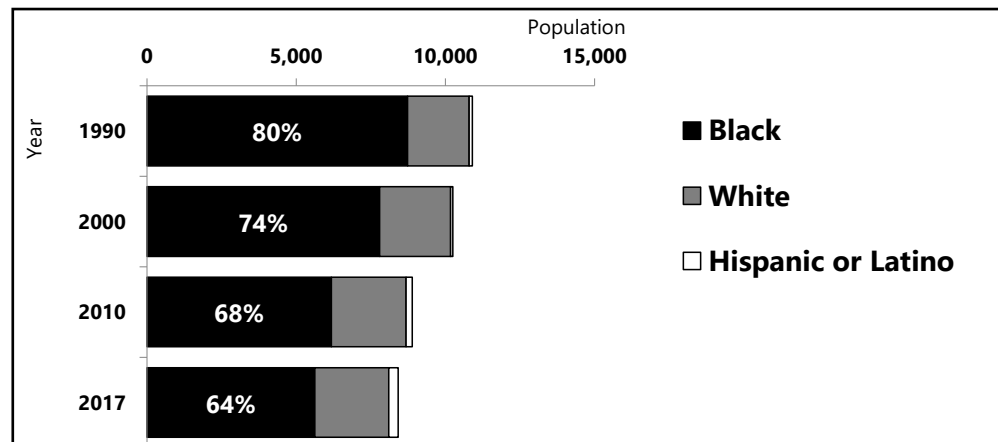
Sources: US Census 2013-2017 ACS; DC 1990, 2000, 2010

Race

Evanston remains a predominantly African American neighborhood. In 2017, about 64% of Evanston’s population was African American and 28% was White. About half of the Evanston’s White population lived in the Census Block Group at the north end of the neighborhood comprised mostly of Xavier University (1,224 of 2,473 total White residents in 2017).

Over the past three decades, Evanston’s African American population has dropped dramatically. Between 1990 and 2010, the total number of African Americans decreased from 8,734 in 1990 to 6,182 in 2010, a loss of more than 2,550 African American residents. During the same period, the total number of White residents increased slightly from 2,060 in 1990 to 2,502 in 2010.

Population by Race



Households and Families

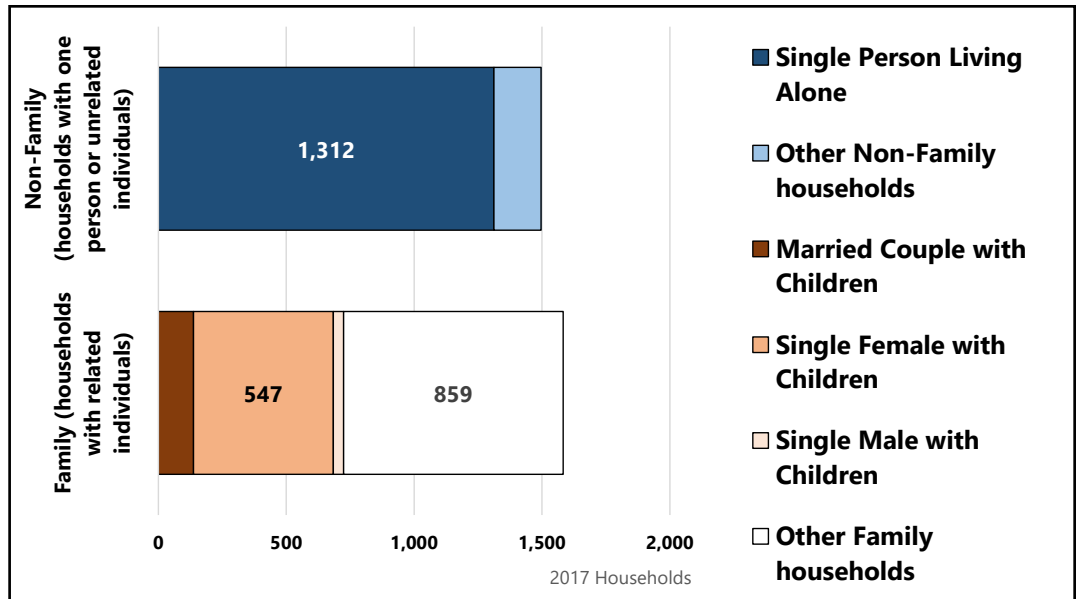
More than two in five households in Evanston are non-family households with one-person living alone (approximately 1,312 people living alone). This household information does not include the Census Block Group at the north end of the neighborhood comprised mostly of Xavier University.

More than a quarter of all Evanston households (859) are made up of related family members living together (for example, a grandma with grandchildren).

Just under 18 percent of households are a single mom with children, or approximately 550 families. There were just under 140 married couples with children.

Sources: US Census 2013-2017 ACS; DC 1990, 2000, 2010

Household Type

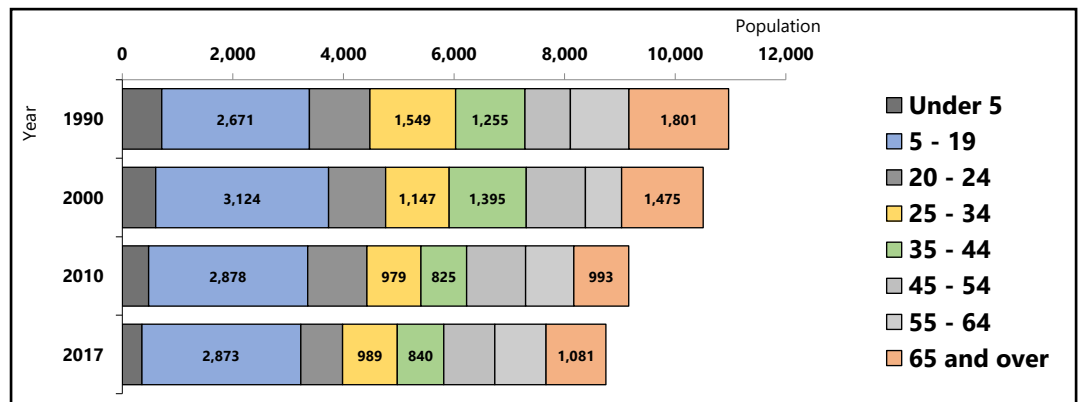


Age

Between 1990 and 2017, Evanston experienced population loss of its oldest and youngest residents. The most dramatic decrease was experienced in the age group under 5; the population went from 715 in 1990 to an estimated 355 in 2017 (there were 474 under 5 in 2010). In terms of total population loss by age group, the biggest decrease was in the population 65 and over with estimated loss of 720 between 1990 and 2017 (there were an estimated 1,081 65 and over in 2017).

There was growth in the following age categories: 5 to 19 and 45 to 54. Looking at the Census Block Group at the north end of the neighborhood comprised mostly of Xavier University, there were 1,592 residents between the ages of 16 and 24, approximately 63 percent of Evanston’s total population in that age category.

Population by Age

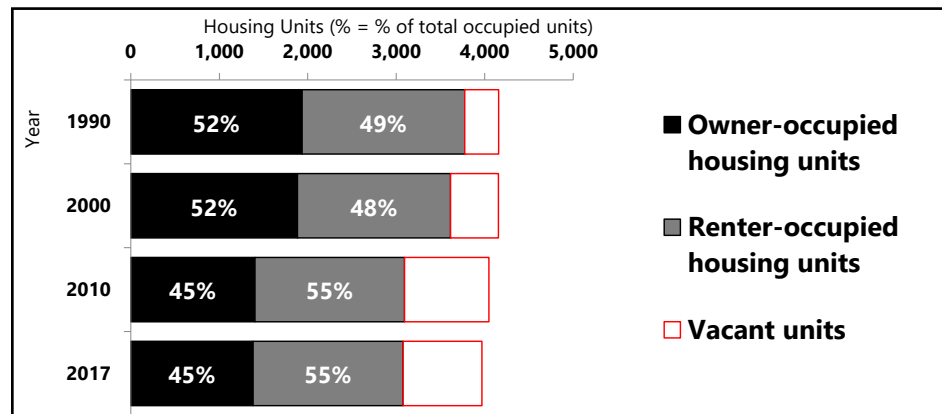


Sources: US Census 2013-2017 ACS; DC 1990, 2000, 2010

Housing

Evanston was hit hard by the Great Recession of 2007 to 2009 and the housing crisis during that same period. Between 2006 and 2014, there were 424 completed foreclosures in Evanston (Source: Working in Neighborhoods, After the Crash: The Lingering Results of the Foreclosure Crisis in Our Communities). The lasting impact of the foreclosure crisis can still be seen in the number of vacant units in the neighborhood. There were 384 vacant units in 1990 and 541 in 2000. That steady increase picked up dramatically in 2010 with 952 vacant units, nearly doubling in just ten years.

Owner-occupied and Renter-occupied Housing Units



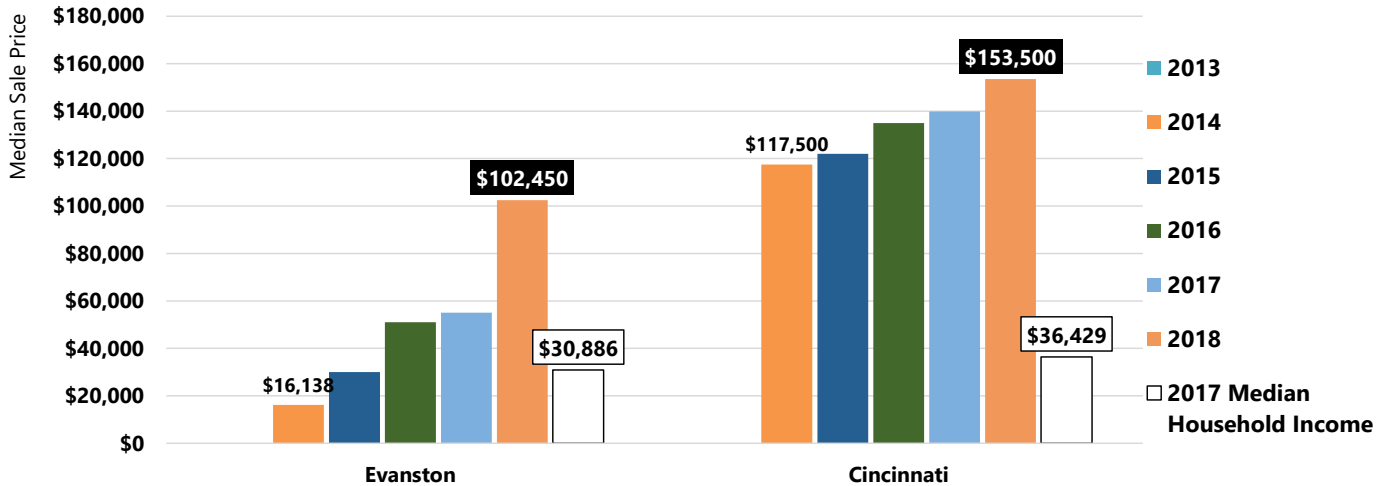
While the total number of housing units (including occupied and vacant) remained fairly consistent between 1990 and 2017 (4,157 to 3,967 total units, respectively), the total number of occupied units (which is the same as the total number of households) decreased more dramatically, from 3,773 occupied units/households in 1990 to 3,079 in 2017. The number of renter occupied units during that same time decreased from 1,837 to 1,697 between 1990 and 2017. The number of owner-occupied housing units decreased more dramatically, from 1,936 in 1990 to 1,382 in 2017. In summary, between 1990 and 2017, Evanston lost 140 renter households and 554 owner households.

Households experience a cost burden when they spend more than 30 percent of income on housing. In 2017, renters in Evanston were cost-burdened about half of the time (852 of 1,697) while owners were less likely to be cost-burdened (455 of 1,382; 33%).

Sources: US Census 2013-2017 ACS; DC 1990, 2000, 2010

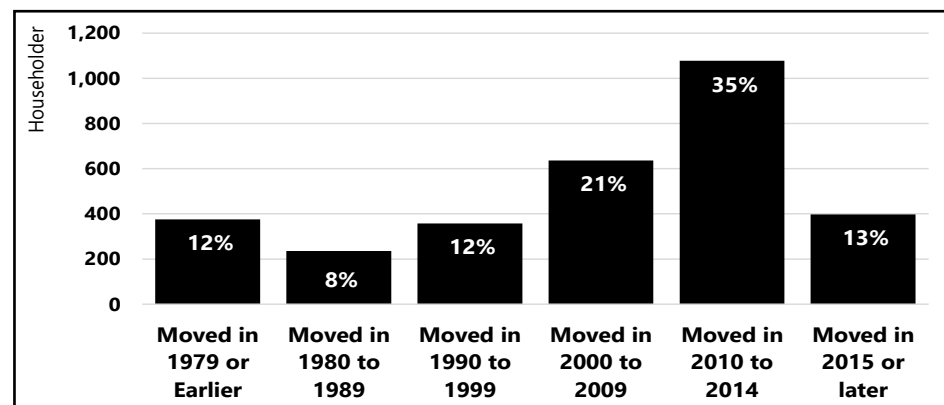
Over the last few years, there has been significant efforts to invest in Evanston's housing stock. The Port responded to the Evanston community's call for reinvestment in its vacant, blighted housing stock by significantly investing in 30 single-family rehabs and new construction in the span of just a few years. Evanston's housing market has strengthened significantly between 2014 and 2018, with the median home sale price rising from \$16,138 to \$102,450 over that period. (Source: MLS of Greater Cincinnati)

Median Home Sales



While Evanston has a comparatively high percentage of households that have been in Evanston more than 50 years, most residents moved to their current home in Evanston less than 20 years ago. Just over one-third moved into Evanston between 2010 and 2014. These numbers do not include information for the Census Block Group at the north end of the neighborhood comprised mostly of Xavier University.

Year Householders Moved Into Unit



Sources: US Census 2013-2017 ACS; DC 1990, 2000, 2010

Themes

The Themes and priorities identified in the Evanston Work Plan build on the Ten Year Plan Deliverables. **Celebrating and Preserving Evanston** emerged as a new priority.

WORK PLAN THEMES



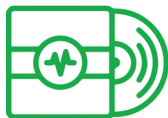
SHAPING A HOUSING STRATEGY



BRINGING LIFE BACK TO BUSINESS DISTRICTS



INCREASING COMMUNITY CONNECTIONS



CELEBRATING AND PRESERVING EVANSTON



SUPPORTING YOUTH

TEN YEAR PLAN DELIVERABLES

**HOUSING STABILIZATION
SENIOR ASSISTANCE PROGRAMS**

**RESTORING COMMUNITY BUSINESSES
SAFETY
BEAUTIFICATION**

**EVANSTON EMPLOYMENT RESOURCE CENTER (EERC)
COMMUNICATIONS AND FULL ENGAGEMENT
BUILD FUNDING
PARTNERSHIPS**

**YOUTH AND EDUCATION
RECREATION/SPORTS**

Evanston Work Plan Goals



SHAPING A HOUSING STRATEGY

Goal 1 Create a sustainable, mixed income neighborhood without displacement.



BRINGING LIFE BACK TO BUSINESS DISTRICTS

Goal 2 Position commercial real estate to support a diversity of locally and corporately owned businesses that would be attractive to residents and where our community can work and thrive.

Goal 3 Revive Evanston's Business Districts to preserve the rich culture and history of the community, reflecting education and the arts and promoting the community as a great place to live and work.

Goal 4 The Woodburn Avenue and Montgomery Road corridors are transformed to look and feel like a beautiful place to live, work and play. Evanston provides a safe and attractive link between Norwood and East Walnut Hills, where Evanston residents and surrounding community want to gather.



INCREASING COMMUNITY CONNECTIONS

Goal 5 Evanston has regular community events that bring the entire community together throughout the year.

Goal 6 Evanston's Community Council membership base increases year-over-year by at least five percent.

Goal 7 Support new and existing small interest groups made up of Evanston residents that will meet on a consistent basis and that can be visible in the community.



CELEBRATING AND PRESERVING EVANSTON

Goal 8 Revitalize King Records as a museum and tourist attraction.

Goal 9 Evanston builds upon its rich history through the preservation of buildings and the stories from residents past and present who shaped the neighborhood.

Goal 10 Create an Arts District to support the anticipated growth of the arts economy.



SUPPORTING YOUTH

Goal 11 Develop a parent and youth resource toolkit that provides various supports and identifies gaps in needs.

Goal 12 Build a sustainable marketing strategy that promotes youth programming available in the neighborhood.

Goal 13 Increase the number of safe spaces and programming for Evanston youth.



SHAPING A HOUSING STRATEGY

RECOMMENDATIONS

Work Team Co-Chairs

Roxana Hawkins

Melanie Moon

Yah'El Yis'rael

"I think we all would agree with Maslow, that housing is an essential need of all people. When housing insecurities is your reality or even a possibility, this is enough to send families and communities into crisis. It is the goal of this committee to ensure that the affordable housing crisis does not impact current Evanston residents as we move toward establishing an equitable mixed income community. Through advocacy and action in the neighborhood and city government arena, it is our mission to enact policy and provision to protect home-owners and renters alike from the dramatic rise in property taxes and rents, that we have seen displace our neighbors in surrounding communities, that have similar demographics as Evanston. While investors have only recently discovered the land value that Evanston possesses, it has never been the land that has made this community valuable, it has always been the men, women, children and families who call Evanston home who contain the true value of this neighborhood."

– Roxana Hawkins



SHAPING A HOUSING STRATEGY

Community Conversation Insights Summer/Fall 2018

The community values longtime residents and opportunities for quality housing in the neighborhood. Evanston residents see new housing investment coming to the community and observe changes in the housing market. Evanston residents want to support existing residents in remaining in Evanston.

- ▶ Residents recognize an increase in the number of homes being fixed up and that overall in the past five years properties are being better maintained
- ▶ While homes are being fixed up, residents also report that blight and poor housing conditions remain
- ▶ The redevelopment of St. Leger to St. Ambrose was reported as a major positive change in the last five years
- ▶ Residents want access to knowledge and resources to maintain and remodel homes for current owners (access to capital loans)
- ▶ Maintaining affordability was identified as a problem
- ▶ Residents want to see responsible landlords
- ▶ Residents are concerned about supporting longtime residents that have been committed to the neighborhood
- ▶ Evanston has provided opportunities for first time homeowners and people starting families
- ▶ Some residents are concerned about white residents moving into neighborhood and white real estate investors purchasing properties
- ▶ Residents expressed fears of displacement or being forced to move out of the neighborhood
- ▶ Others commented that people of different demographics moving into community is making Evanston more inclusive

Topics

Priorities are based on October 27 and November 7 community feedback. Priority topics guided the development of recommendations.

- Resources to maintain homes**
- Affordable housing for owners [protecting existing homeowners]**
- Vacant, blighted housing units**
- Affordable housing for renters**
- New construction**
- Gentrification
- Code enforcement
- Vacant lots
- Homelessness
- Demolition of housing units



Goal

Goal 1

Create a sustainable, mixed income neighborhood without displacement.

The Work Team identified an ambitious plan of action to strengthen housing and protect existing residents. The Work Team realizes this is a lot to do, but feels some urgency and has identified all of these recommendations as necessary in the short term. To accomplish this, professional staff will be necessary to jump-start implementation. Strategies address the following objectives:

- *Protect current residents (homeowners and renters) from displacement*
- *Consider a property tax freeze for current owners – create an equitable tax structure*
- *People should have choices – to stay – to take advantage of rising property values*
- *We want to be welcoming to new residents*
- *There should be a broad spectrum of housing choices in the neighborhood (price and type)*
- *Improving small(ish) multi-family buildings as mixed income housing*

Strategies

Develop a community decision-making process to ensure equitable development.

Create Evanston community standards that reflect the character and values of the neighborhood.

Advocate for policies and programs that protect current residents from rising property taxes and displacement.

Develop the capacity in Evanston to renovate housing and engage in new construction to reach community goals.

Maintain the integrity of the Evanston neighborhood boundaries. (See Appendix: Boundaries)





BRINGING LIFE BACK TO BUSINESS DISTRICTS

Work Team Co-Chairs

Drew Asimus

Latasha Patrick

RECOMMENDATIONS

“For nearly 32 years I have been operating my business out of the old Evanston Fire House. During that period, I have seen the business district go from a quiet, somewhat productive area to a very troubled and challenged business district with violence, blight and empty storefronts and apartments. Through the Evanston Work Plan process, Evanston residents, business owners and partners have spoken and have identified the importance of bringing life back to the business district as one of the top priorities. It truly is an exciting time and hope you will join us in shaping the rebirth of the business district.”

– Drew Asimus



BRINGING LIFE BACK TO BUSINESS DISTRICTS

Community Conversation Insights Summer/Fall 2018

Evanston residents want to see new investment and new life in the business districts, especially investment that supports businesses that serve Evanston residents.

- ▶ Residents want to see thriving, revitalized business districts
- ▶ Residents want businesses in Evanston that serve residents, like retail stores and places to eat
- ▶ Residents want places or businesses where they can spend time and connect with others
- ▶ Overall, residents view the expansion of Xavier as positive
- ▶ Residents want to see jobs created and available to residents in the neighborhood
- ▶ Residents report that more parking may be needed in business districts with more businesses
- ▶ Residents want a safe, walkable, clean community

Topics

Priorities are based on October 27 and November 7 community feedback. Priority topics guided the development of recommendations.

- Locally-owned businesses**
- Branding and marketing of business districts**
- Places to connect**
- Safety**
- Beautification**
- Vacant commercial space
- Off-street parking
- Business District Users
- Services
- Walkability
- Access to healthy food
- Restaurants
- Retail
- Building conditions
- Code enforcement

Business District Feedback

Feedback received at the October 27 and November 7 Community Meet and Greet meetings and surveys sent to business and commercial property owners in Evanston.

What would you support?

- ▶ Retail: grocery, restaurants, laundromat/dry cleaner, bar, pizza, family, eatery, breakfast, florist, yoga, post office
- ▶ Multi- services under one roof
- ▶ Restaurant (not Drive- Thru)
- ▶ Grocery, restaurant, Book Store, specialty shops
- ▶ Restaurants/ healthy options
- ▶ Retail store- clothes, jewelry, gift shop/variety, Afro Centric- Items made by people in the community
- ▶ Festival- music series w/vendors, amphitheater, stage
- ▶ Incentives for businesses to come into the community and little rent to grow businesses
- ▶ Diner
- ▶ Physical space for vocational schools
- ▶ Businesses give back to community
- ▶ Art studios

What do you leave the neighborhood for that you wish you had in Evanston?

- ▶ Food
- ▶ Restaurant within walking distance of my job (Duke Energy)

- ▶ Either drive to Norwood or walk to Tri-Health Rehab center (they have a cafeteria)
- ▶ Grocery, employment, clothing, restaurants

What type of retail or businesses are you most interested in seeing in Evanston's Business Districts? (from survey sent to Evanston Business Owners and Commercial Property Owners)?

- ▶ Hotel
- ▶ Independent specialty, independent restaurants
- ▶ A variety of businesses, including other food/drink offerings
- ▶ I would like to see more or some restaurants. More coffee and bake shops
- ▶ Mixture of retail, restaurants, professional offices, manufacturers and services
- ▶ Restaurant(s)
- ▶ Cafes with free Wi-Fi or bakery restaurant, small hardware stores, library/bookstore
- ▶ Restaurants, banks, laundromats, hair salons, bakeries
- ▶ More food
- ▶ Anything to bring more traffic into the area

BRINGING LIFE BACK TO
BUSINESS DISTRICTS



Goals

Goal 2

Position commercial real estate to support a diversity of locally and corporately owned businesses that would be attractive to residents and where our community can work and thrive.

Goal 3

Revive Evanston's Business Districts to preserve the rich culture and history of the community, reflecting education and the arts and promoting the community as a great place to live and work.

Goal 4

The Woodburn Avenue and Montgomery Road corridors are transformed to look and feel like a beautiful place to live, work and play. Evanston provides a safe and attractive link between Norwood and East Walnut Hills, where Evanston residents and surrounding community want to gather.

**BRINGING LIFE BACK TO
BUSINESS DISTRICTS**





INCREASING COMMUNITY CONNECTIONS

Work Team Chair

Michael Baer

RECOMMENDATIONS

“I have been an Evanston resident for 5 years. As a new resident, I wasn’t very engaged in the community until I met Ms. Adkins, former President of Evanston Community Council, at the National Night Out event at Owl’s Nest Park. At that point, I started coming to council meetings where I learned about the many opportunities to get engaged in the community. I volunteered with beautification projects and the Fresh Is Better gardening group. I am a strong believer in the power of residents connecting to one another, working together around common interests and becoming more informed about what is going on in their community. I believe when residents are well-informed and better connected with one another, Evanston will be a more safe and enjoyable neighborhood for us all.”

– Michael Baer



INCREASING COMMUNITY CONNECTIONS

Community Conversation Insights Summer/Fall 2018

Evanston residents value social bonds and opportunities to connect with their neighbors.

- ▶ People value that Evanston is a welcoming community
- ▶ Neighbors look out for one another
- ▶ Several residents reported relationship-building as a strength they have
- ▶ Residents are concerned about the lack of connection between folks in the neighborhood and want to see more connections with Evanston residents (people make the community better)
- ▶ Residents recognize active community leadership and their accomplishments
- ▶ Residents want to see people more civically engaged
- ▶ Some of the residents' best memories are of events (like National Night Out, the Evanston Memorial Day Parade, block parties)

- ▶ Residents enjoy the quiet, peaceful environment of the neighborhood

Topics

Priorities are based on October 27 and November 7 community feedback. Priority topics guided the development of recommendations.

- Safe and walkable connections between places**
- Community events**
- Resident-to-resident relationships and social connections**
- Communication**
- Civic engagement and participation (voting, policy engagement)**
- Welcoming community
- Community leadership

Goals

Goal 5

Evanston has regular community events that bring the entire community together throughout the year.

Goal 6

Evanston's Community Council membership base increases year-over-year by at least five percent.

Goal 7

Support new and existing small interest groups made up of Evanston residents that will meet on a consistent basis and that can be visible in the community.

INCREASING COMMUNITY
CONNECTIONS





**CELEBRATING AND
PRESERVING EVANSTON**

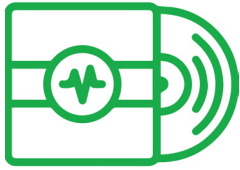
Work Team Chair

Beverley Lamb

RECOMMENDATIONS

When thinking about the “why” of preserving buildings, it’s because the buildings represent what the people in these buildings contributed to society. We give homage to those people whose stories need telling and the structures that made the stories possible. If it’s renovating King Records, which changed the music landscape in America, or St. Marks which meant so much to the people who attended, and is such a beautiful building, we must keep these buildings as a testament to the great things Evanston did and will continue to do.

– Beverley Lamb



CELEBRATING AND PRESERVING EVANSTON

Community Conversation Insights Summer/Fall 2018

Evanston residents want to celebrate and preserve the history and culture of the community that makes Evanston uniquely Evanston.

- ▶ Conversation wish: “A clear vision that protects the integrity of what Evanston is, and promotes what it could be.”
- ▶ Residents want to celebrate the rich history and culture of Evanston and educate new neighbors on our history
- ▶ Residents said we need to leverage generational richness
- ▶ Assets in the community include King Records, churches, and parks

Topics

Priorities are based on October 27 and November 7 community feedback. Priority topics guided the development of recommendations.

- Engagement in arts, culture, and creativity**
- Branding and marketing of Evanston**
- Sharing Evanston’s history**
- Community cultural assets (buildings, parks, churches, etc.)**
- Neighborhood pride**
- Celebrating Evanston residents

Goals

Goal 8

Revitalize King Records as a museum and tourist attraction.

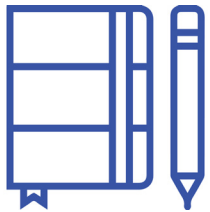
Goal 9

Evanston builds upon its rich history through the preservation of buildings and the stories from residents past and present who shaped the neighborhood.

Goal 10

Create an Arts District to support the anticipated growth of the arts economy.





SUPPORTING YOUTH

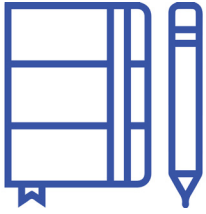
RECOMMENDATIONS

Work Team Chair

Jocqueline Pressley

“One day the youth will become the leaders, educators and business owner of our community. That is why it is vital that we nurture, support, and educate the youth of the Evanston community. I am a mother of 7 and an Evanston resident. My children range from the age of 2 to 13. For me, it is key that the community encourage, support, and push our youth to become assets to the community, so that our community can continue to thrive and the youth will grow and want to raise their own families in the great community that is Evanston.”

– Jocqueline Pressley



SUPPORTING YOUTH

Community Conversation Insights Summer/Fall 2018

Evanston residents want to make Evanston a great environment for youth.

- ▶ Adults recognize the need for more opportunities for youth in Evanston
- ▶ Residents want to make Evanston a better environment for the kids (academically and socially)
- ▶ Adults recognize the need for safe places for teens where they can chill, and also places where they can be productive
- ▶ Youth want to see a reduction in gun violence and shootings
- ▶ Youth also want to see others be positive, respectful, and model good behavior
- ▶ Some residents connect to the community through their connections with their children's schools and connections to the recreation center programs

- ▶ Other residents see those community assets as areas of opportunity for improved programming and community connection
- ▶ Residents recognize the need for more supportive adults serving as mentors to youth in the community

Topics

Priorities are based on October 27 and November 7 community feedback. Priority topics guided the development of recommendations.

- Education**
- Out-of-school time activities and programs**
- Mentors**
- Opportunities for youth**
- Gun violence and shootings**
- Safe space for teens
- Positive role models

Goals

Goal 11

Develop a parent and youth resource toolkit that provides various supports and identifies gaps in needs.

Goal 12

Build a sustainable marketing strategy that promotes youth programming available in the neighborhood.

Goal 13

Increase the number of safe spaces and programming for Evanston youth.



Evanston Action Plan

Work Teams of the Evanston Work Plan identified strategies and action steps to accomplish the goals they identified. The strategies and action steps all include a timeframe, responsible party, key partners, and measurable outcomes. The Action Plan provides the roadmap for Evanston Work Plan implementation.

Timeframes:

Now: Happening now, or happening immediately

Short-Term: 1-3 years

Mid-Term: 3-5 years

Long-Term: 5-10 years

Ongoing: Occurring on an ongoing basis

The **Responsible Party** is ultimately responsible for making sure the actions steps are carried out.

Key Partners include all of the partners/ potential partners that can support the Responsible Party in carrying out Action Steps.

Measurable Outcomes will be used to measure progress on reaching goals.



SHAPING A HOUSING STRATEGY

ACTION STEPS

ECC = Evanston
Community Council

EERC = Evanston
Employment Resource
Center

Timeframes:

Now: Happening now, or happening immediately

Short-Term: 1-3 years

Mid-Term: 3-5 years

Long-Term: 5-10 years

Ongoing: Occurring on an ongoing

Goal	Strategy or Action Step	Timeframe	Responsible Party	Key Partners	Measurable Outcomes
Create a sustainable, mixed income neighborhood without displacement.	Develop a community decision-making process to ensure equitable development.				
	Research different examples of rubric	Short-Term	ECC Education, Advocacy and Action Committee	ECC Housing Committee	Create rubric
	Develop a rubric and make it available to community council for use (at a minimum, it should address the following areas: housing affordability, jobs and labor, community input, impact on community assets, diversity and inclusion, public space and infrastructure, natural environment, community organizations and programs, and local enterprise)	Short-Term		ECC Housing Committee and Evanston Community Council	100% of developments reviewed by the Evanston Community Council and ECC Housing Committee
	Create Evanston community standards that reflect the character and values of the neighborhood.				
	A new committee is formed to create standards (including design guidelines that incorporate traditional neighborhood context)	Short-Term	New ECC Committee (to be formed)	ECC Housing Committee	Create standards
	Post standards on community website	Short-Term		ECC Housing Committee	

Goal	Strategy or Action Step	Timeframe	Responsible Party	Key Partners	Measurable Outcomes
Create a sustainable, mixed income neighborhood without displacement. <i>(continued)</i>	Develop manual for new residents	Short-Term	New ECC Committee (to be formed)	ECC Housing Committee, Evanston Community Council, City of Cincinnati Department of Community and Economic Development	Create the manual
	Make manual available at EERC and brief staff on its use	Short-Term	ECC Housing Committee	EERC	New residents are engaged and attend meetings and events
	Advocate for policies and programs that protect current residents from rising property taxes and displacement.				
	Participate in Cincinnati Vice Mayors' tax review committee	Short-Term	ECC Housing Committee	ECC sub-committee, City of Cincinnati	
	Lobby for a tax freeze on Evanston properties at City Hall and the State of Ohio	Short-Term	Evanston Community Council; ECC Education, Advocacy and Action Committee; ECC Housing Committee	ECC sub-committee, Hamilton County	
	Create education program for residents	Short-Term	ECC Education, Advocacy and Action Committee	EERC	2 programs a year, 15 people attend
	Create a loan program to support homeowner improvements	Mid-Term	ECC Education, Advocacy and Action Committee; ECC Housing Committee	ECC Housing Committee, American Dream Down payment Initiative (coordinated by the City of Cincinnati Department of Community and Economic Development), Private Funders	\$300,000 raised, standards for loans created, 5 loans made





Goal	Strategy or Action Step	Timeframe	Responsible Party	Key Partners	Measurable Outcomes	
Create a sustainable, mixed income neighborhood without displacement. (continued)	Create a reputable contractors network	Short-Term	ECC Education, Advocacy and Action Committee; ECC	EERC, lead contractors, City of Cincinnati, Cincinnati African American Chamber	15 people in network, 30 people contract for improvements	
	Create a lenders network for new loan products	Mid-Term	ECC Education, Advocacy and Action Committee; ECC Housing Committee	Lead bank, other banks, Home Ownership Center	30 new loans for home improvements to existing residents	
	Invite the Home Ownership Center to support EERC	Short-Term	ECC Education, Advocacy and Action Committee	Home Ownership Center, EERC	Present twice a month	
	Develop the capacity in Evanston to renovate housing and engage in new construction to reach community goals.					
	Explore forming a community development corporation (CDC)	Short-Term/Mid-Term	ECC Housing Committee	Evanston Community Council, ECC Housing Committee, City of Cincinnati, LISC, Homebase	CDC in place - staff hired, raise annual budget of \$250,000	
	Partner with the Walnut Hills Redevelopment Foundation to consult (consider an MOU on the Montgomery properties)	Short-Term		Evanston Business Association, Walnut Hills Redevelopment Foundation, Evanston Community Council, City of Cincinnati		
	Coordinate and collaborate with the Port on small multi-family renovations (buildings with 3-19 units)	Short-Term		ECC Housing Committee, The Port, Evanston Community Council, developer(s)	Launch 1 project with 5-10 units	



Goal	Strategy or Action Step	Timeframe	Responsible Party	Key Partners	Measurable Outcomes
Create a sustainable, mixed income neighborhood without displacement. <i>(continued)</i>	Coordinate and collaborate with the Port, Habitat for Humanity and other partners on single-family program	Short-Term	ECC Education, Advocacy and Action Committee	The Port, New Owners, Evanston Community Council, ECC Housing Committee, City of Cincinnati, HURC, Habitat for Humanity and other single-family housing providers	HURC and other single-family housing providers will complete 2 - 6 units by 2020, and an additional 3 per year thereafter contingent on the feasibility of the project being successful
	Invite housing partners into EERC	Mid-Term			ECC Housing Committee, EERC
	Ensure the renovation of units in poor condition (count of units in poor condition needs to be completed)	Mid-Term	ECC Housing Committee	City of Cincinnati, ECC Housing Committee	Eliminate blight by 50% through renovations, home improvements, and demolition when that is the best solution given the poor condition of the property
	Maintain the integrity of the Evanston neighborhood boundaries. (See Appendix: Boundaries)				
	Community Council to approve updated, expanded boundaries as shown in this Work Plan	Short-Term	ECC Housing Committee	ECC Housing Committee, Evanston Community Council, City of Cincinnati	Change in neighborhood boundary
	Communicate to City agreed upon community boundaries and expect revisions to public notification processes	Short-Term			



**BRINGING LIFE BACK TO
BUSINESS DISTRICTS**

ACTION STEPS

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Community Council

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Employment Resource
Center

Timeframes:

Now: Happening now, or happening immediately

Short-Term: 1-3 years

Mid-Term: 3-5 years

Long-Term: 5-10 years

Ongoing: Occurring on an ongoing

Goal	Strategy or Action Step	Timeframe	Responsible Party	Key Partners	Measurable Outcomes
<p>Position commercial real estate to support a diversity of locally and corporately owned businesses that would be attractive to residents and where our community can work and thrive.</p>	<p>Stabilize and plan for the renovation of three key mixed use buildings in the North Business District to restore more than 20 residential units and 5 commercial store fronts (3604-08 Montgomery Rd, 3570 Montgomery Rd, 1740 Brewster Ave). Our recommendation for the residential units is that they are mixed income units (with some units affordable to low income individuals or families).</p>	<p>Now</p>	<p>The Port</p>	<p>Evanston Business Association/Evanston Community Council, City of Cincinnati, Walnut Hills Redevelopment Foundation, Community Building Institute (grant writing), Model Group (developer), other Developers, Neighborhood Business District Improvement Program (NBDIP)</p>	<p>Sale and development agreement have been put in place</p>

Goal	Strategy or Action Step	Timeframe	Responsible Party	Key Partners	Measurable Outcomes
Position commercial real estate to support a diversity of locally and corporately owned businesses that would be attractive to residents and where our community can work and thrive. <i>(continued)</i>	Identify and plan for the best future use for the former Bible Way site. Bible Way Church on Woodburn Avenue will be demolished in 2019. The Bible Way parcel marks a transition from commercial and institutional, to primarily residential uses at the southern end of the Five Points district. The Bible Way lot could be an opportunity to increase shared parking in the Five Points District or an opportunity for infill commercial development. However, in the short and mid term, infill and renovated commercial sites are more of a priority on Montgomery Road heading north from the corner of Hewitt and Montgomery.	Now	The Port	Evanston Business Association/ Evanston Community Council, City of Cincinnati, Sam's Corner Grocery	Development plan in place (e.g., signed development deal or funding secured for parking lot construction)
	Preserve the Calvary Church building and pursue historic designation.	Short-Term	Preservation Work Team	Current Property Owner, The Port, City of Cincinnati, Cincinnati Preservation Association, Walnut Hills Redevelopment Foundation, Mission Cincinnati, Evanston Business Association/Evanston Community Council	Completion of building stabilization

**BRINGING LIFE BACK TO
BUSINESS DISTRICTS**



Goal	Strategy or Action Step	Timeframe	Responsible Party	Key Partners	Measurable Outcomes
Position commercial real estate to support a diversity of locally and corporately owned businesses that would be attractive to residents and where our community can work and thrive. <i>(continued)</i>	Identify appropriate tenants for the three renovated storefronts owned by the owner of Sam's Corner Grocery, placing priority on retail and restaurant uses.	Short-Term	Building owner	Evanston Business Association/Evanston Community Council, City of Cincinnati, Community Building Institute, Greater Cincinnati Chamber of Commerce, Urban League, Cincinnati African American Chamber	Number of permanent tenant leases signed
	Develop a targeted acquisition strategy to gain site control for future development in the North Business District, Five Points Business District, and transition areas, focusing on properties the neighborhood has identified as blighted or problem properties, including the acquisition of key sites on the south side of Montgomery Road. Subsidy funding will need to be identified.	Short-Term	The Port/Evanston Business Association/Evanston Community Council	City of Cincinnati, The Port, Walnut Hills Redevelopment Foundation, Community Building Institute, Model Group, Cincinnati Police Department	Number of significant parcels acquired

**BRINGING LIFE BACK TO
BUSINESS DISTRICTS**



Goal	Strategy or Action Step	Timeframe	Responsible Party	Key Partners	Measurable Outcomes
Position commercial real estate to support a diversity of locally and corporately owned businesses that would be attractive to residents and where our community can work and thrive. <i>(continued)</i>	Identify opportunities to support businesses to become tenants in renovated store fronts in the North Business District, placing priority on entertainment and service oriented business (i.e. restaurants, retail, and offices.) These businesses should be neighborhood serving and reflect the needs of current residents.	Short-Term (and on-going)	Commercial Property Owners in Evanston	Evanston Business Association/ Evanston Community Council, Cincinnati African American Chamber, Cincinnati USA Regional Chamber, City of Cincinnati, Community Building Institute	Number of new or existing businesses directly assisted
	Utilize the City's Pop Up Shop program where applicable to test business concepts in the district.	Short-Term	Evanston Business Association/ Evanston Community Council	City of Cincinnati, Community Building Institute, Findlay Market, Model Group, Commercial Property Owners in Evanston, Start:ME	Number of pop-up shops implemented
	Identify best practice strategies to support small and medium sized businesses as they start up, including, but not limited to, pro-rated commercial rent programs, loan products, and facade improvement grants. Identify resources to promote and support minority owned businesses as commercial tenants in the business districts.	Short-Term	Evanston Business Association/ Evanston Community Council	OCEAN Accelerator, City of Cincinnati, Model Group, Cincinnati African American Chamber, Start:ME, EERC	Number of new or existing businesses directly assisted

**BRINGING LIFE BACK TO
BUSINESS DISTRICTS**



Goal	Strategy or Action Step	Timeframe	Responsible Party	Key Partners	Measurable Outcomes
Position commercial real estate to support a diversity of locally and corporately owned businesses that would be attractive to residents and where our community can work and thrive. <i>(continued)</i>	Support Start:ME Evanston graduates who are seeking to establish a brick and mortar location in Evanston, particularly resident and minority owned businesses.	Short-Term	Start:ME	St. Andrew's Church, Community Building Institute, City of Cincinnati, Residents of Evanston, Commercial Property Owners in Evanston	Number of Start:ME alumni opening brick and mortar locations in Evanston
	Explore opportunities to renovate existing structures and redevelop under-performing properties in the North Business District (in addition to the three properties currently acquired through NBDIP funding) to create a mixed-use, mixed-income district with a variety of neighborhood serving businesses and an appropriate mix of affordable and market rate housing options.	Short-Term	<i>Responsible Party not yet identified</i>	City of Cincinnati, The Port, Community Building Institute, Model Group, the Walnut Hills Redevelopment Foundation, Urban Fast Forward	
	Seek opportunities in and near the North Business District to develop a shared, public merchant lot to alleviate parking issues for business and residents. The lot should be located to the rear or adjacent to the commercial structures.	Mid-Term	<i>Responsible Party not yet identified</i>	City of Cincinnati, The Port, Community Building Institute, Evanston Business Association, Herbert Hood's Development group	Property and funding secured for parking lot expansion/creation

**BRINGING LIFE BACK TO
BUSINESS DISTRICTS**



Goal	Strategy or Action Step	Timeframe	Responsible Party	Key Partners	Measurable Outcomes
Position commercial real estate to support a diversity of locally and corporately owned businesses that would be attractive to residents and where our community can work and thrive. <i>(continued)</i>	If a parking lot at the former Bible Way lot is deemed not feasible or does not fully alleviate parking issues in the district, seek opportunities in and near the Five Points District to develop a shared, public merchant lot to alleviate parking issues for business and residents. The lot should be located to the rear or adjacent to the commercial structures.	Mid-Term	<i>Responsible Party not yet identified</i>	City of Cincinnati, The Port, Community Building Institute, Evanston Business Association, Herbert Hood's Development group	Property and funding secured for parking lot expansion/creation
	Prioritize market-rate residential units in the Five Points District when addressing future in-fill and renovated units. Currently, there are over 60 subsidized units, ranging from 1 to 3 bedroom, densely populating the Five Points District.	Mid-Term	<i>Responsible Party not yet identified</i>	City of Cincinnati, The Port, Walnut Hills Redevelopment Foundation, Model Group	Number of market-rate units added to the Five Points District
	Focus new and renovated commercial development in the Five Points District on the East side of Montgomery Road from Hewitt to the corner of Holloway and Montgomery.	Long-Term	<i>Responsible Party not yet identified</i>	City of Cincinnati, The Port, Model Group, Civitas Development Group (Darin Hall)	Development deal in place

**BRINGING LIFE BACK TO
BUSINESS DISTRICTS**



Goal	Strategy or Action Step	Timeframe	Responsible Party	Key Partners	Measurable Outcomes
Position commercial real estate to support a diversity of locally and corporately owned businesses that would be attractive to residents and where our community can work and thrive.	Increase density in the Five Points District by redeveloping the corner of Hewitt and Montgomery Road with a large mixed-used, 3 to 4 story development, including at least one commercial store front on the corner.	Long-Term	<i>Responsible Party not yet identified</i>	Civitas Development Group (Darin Hall), City of Cincinnati, The Port	Development deal in place
	Mid- Montgomery between Duck Creek and Ruth should serve as an office and commercial district.	Long-Term	<i>Responsible Party not yet identified</i>	City of Cincinnati, Xavier University, Cincinnati USA Regional Chamber, Cincinnati African American Chamber	

BRINGING LIFE BACK TO BUSINESS DISTRICTS



Goal	Strategy or Action Step	Timeframe	Responsible Party	Key Partners	Measurable Outcomes
Revive Evanston's Business Districts to preserve the rich culture and history of the community, reflecting education and the arts and promoting the community as a great place to live and work.	Maintain at least 40% of businesses in the business districts owned by African Americans and/or Evanston residents.	Now	Evanston Business Association/ Evanston Community Council	City of Cincinnati, Cincinnati African American Chamber, Urban League, Community Building Institute, Start:ME, St. Andrew's Church, Mission Cincinnati, Urban Fast Forward	Percentage of businesses in the business districts owned by African Americans or Evanston residents
	Identify opportunities to create pedestrian and bike friendly links between the future Wasson Way Bike Trail and the North Business District. In the long term, optimize connections from Wasson Way along Montgomery Road and Brewster Avenue to connect the bike trail to the King site. This could include way finding signage.	Short-Term	Evanston Business Association/ Evanston Community Council	Wasson Way, Crown the Queen/Green Umbrella, City of Cincinnati, Xavier University, King Studio Board, Cincinnati USA Regional Chamber	Connection between Wasson Way and the Northern Business District created
	Develop a marketing strategy to support the recruitment of developers and businesses to Evanston's Business Districts. This could include marketing sheets, temporary facade installations or other physical improvements in the business districts.	Short-Term	Evanston Business Association/ Evanston Community Council	City of Cincinnati, Community Building Institute, Xavier MBA program, Xavier Marketing and Communications Students, We are Vikings	Strategy developed

**BRINGING LIFE BACK TO
BUSINESS DISTRICTS**



Goal	Strategy or Action Step	Timeframe	Responsible Party	Key Partners	Measurable Outcomes
Revive Evanston's Business Districts to preserve the rich culture and history of the community, reflecting education and the arts and promoting the community as a great place to live and work. <i>(continued)</i>	Explore design recommendation guidelines, like an urban design overlay district, that would preserve the architectural integrity and urban design of the business districts. Initial design guidelines are included in the Work Plan.	Short-Term	Evanston Business Association/ Evanston Community Council	City of Cincinnati, Community Building Institute, Business Owners in Evanston	Design guidelines created
	Develop a cohesive brand/identity of Evanston's Business Districts	Mid-Term	Evanston Business Association/ Evanston Community Council	City of Cincinnati, Community Building Institute, Xavier University, Urban Fast Forward, Business Owners in Evanston	Branding developed

**BRINGING LIFE BACK TO
BUSINESS DISTRICTS**



Goal	Strategy or Action Step	Timeframe	Responsible Party	Key Partners	Measurable Outcomes
Revive Evanston's Business Districts to preserve the rich culture and history of the community, reflecting education and the arts and promoting the community as a great place to live and work. <i>(continued)</i>	Highlight the "entrance" to King Records at the corner of Montgomery and Brewster Avenue. This could take many forms, whether through a building that operates as a welcome center, a park with sculptures highlight King, or other methods. Creating a connection between the original King building and the North Business District is critical to the business districts long term success. City-owned lots in the North Business District may provide an opportunity to do this. They could also serve mixed-use functions, and are key future development sites.	Long-Term	<i>Responsible Party not yet identified</i>	City of Cincinnati, King Studios Board, USA Regional Chamber, Xavier University	Physical improvements made in the North Business District that create an obvious connection to King Records on Brewster Avenue
	If determined to be feasible, re-open access to Brewster Avenue at Montgomery Road, facilitating direct access to the King Records site.	Long-Term	<i>Responsible Party not yet identified</i>	City of Cincinnati, Ohio Department of Transportation (ODOT)	Feasibility of re-opening Brewster Avenue assessed

**BRINGING LIFE BACK TO
BUSINESS DISTRICTS**



Goal	Strategy or Action Step	Timeframe	Responsible Party	Key Partners	Measurable Outcomes
The Woodburn Avenue and Montgomery Road corridors are transformed to look and feel like a beautiful place to live, work and play. Evanston provides a safe and attractive link between Norwood and East Walnut Hills, where Evanston residents and surrounding community want to gather.	Work with the City to increase targeted code enforcement along key corridors in the business districts, placing priority on key areas of concern identified by the community in the North Business District. (Community feedback map on page 78 identifies areas of concern.)	Now	Evanston Business Association/ City of Cincinnati Buildings & Inspections	Evanston Business Association/ Evanston Community Council, City of Cincinnati, Cincinnati Police Department, The Port, Business Owners along key corridors	Completion of a targeted code enforcement blitz and follow-up activity to address violations
	Work with the City and District 2 Police, and other community partners, to address the loitering, drug activity, and safety issues in the North Business District.	Now	Evanston Business Association/ District 2 Police	City of Cincinnati, The Port, Evanston Business Association/ Evanston Community Council	Maintain or decrease levels of violent and non-violent crime in the Northern Business District and Five Points District
	Explore lot activation activities for key vacant lots in the Northern Business District and Five Points.	Short-Term	Evanston Community Council: Beautification Committee and Business Association	Churches in Evanston, Volunteer Groups, Crossroads Church, Keep Cincinnati Beautiful	Number of lot activation projects completed
	Upgrade street lighting on Montgomery Road between Dana Avenue and Brewster Avenue to increase brightness (increase lumen output), creating a seamless connection from Xavier's University Station throughout Evanston's Northern Business District.	Short-Term	Evanston Business Association/ City of Cincinnati Department of Transportation and Engineering	Duke Energy, Evanston Business Association/Evanston Community Council, Xavier University	Street lights updated with increased lumen output



Goal	Strategy or Action Step	Timeframe	Responsible Party	Key Partners	Measurable Outcomes
The Woodburn Avenue and Montgomery Road corridors are transformed to look and feel like a beautiful place to live, work and play. Evanston provides a safe and attractive link between Norwood and East Walnut Hills, where Evanston residents and surrounding community want to gather. (continued)	Address pedestrian safety in the Northern Business District by improving the existing crosswalk across Montgomery Road at Clarion Avenue.	Short-Term	Evanston Business Association/ City of Cincinnati Department of Transportation and Engineering	Evanston Business Association/Evanston Community Council, Business Owners along Montgomery Road	Crosswalk improvements completed
	Continue streetscaping along Montgomery Road between Brewster Avenue and Hewitt Avenue, creating a safe and walkable connection between the Northern Business Districts and Five Points.	Mid-Term	<i>Responsible Party not yet identified</i>	City of Cincinnati, Duke Energy	Streetscaping improvements completed
	Increase beautification and facade improvement on right of way and buildings along Montgomery Road between Duck Creek Road and Ruth Avenue.	Long-Term	<i>Responsible Party not yet identified</i>	City of Cincinnati, Community Building Institute, Business owners along Montgomery Road, Evanston Business Association/ Evanston Community Council	Facade improvements completed

BRINGING LIFE BACK TO BUSINESS DISTRICTS





INCREASING COMMUNITY CONNECTIONS

ACTION STEPS

ECC = Evanston Community Council

EERC = Evanston Employment Resource Center

Timeframes:

Now: Happening now, or happening immediately

Short-Term: 1-3 years

Mid-Term: 3-5 years

Long-Term: 5-10 years

Ongoing: Occurring on an ongoing

Goal	Strategy or Action Step	Timeframe	Responsible Party	Key Partners	Measurable Outcomes
Evanston has regular community events that bring the entire community together throughout the year.	Seek out partnerships in the community to grow existing events with schools, churches, businesses, and the ECC Youth Development Committee that happen throughout the community	Ongoing	Evanston Community Council	Evanston Community Council Committees	Grow attendance in existing events each year; Event locations are spread throughout Evanston
	Support new event in 2019 (held 1st Evanston 5k Walk/Run in April 2019)	Now			
	Support new events in 2020; potential new event – “Evanston Daze” Food Event that can be held at Evanston Park (opportunity not being used) in the Fall	Short-Term			

Goal	Strategy or Action Step	Timeframe	Responsible Party	Key Partners	Measurable Outcomes
Evanston's Community Council membership base increases year-over-year by at least five percent.	Increase membership in 2019 to 250 paid members	Now	ECC Membership Committee	ECC Housing Committee; ECC Membership Committee	Grow paid membership in the Evanston Community Council
	Advertise membership in the Evanston Community Council Newsletter	Now			
	Encourage existing members to invite their neighbors to join the Evanston Community Council	Now			
	Advertise Community Council events and membership information with yard signs	Short-Term			
	Send "mailers" such as postcards with membership and Community Council information	Short-Term			
	Create a new resident "welcoming committee"	Short-Term			

INCREASING COMMUNITY CONNECTIONS



Goal	Strategy or Action Step	Timeframe	Responsible Party	Key Partners	Measurable Outcomes
Support new and existing small interest groups made up of Evanston residents that will meet on a consistent basis and that can be visible in the community.	Work with the Membership Committee to identify Evanston Community Council members' interests and talents	Now	<i>Responsible Party not yet identified</i>	Evanston Walking Club, ECC Safety Committee, Cincy Neighborhood Games, Start:ME, ECC Membership Committee	Grow the number of participants in all groups
	Based on identified common interests, help interested members to "meet up"	Now			
	Support each group in getting started and support initial meetings	Now			
	Use social media and online resources to share and connect residents with groups	Now			
	Support groups that bring together residents with common interests (i.e., gardening club, walking group, cooking group)	Continuous			
	Make groups visible in the community so residents are aware of groups and know how to connect	Short-Term			

INCREASING COMMUNITY CONNECTIONS





**CELEBRATING AND
PRESERVING EVANSTON**

ACTION STEPS

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Community Council**

**EERC = Evanston
Employment Resource
Center**

Timeframes:

Now: Happening now, or happening immediately

Short-Term: 1-3 years

Mid-Term: 3-5 years

Long-Term: 5-10 years

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Goal	Strategy or Action Step	Timeframe	Responsible Party	Key Partners	Measurable Outcomes
Revitalize King Records as a museum and tourist attraction. King Record's legacy to the pantheon of American music is unequalled. We intend to turn the revitalized building into a museum and education center devoted to everything King Records.	Strengthen on-going collaboration with the King Studio Board	Now	Evanston Community Council	King Studio Board, Evanston Community Council Executive Committee, City of Cincinnati Department of City Planning, City of Cincinnati Mayor's King Records Stakeholders, i.e., King Legacy, Bootsy Collins Foundation, Music Heritage Foundation	King Records being open and operational
	Meet with the Mayor and other stakeholders appointed by the Mayor's office to move the museum forward	Now			
	Collaborate with the Beautification Committee to enhance the aesthetics of the area	Now			
	Begin search for people involved in King Records who can talk about their remembrances for a video project	Now			
	Evanston Community Rep to sit on Xavier's King Exhibition and Traveling Suitcase Education Committee	Now			
	Choose/solicit RFP's to museum architects for building design	Short-Term			
	Determine opening date	Short-Term			
	Form capital campaign committee	Short-Term			

Goal	Strategy or Action Step	Timeframe	Responsible Party	Key Partners	Measurable Outcomes
Revitalize King Records as a museum and tourist attraction. King Record's legacy to the pantheon of American music is unequalled. We intend to turn the revitalized building into a museum and education center devoted to everything King Records. <i>(continued)</i>	Discuss remaining Tax Increment Financing (TIF) money as a potential funding source	Short-Term	Evanston Community Council	King Studio Board, Evanston Community Council Executive Committee, City of Cincinnati Department of City Planning, City of Cincinnati Mayor's King Records Stakeholders, i.e., King Legacy, Bootsy Collins Foundation, Music Heritage Foundation	King Records being open and operational
	Reach out to local historians and educators interested in writing didactic materials for the museum	Short-Term			
	Begin architectural planning for 2nd King Records Education Center	Mid-Term			
	Open 2nd King Records Education Center	Long-Term			
	Form operations funding campaign committee	Long-Term			

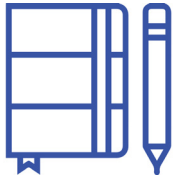


Goal	Strategy or Action Step	Timeframe	Responsible Party	Key Partners	Measurable Outcomes
Evanston builds upon its rich history through the preservation of buildings and the stories from residents past and present who shaped the neighborhood.	Collaborate with the City of Cincinnati's Urban Conservator to inventory and identify the history of 100 structures and their sustainability for repurposing vacant or underutilized buildings.		Evanston Community Council	Archdiocese of Cincinnati, St. Marks Alumni Association, City of Cincinnati Urban Conservator	Receive Historic Landmark designation; Receive tourism planning grant from the State of Ohio
	Explore landmark designation for other historic buildings such as Hoffman School and Calvary United Methodist Church	Short-Term			
	Decide which structures from the Cincinnati Conservator's inventory results will be used for tourism purposes, i.e. tours, brochures, etc.	Short-Term			
	Find funding for signage, tour guides, etc.	Short-Term			
	Apply to the State of Ohio for a tourism planning grant	Now			
	Submit the application to the City designating St. Marks as an historic landmark.				
	Continue to collaborate with the alumni of St. Marks to save the building for repurposing as a multi-use facility	Now			
	Work with the alumni to capture stories about St. Marks and its significance to African-Americans in the Evanston community	Now			
	Begin fundraising for the \$1500 application fee required to apply to the City for historic designation	Now			
	Continue to work with the Archdiocese on the status of St. Marks	Now			



Goal	Strategy or Action Step	Timeframe	Responsible Party	Key Partners	Measurable Outcomes
Create an Arts District to support the anticipated growth of the arts economy.	Beautification/landscaping of the area from King Records to Montgomery Road via Brewster Avenue	Now	ECC Beautification Committee	Evanston Business Association, Walnut Hills Redevelopment Foundation, City of Cincinnati Department of City Planning	
	Attract art galleries and music venues	Short-Term			
	Architectural drawings for park and additional landscaping of area	Short-Term			
	Turn grass area on the other end of Brewster into a park for concerts and other community events	Short-Term			





SUPPORTING YOUTH

ACTION STEPS

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Center**

Timeframes:

Now: Happening now, or happening immediately

Short-Term: 1-3 years

Mid-Term: 3-5 years

Long-Term: 5-10 years

Ongoing: Occurring on an ongoing

Goal	Strategy or Action Step	Timeframe	Responsible Party	Key Partners	Measurable Outcomes
Develop a parent and youth resource toolkit that provides various supports and identifies gaps in needs.	Fact Finding Mission: Reach out to partners and identify resources, partners and descriptions	Short-Term	ECC Youth Development Committee	Cincinnati Recreation Center, Evanston Recreation Center, Community Learning Center Lead Agencies (Community Learning Center Institute and Community Building Institute), Academy of World Languages, Evanston Academy, Alliance Academy, Xavier University, Walnut Hills High School, Music Resource Center, District 2 Police; Child Care Centers / Day Care Providers, Parents / Guardians, Cincinnati Youth Collaborative, Laborers International Union, YMCA, City Gospel Mission, Mill Creek Alliance, BB&T, American Red Cross, Mental Health Partners, The Village @ 3060, NAAP, Evanston Youth, City of Cincinnati, Evanston Youth Association, Churches	All Evanston youth and guardians are connected and have access to resources; Increase in use of services available in the community

Goal	Strategy or Action Step	Timeframe	Responsible Party	Key Partners	Measurable Outcomes
Develop a parent and youth resource toolkit that provides various supports and identifies gaps in needs. <i>(continued)</i>	Research best practices and implement solutions	Short-Term	ECC Youth Development Committee	N/A	1. All Evanston youth and guardians are connected and have access to resources; 2. Increase in use of services available in the community; 3. Family and youth engagement survey.
	Define youth	Short-Term	ECC Youth Development Committee	N/A	N/A
	Compile information in accessible place	Short-Term	ECC Youth Development Committee	Evanston Recreation Center, Community Learning Center Lead Agencies, Academy of World Languages, Evanston Academy, Walnut Hills High School, Alliance Academy, Music Resource Center, Cincinnati Youth Collaborative, The Village @ 3060, Evanston Youth Association, Churches, Evanston Community	All Evanston youth and guardians are connected and have access to resources



Goal	Strategy or Action Step	Timeframe	Responsible Party	Key Partners	Measurable Outcomes
Develop a parent and youth resource toolkit that provides various supports and identifies gaps in needs. (continued)	Identify strengths and gaps in supports	Short-Term	ECC Youth Development Committee	Cincinnati Recreation Center, Evanston Recreation Center, Community Learning Center Lead Agencies, Academy of World Languages, Evanston Academy, Xavier University, Alliance Academy, Walnut Hills High School, Parents / Guardians, Child Care Centers / Home Providers, Cincinnati Youth Collaborative, The Village @ 3060, Youth, Evanston Youth Association, Churches	All Evanston youth and guardians are connected and have access to resources; Increase in use of services available in the community; Family and youth engagement survey; Increase in youth employment;
	Family and youth engagement	Short-Term	ECC Youth Development Committee	Evanston Recreation Center, Community Learning Center Lead Agencies, Academy of World Languages, Evanston Academy, Xavier University, Walnut Hills High School, Parents / Guardians, Cincinnati Youth Collaborative, Alliance Academy, Churches, Evanston Youth Association, Youth, Evanston Community Council	Family and youth engagement survey

SUPPORTING YOUTH



Goal	Strategy or Action Step	Timeframe	Responsible Party	Key Partners	Measurable Outcomes
Build a sustainable marketing strategy that promotes youth programming available in the neighborhood.	Research best practices and implement solutions	Short-Term	ECC Youth Development Committee	N/A	Increase in youth enrollment in various programs; Increase in youth employment
	Integrate ongoing marketing utilizing digital and social media, as well as door-to-door campaigns	Short-Term	ECC Youth Development Committee	Evanston Recreation Center, Community Learning Center Lead Agencies, Academy of World Languages, Evanston Academy, Walnut Hills High School, Alliance Academy; Parents / Guardians, Cincinnati Youth Collaborative, The Village @ 3060, Youth Churches, Evanston Youth Association, Evanston Community Council	Increase in youth enrollment in various programs; Increase in youth employment



Goal	Strategy or Action Step	Timeframe	Responsible Party	Key Partners	Measurable Outcomes
Increase the number of safe spaces and programming for Evanston youth.	Data collection: Youth asset map overlaid with crime data	Short-Term	ECC Youth Development Committee	District 2 Police, City of Cincinnati, Community Learning Center Institute, Community Building Institute, Evanston Community Council	Decrease in crime; Decrease in "places avoided"
	Research best practices and implement solutions	Short-Term	ECC Youth Development Committee	N/A	Decrease in crime; Increase in participation; Recreation Center (or equivalent) open 7 days a week; Decrease in "places avoided"
	Identify pedestrian safety needs around schools and other youth gathering places	Short-Term	ECC Youth Development Committee	Evanston Recreation Center, Community Learning Center Lead Agencies, Academy of World Languages, Evanston Academy, Xavier University, Walnut Hills High School, Alliance Academy, Music Resource Center, District 2 Police, Parents / Guardians, Child Care Centers, The Village @ 3060, Youth, City of Cincinnati, Evanston Youth Association, Youth, Evanston Community Council	Decrease in crime; Decrease in "places avoided"



Goal	Strategy or Action Step	Timeframe	Responsible Party	Key Partners	Measurable Outcomes
Increase the number of safe spaces and programming for Evanston youth. <i>(continued)</i>	Create a youth council	Short-Term	ECC Youth Development Committee	Evanston Recreation Center, Community Learning Center Lead Agencies, Academy of World Languages, Evanston Academy, Alliance Academy, Xavier University, Walnut Hills High School, Parents / Guardians, Cincinnati Youth Collaborative, Urban League of Cincinnati, The Village @ 3060, Youth, Evanston Youth Association, Churches, Evanston Community Council	Increase in participation
	Create a youth committee under community council	Short-Term	ECC Youth Development	Evanston Community Council	Increase in participation
	Identify crime hot-spot areas	Short-Term	ECC Youth Development Committee	District 2 Police, City of Cincinnati, Community Learning Center Institute, Community Building Institute, Evanston Community Council	Decrease in crime; Decrease in "places avoided"



Goal	Strategy or Action Step	Timeframe	Responsible Party	Key Partners	Measurable Outcomes
<p>Increase the number of safe spaces and programming for Evanston youth. <i>(continued)</i></p>	<p>Work with partners to address problems</p>	<p>Short-Term</p>	<p>ECC Youth Development Committee</p>	<p>Cincinnati Recreation Center, Evanston Recreation Center, Community Learning Center Lead Agencies (Community Learning Center Institute and Community Building Institute), Academy of World Languages, Evanston Academy, Alliance Academy, Xavier University, Walnut Hills High School, Music Resource Center, District 2 Police, Child Care Centers/ Day Care Providers, Parents / Guardians, Cincinnati Youth Collaborative, Laborers International Union, YMCA, City Gospel Mission, Mill Creek Alliance, BB&T, American Red Cross, Mental Health Partners, The Village @ 3060, NAAP, Evanston Youth, City of Cincinnati, Evanston Youth Association, Churches</p>	<p>Decrease in crime; Increase in participation; Recreation Center (or equivalent) open 7 days a week; Decrease in "places avoided"; Increase in youth employment</p>

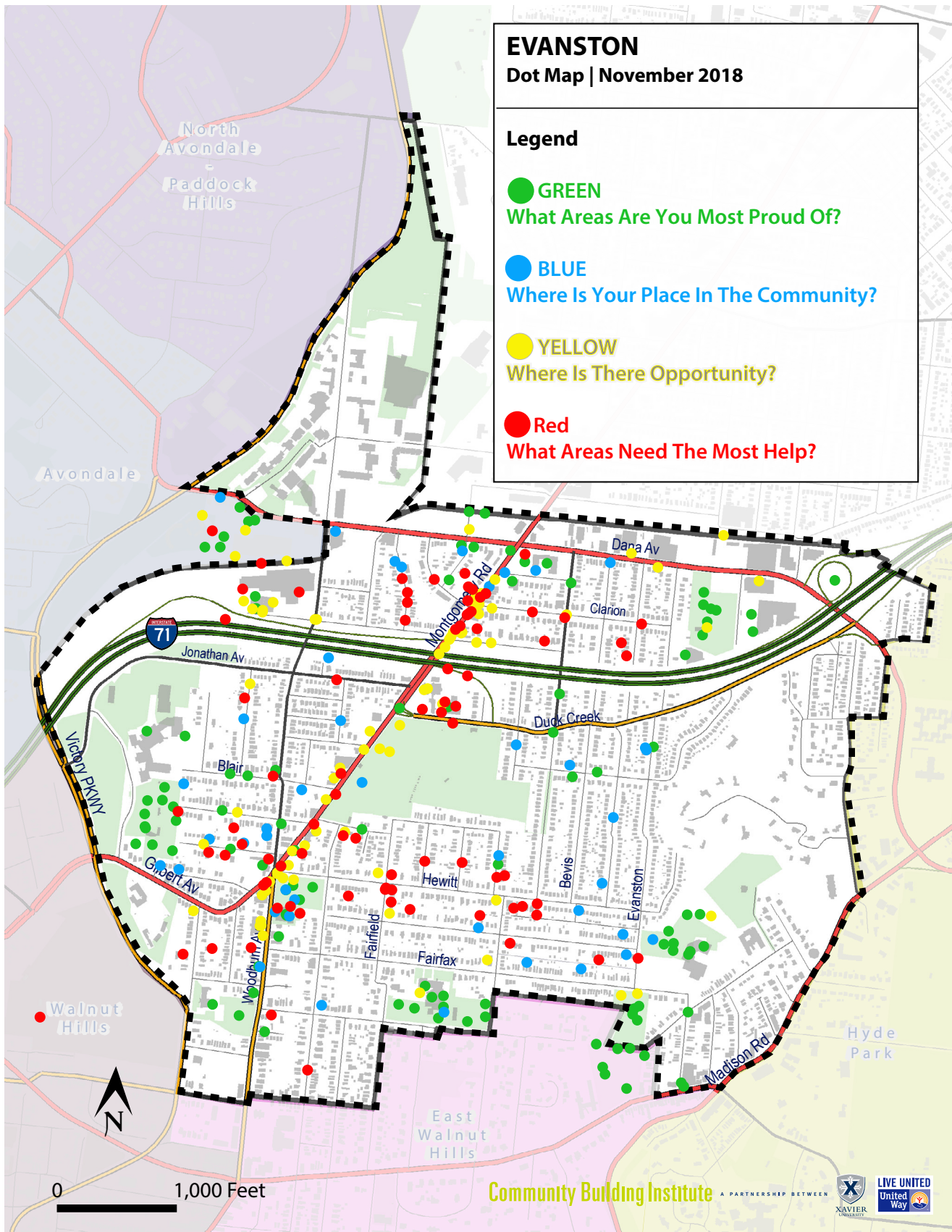


Target Area Analysis

As part of the planning process, residents and community stakeholders identified positive places in the neighborhood that add to the character and livability of Evanston, and places that detract from the quality of life in the community. The “dot map” on the following page illustrates the places that people are proud of, and the places that need the most improvement. People are proud of parks and schools in the neighborhood; these are important anchors in the community and places where people gather and connect.

The community identified most of the Montgomery Road corridor as both an area that needs help and an area of opportunity. Five Points and the North Business District are both identified as important centers of activity in the neighborhood. People expressed concern about the physical condition of vacant and occupied buildings, and of the open spaces and streetscape, along Montgomery Road. Stakeholders also identified safety concerns at several points along Montgomery and the adjacent residential areas.

Montgomery Road plays an important role in framing the perception of the Evanston community because so many people use it as a main transportation thoroughfare. For residents it signifies an opportunity to re-establish a hub of amenities like restaurants, places to gather and other businesses that once served the neighborhood. The area surrounding King Studios was also identified as a key area of opportunity. The analysis of Evanston’s Business Districts that follows will discuss the Montgomery Road corridor in three parts: Five Points (including Woodburn Avenue), Mid-Montgomery (between Holloway Avenue and Duck Creek Road), and the North Business District.



EVANSTON
 Dot Map | November 2018

Legend

- GREEN
What Areas Are You Most Proud Of?
- BLUE
Where Is Your Place In The Community?
- YELLOW
Where Is There Opportunity?
- Red
What Areas Need The Most Help?

The health and vibrancy of the business districts is directly linked with housing. Residents recognized that housing conditions are improving throughout the neighborhood. People expressed support for the new St. Ambrose apartments. The investments made by the Port through the REACH program in the blocks in front of Walnut Hills High School have stimulated new renovation in that area. However, even with investment in that area, there are residential buildings, both single-family and small multi-family buildings throughout the neighborhood, in poor condition.

Residents identified Hewitt Avenue as an area that illustrates properties in various conditions that could serve as an example of several types of renovation and new construction. The analysis of Hewitt that follows illustrates the community's interest in encouraging the renovation of existing buildings and encouraging appropriately scaled infill development where there are missing buildings along residential blocks. The preservation and renovation of the small multi-family buildings throughout the neighborhood is a key area of concern. The design recommendation maps and images included are intended to be an example of the kinds of renovation and new construction that will be encouraged to accomplish the goal of creating a mixed-income neighborhood without displacement.

The Target Areas map on the following page defines each of the target areas. What follows is a more detailed look at each of the target areas and identification of the opportunities that exist in each area. Each target area identifies sites that are Short-term Opportunity Areas. These are properties where owners are planning to make change, or areas that are owned by the Port, the City or another property owner who has expressed their intent to work with the community on development and improvement plans. The areas listed as Long-term Opportunity Areas are sites that residents and stakeholders have identified as critical to the successful implementation of the Evanston Work Plan. Future investment or redevelopment at these sites could include current property owners and businesses, and is not intended to displace those owners.

The design recommendation maps show potential redevelopment scenarios. They illustrate uses and site/building configurations that would support the recommendations of the Evanston Work Plan. They are meant to be instructive guidelines of the community's vision and intent for target areas, not precise renderings of desired future development.

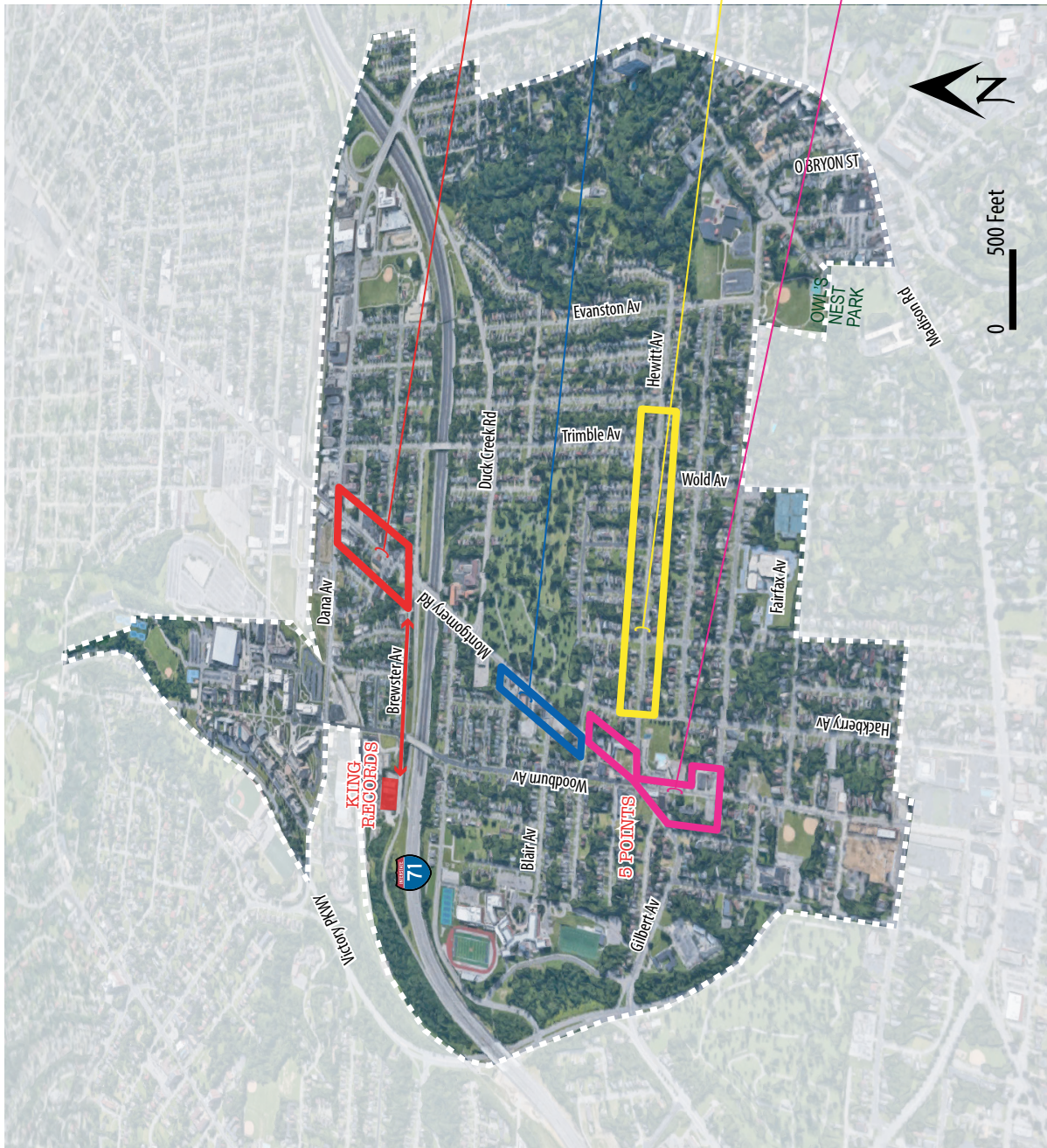
EVANSTON Target Areas

Legend

- North Business District ▭
- Mid-Montgomery ▭
- 5 Points ▭
- Hewitt Residential ▭
- Community Council Neighborhood Boundary ▬



Community Building Institute | 2019



FIVE POINTS: ANALYSIS

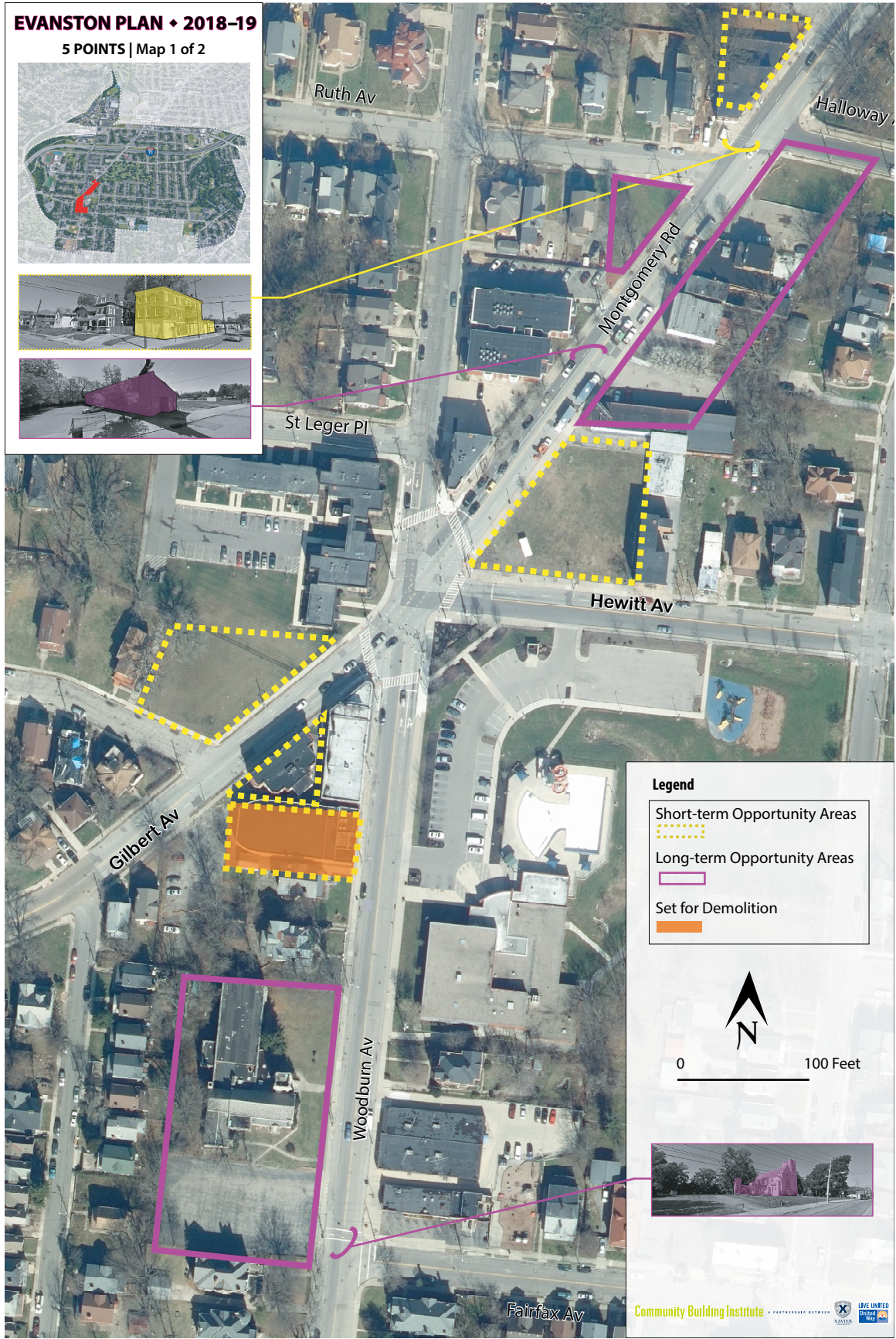
Five Points is the center of the neighborhood and represents the heart of the community. It is home to the Evanston Recreation Center and community pool, the Evanston Employment Resource Center, new affordable housing at St. Ambrose, small businesses, and the original Calvary United Methodist Church building. All of these assets make the district an important anchor in the community. It is also the connection point between Woodburn Avenue and Montgomery Road, two of the major corridors in the neighborhood. The Work Plan recommendations call for this district to be a walkable community destination with more retail and restaurant uses and new market-rate housing that would complement the recently constructed affordable housing at St. Ambrose and the Woodburn Pointe senior apartments.

There is potential for several new infill projects in the area as well as the renovation of an existing small multi-family building. Adding residential and retail uses and density (up to four stories) at this location will strengthen its walkability, and improve its character. Recommendations also call for the addition of a new, shared community parking lot to serve several nearby uses. Projects should incorporate pedestrian level improvements; doors to the sidewalk, clear vision glass, and appropriate landscaping and street trees. Improvements should make connections to community assets like the Evanston Recreation Center, parks, schools and the North Business District.

The Port owns important parcels in this area and will be a critical partner moving forward as redevelopment progresses. The owner of Sam's Corner Grocery, with support from the City, recently made significant facade improvements to the building on the southwest corner to prepare the spaces for occupancy. Filling those storefronts with positive, neighborhood serving tenants will be an important part of generating new vitality at Five Points.

The areas identified as Long-term Opportunity Areas include existing commercial sites, vacant lots, and a key preservation site. There are currently two parcels within the Long-Term Opportunity Areas that have recreational uses, which include a basketball court and pocket park being constructed by Keep Cincinnati Beautiful. The community expects that if these recreational assets were to be displaced by future development projects that those projects would replace the recreational assets on other sites within the Five Points District.

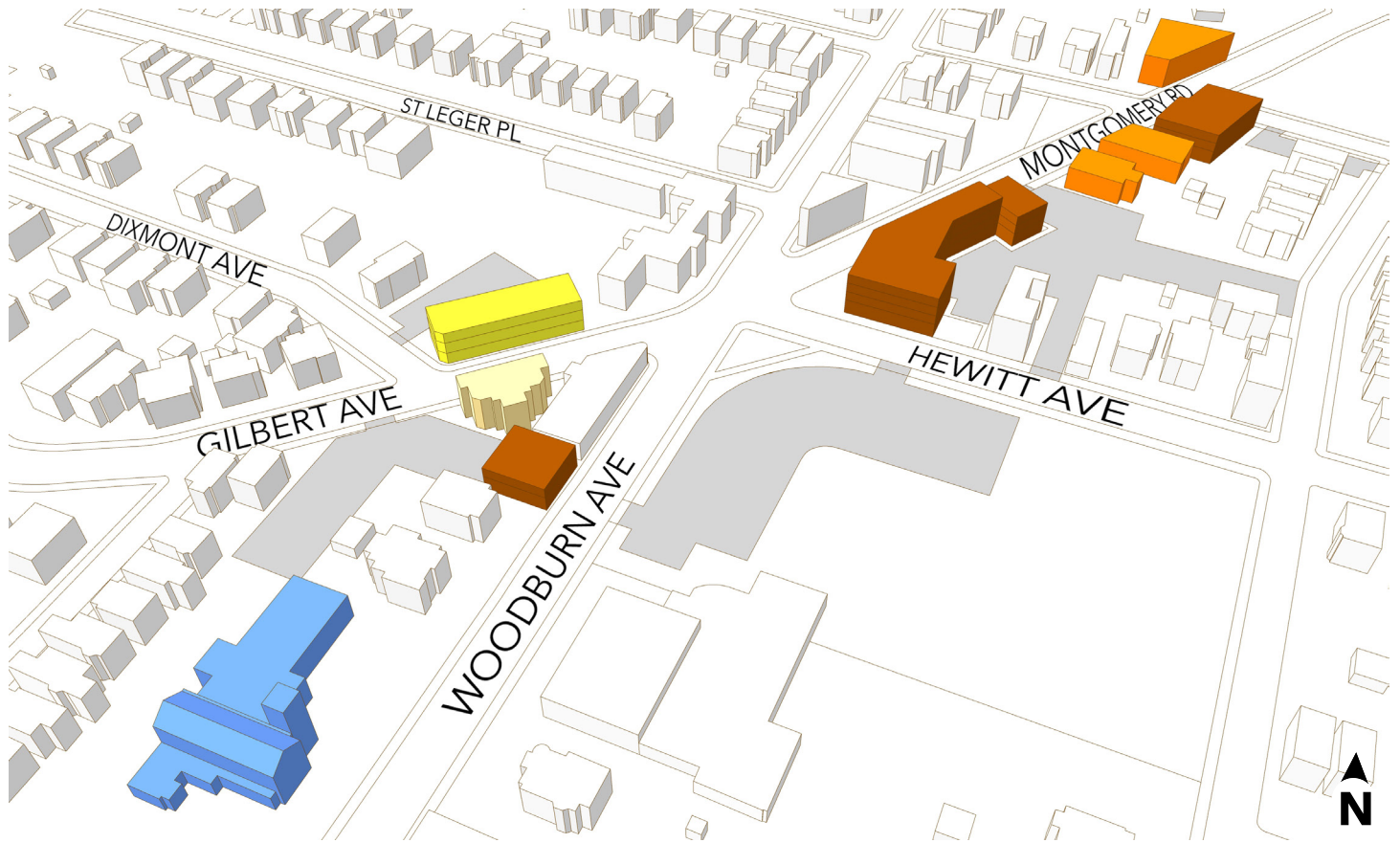
FIVE POINTS: OPPORTUNITIES



FIVE POINTS: RECOMMENDATIONS

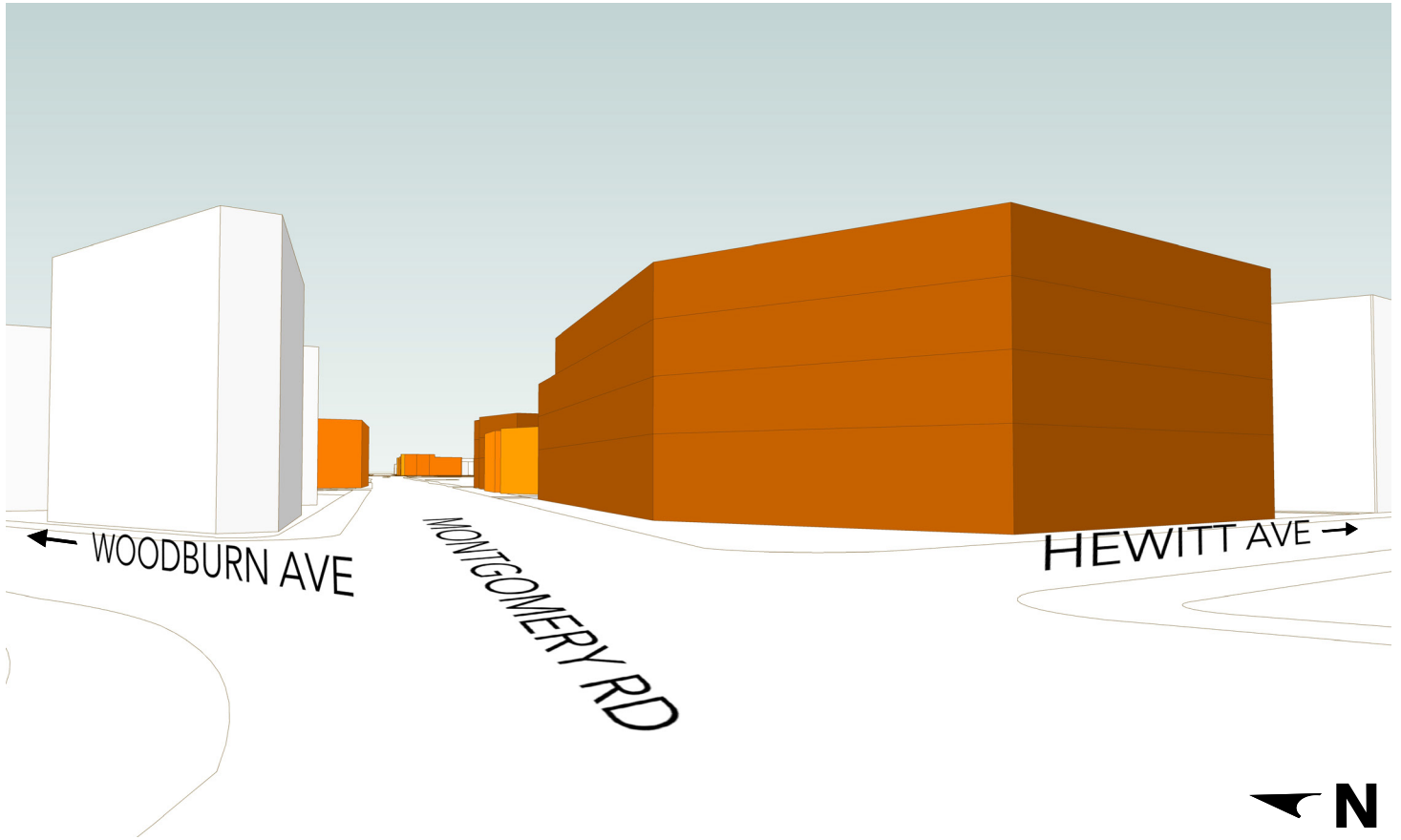


FIVE POINTS: STREET VIEWS



- | | | | |
|---|------------------------------|---|---|
|  | Existing |  | Residential Infill Opportunity |
|  | Potential Parking |  | Residential Rehab Opportunity |
|  | Mixed-Use Infill Opportunity |  | Community/Event Space Rehab Opportunity |
|  | Mixed-Use Rehab Opportunity | | |

FIVE POINTS: STREET VIEWS



- | | | | |
|---|------------------------------|---|---|
|  | Existing |  | Residential Infill Opportunity |
|  | Potential Parking |  | Residential Rehab Opportunity |
|  | Mixed-Use Infill Opportunity |  | Community/Event Space Rehab Opportunity |
|  | Mixed-Use Rehab Opportunity | | |

MID-MONTGOMERY: ANALYSIS

The Mid-Montgomery area is recognized as part of the Evanston business districts, but was not highlighted as an area with short-term redevelopment opportunities. However, Mid-Montgomery is an important part of creating a strong, welcoming image for Evanston and a critical connection between Five Points and the North Business District. This is one of the primary entrances to the neighborhood for drivers coming from I-71 North via Duck Creek.

This Work Plan envisions improvements in Mid-Montgomery focused on increasing the walkability and beautification between Five Points and the North Business District. Much of this part of the corridor is lined by green space provided by the cemeteries at the southeast corner of Montgomery and Duck Creek Roads. There is an old stone wall along the border of the Jewish Cemetery that could be restored, but for the most part is an attractive edge. The community has worked to improve this important gateway with landscaping, signage, and flowers over the past several years. Streetscape improvements, tree planting and additional beautification would significantly improve the walkability of this area. While there may be some opportunities for redevelopment along the west side of the street in the future, there are no known plans for significant changes in the immediate future.

The former St. Mark's Church at the corner of Montgomery Road and Duck Creek is a significant architectural and historic landmark at the northeast corner of this area. The former church campus represents a significant opportunity for the community. The buildings are currently mostly vacant, with the exception of a charter school located in the original school building. The preservation and redevelopment of the former church buildings are a top priority for the community.

MID-MONTGOMERY: OPPORTUNITIES



NORTH BUSINESS DISTRICT: ANALYSIS

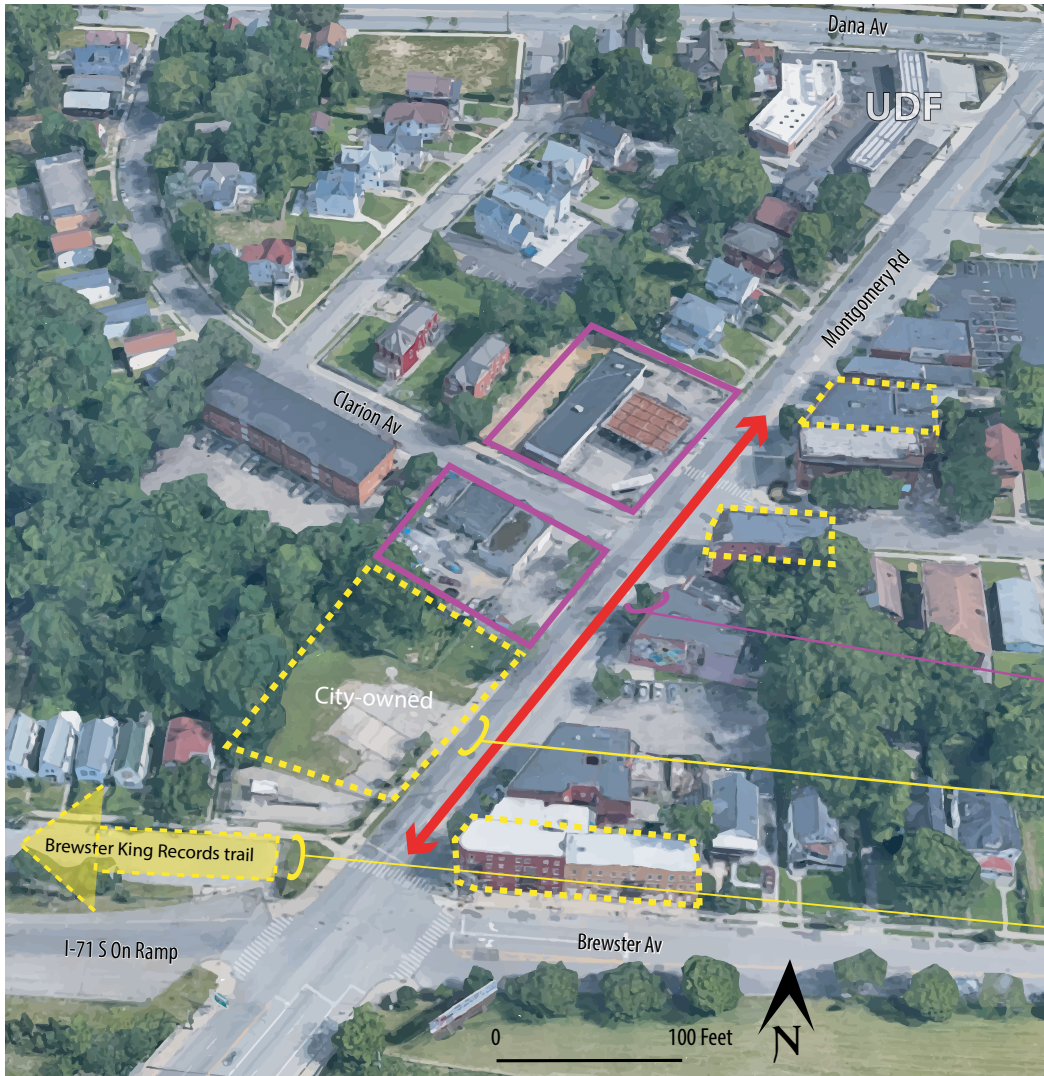
The North Business District includes the area along Montgomery Road between I-71 and Dana Avenue. The business district is adjacent to University Station at Xavier and the improvements along Dana Avenue, including Keystone Parke, which includes new office buildings, health care facilities, and a new hotel. The community would like to draw the energy and momentum from those investments onto the Montgomery Road corridor. The North Business District represents a significant opportunity for positive change. Currently, there are only about 5 occupied storefronts in the North Business District and at least 12 vacant storefronts. Several key buildings in this area are in need of significant repair. In addition to the deficit of commercial activity in this district, there are currently only 3 residential tenants in the apartments between the 3500 and 3600 blocks of Montgomery Road in the business district.

The community envisions the future of the North Business District as a walkable, mixed-use district with new businesses occupying existing vacant spaces and new infill construction on available lots. The recent renovation of the mixed-use building at 3550 Montgomery Road provides a great model for renovation of existing buildings. Over the past three years, the Evanston Business Association has received two significant grants through the Neighborhood Business District Improvement Program. The grant funding has supported the acquisition of a key building on the east side of Montgomery and will support the initial stabilization of three key buildings in this area. This project is being done in partnership with the Port and the Walnut Hills Redevelopment Foundation, who currently have ownership of the buildings. These three buildings, on the east side of Montgomery, present short-term opportunities for mixed-use redevelopment projects. Improvements that renovate apartments above retail space and fill vacant retail space with both local, African American owned businesses, and other national retailers are appropriate.

The two areas identified as Long-Term Opportunity Areas on the map are important to maximizing the redevelopment potential of the area. Future redevelopment of these sites could include the current or future owners of the sites. New buildings on these sites should be built up to the sidewalk to compliment the renovated buildings on the east side of Montgomery Road, with shared parking located behind the buildings.

An important part of the image and character of the North Business District is going to be the connection to King Records, which stands just three short blocks west of Montgomery Road on Brewster Avenue. Improvements on Montgomery should provide a gateway to King and welcome visitors to the experience the history and legacy of King Records. The community would like to explore the feasibility of re-opening Brewster Avenue at Montgomery Road to create a direct route between the King building and the North Business District.

NORTH BUSINESS DISTRICT: OPPORTUNITIES



EVANSTON PLAN • 2018-19
NORTH BUSINESS DISTRICT
 Map 1 of 2



Legend

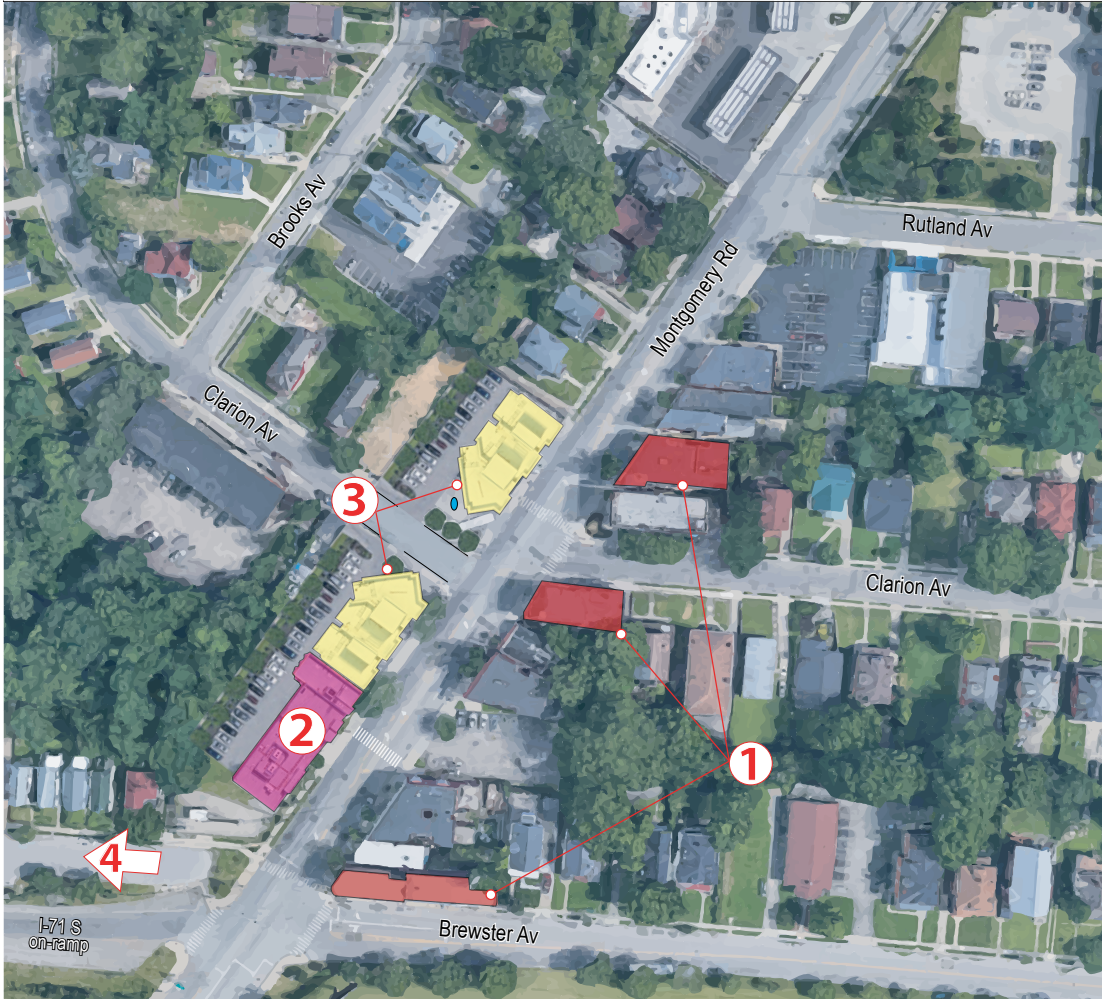
- Short-term Opportunity Areas
- Long-term Opportunity Areas
- Potential Arts District



King Studios concept \ SHP Design, 2017
 Community Building Institute • PARTNERED WITH •

NORTH BUSINESS DISTRICT: RECOMMENDATIONS

EVANSTON PLAN ♦ 2018-19
 NORTH BUSINESS DISTRICT | Map 2 of 2



Legend

- 1** Renovate existing mixed-use buildings.
- 2** Future mixed-use infill opportunity with rear parking; include a King Records presence.
- 3** Future mixed-use redevelopment opportunity with rear parking.
- 4** Historic King Records walking path on Brewster between Montgomery and the King building at 1540 Brewster.



0 1,000 Feet

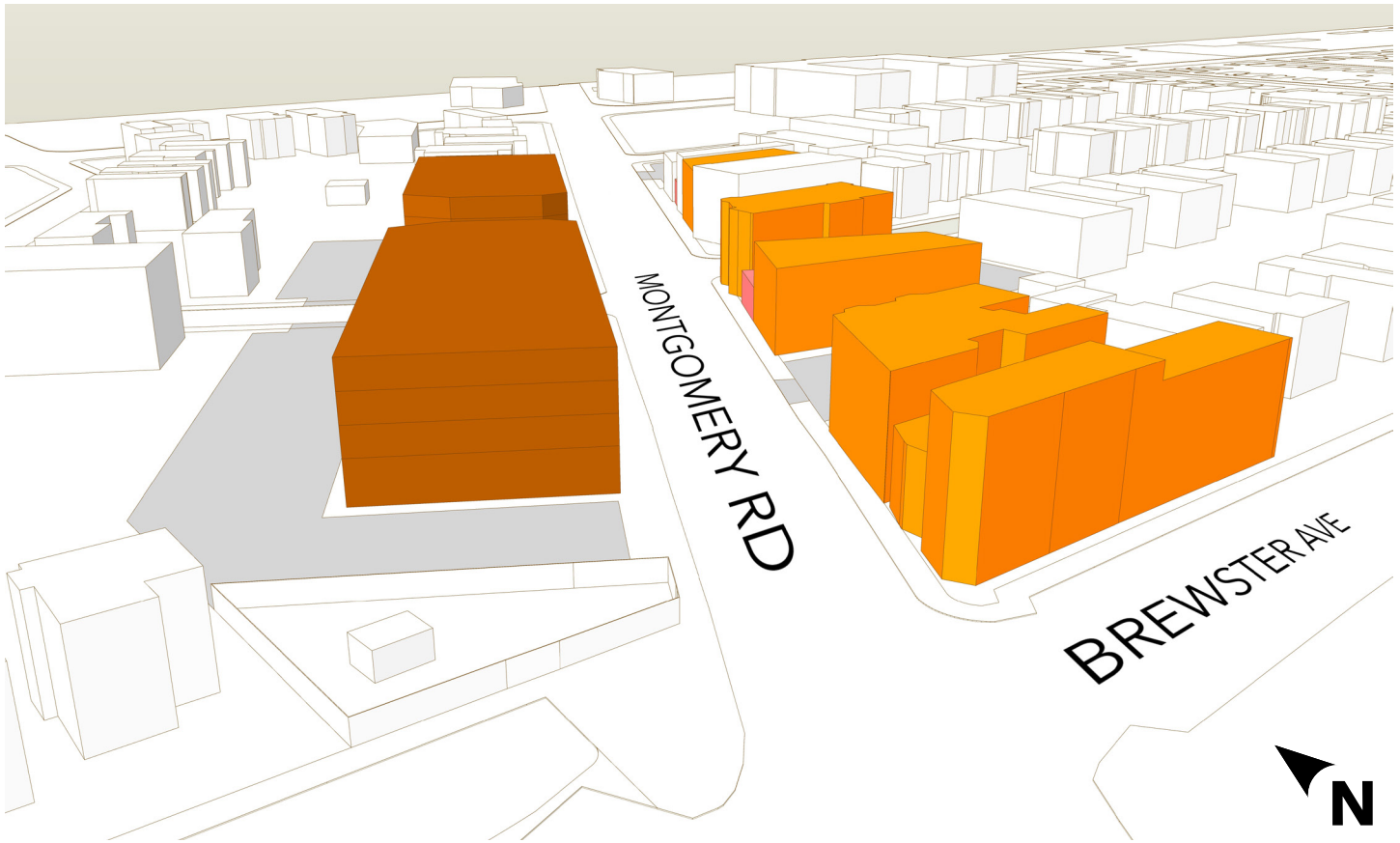
Community Building Institute 

NORTH BUSINESS DISTRICT: STREET VIEWS



- | | | | |
|---|-------------------|---|------------------------------|
|  | Existing |  | Commercial Rehab Opportunity |
|  | Potential Parking |  | Mixed-Use Infill Opportunity |
| | |  | Mixed-Use Rehab Opportunity |

NORTH BUSINESS DISTRICT: STREET VIEWS



- | | | | |
|---|-------------------|---|------------------------------|
|  | Existing |  | Commercial Rehab Opportunity |
|  | Potential Parking |  | Mixed-Use Infill Opportunity |
| | |  | Mixed-Use Rehab Opportunity |

HEWITT: ANALYSIS

The Hewitt Avenue target area was chosen because it is primary residential corridor in the neighborhood that connects to Five Points and it has single-family and small multi-family buildings in various states of disrepair. Hewitt is not the only part of the neighborhood where building conditions are a problem. It is used here to illustrate the kinds of improvements and future residential development envisioned for the neighborhood.

The community wants to maintain the existing character of the neighborhood, preserving single-family and small historic multi-family buildings where possible. Buildings should not go over three stories and the intent of the plan is to retain the walkable, historic, neighborly feel of the community.

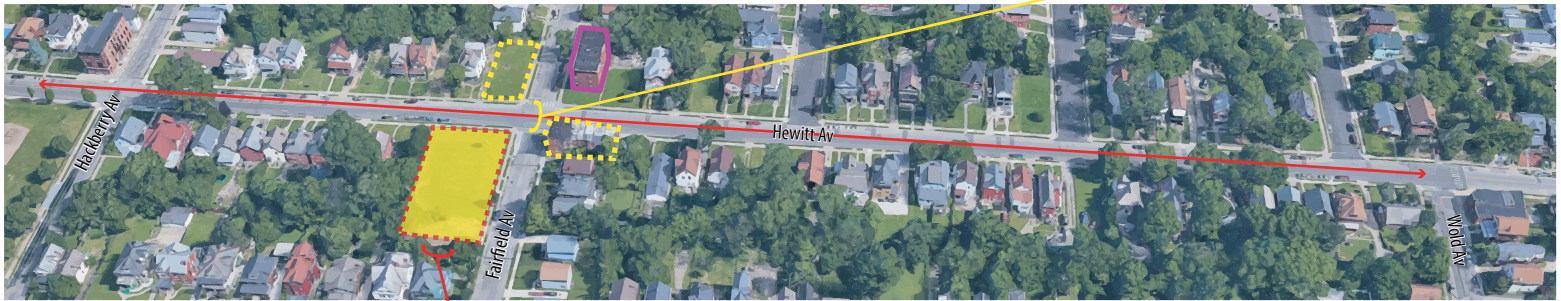
The corner of Hewitt and Fairfield Avenues is an opportunity to illustrate what appropriately scaled new construction would look like and demonstrate the impact of renovating key small multi-family buildings. The southwest corner of this intersection shows space for five new single-family homes, with construction scheduled to begin in 2019 or 2020. The small multi-family buildings on the east side of the intersection provide an opportunity to make physical improvements and also develop mixed income housing opportunities that ensure the kind of equity called for in the Housing recommendations. The design maps show a small new multi-family building on the northwest corner. This mix of mostly single-family buildings with some renovation of historic multi-family buildings represents the kind of mix of building types and price points the community is recommending. It is also an illustration of how clustering improvements can stimulate more improvements and magnify impact.

Code enforcement is an important part of improving conditions for all property owners. Resources to help low- and moderate-income homeowners with the repairs needs to accompany code enforcement. The Work Plan further calls for supporting existing homeowners so they can stay in their homes and reap the benefits of the wealth generated by increased property values while not being taxed out of their homes.

Evanston's beautiful, large, historic homes are an asset to the neighborhood and the Work Plan makes recommendations that are designed to maximize this asset and allow existing residents to reap the benefits of a strengthening housing market.

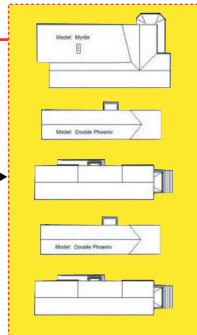
HEWITT: OPPORTUNITIES

EVANSTON PLAN HEWITT | Map 1 of 2



Legend

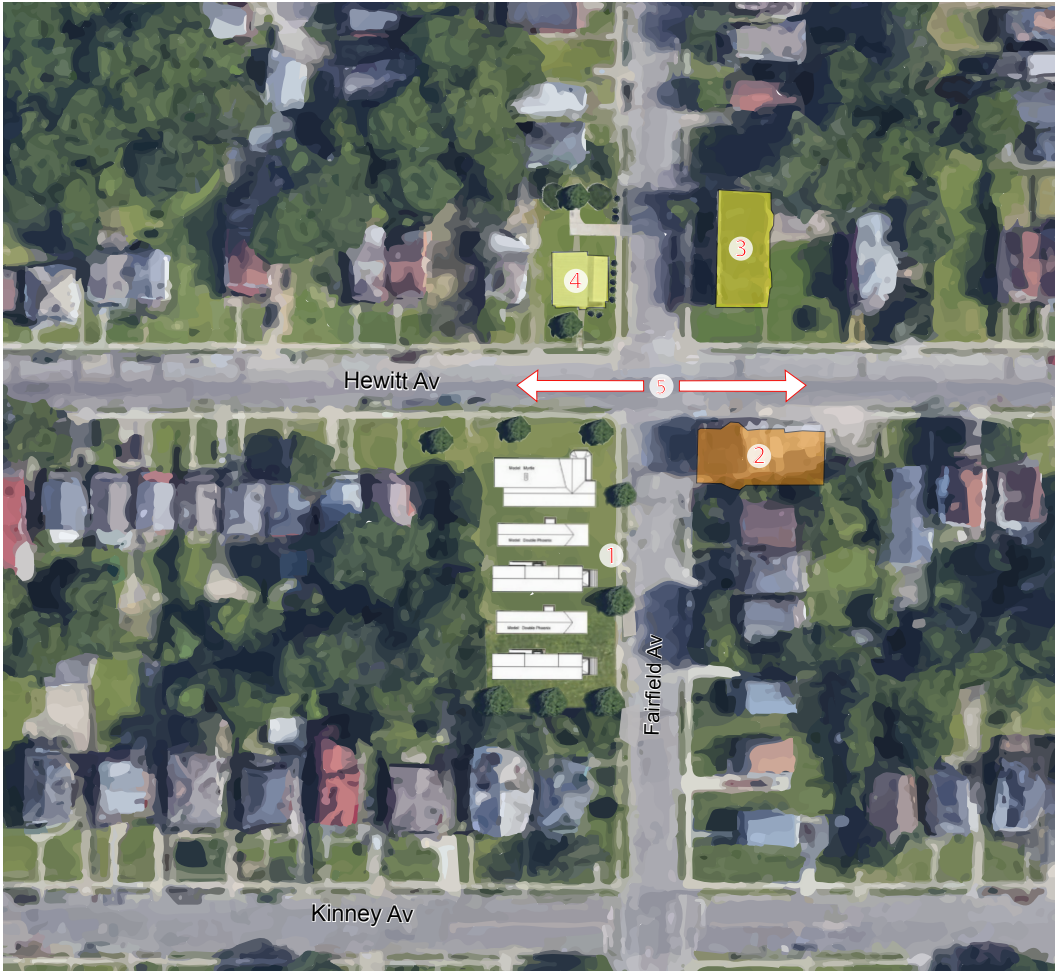
- Short-term Opportunity Areas.
- Long-term Opportunity Areas.
- 5 Unit Infill Development by Roost Builders.
- Streetscape / Safety Improvements.



0 _____ 200 Feet

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HEWITT: RECOMMENDATIONS



EVANSTON PLAN HEWITT | Map 2 of 2



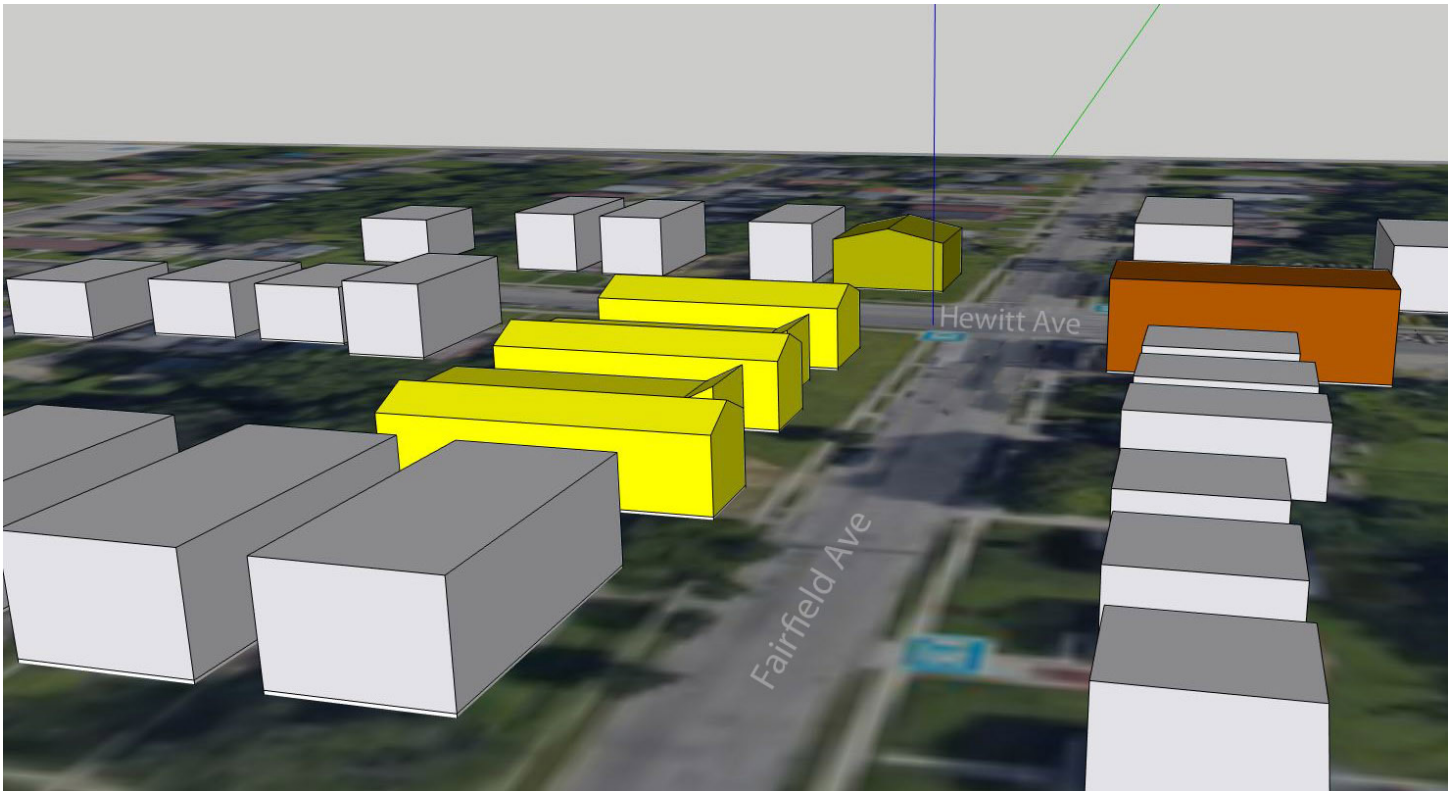
Legend




- 1** 5 new single-family homes by Roost builders.
- 2** Renovate building: primarily residential w/ option of live/work space on ground floor
- 3** Renovate residential.
- 4** New single-family residential.
- 5** Hewitt safety-oriented sidewalk treatment between Rec Center and Wold



0 100 Feet

HEWITT: STREET VIEWS



-  Existing
-  Mixed-Use Rehab Opportunity
-  Residential Infill Opportunity

Land Use and Zoning

Existing Zoning and Land Use

Evanston is a largely residential community in the near east side of Cincinnati as demonstrated by the Existing Land Use Map. The majority of the neighborhood consists of single-family homes that are two- to three-story homes with some two- and three-family and small multi-family buildings scattered throughout. There are commercial corridors along Dana and Montgomery with vacant and occupied retail space at Five Points and in the North Business District. There are five schools in the neighborhood: Alliance Academy, Evanston Academy, Academy of World Languages, Walnut Hills High School, and Xavier University. United Jewish Cemetery is in the middle of the neighborhood and important green spaces include Owl's Nest Park, Evanston Park, the baseball fields at the old Hoffman School, and the green space and Evanston Recreation Center at Five Points. On the north side of the neighborhood, along Dana Avenue, there are commercial uses. Xavier University is to the northwest, and new commercial development that includes the Red Cross and Keystone Parke at the I-71 interchange have provided new job opportunities for residents in the last five years. The western boundary of the neighborhood is the Victory Parkway greenway.

These land uses and this central location position Evanston well for the resurgence it is experiencing. The Evanston Work Plan looks to make sure the neighborhood stays walkable and that streetscape enhancements provide good pedestrian connections between all the community uses and through the residential parts of the community.






























The Existing Zoning Map on the following page shows the uses that are permitted in Evanston currently. The Existing Land Use Map shows how property is being used today. In most cases, the existing use of property and the potential use of property as allowed by the City of Cincinnati Zoning Code are the same.

EVANSTON EXISTING ZONING MAP | 2019

Legend

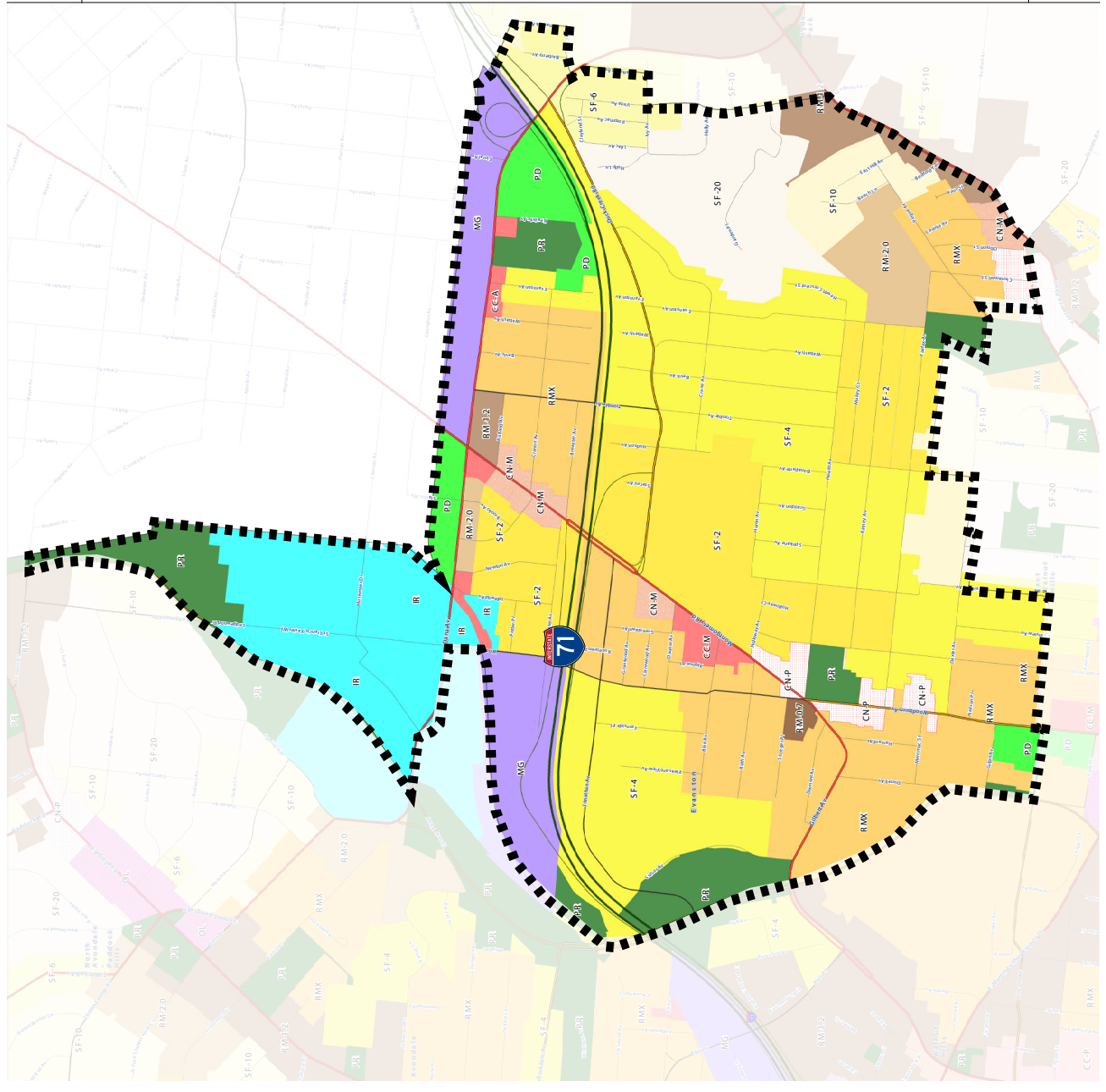
 Statistical Neighborhood Boundary

ZONING

-  Single-Family residential (20,000 sf)
-  Single-Family residential (10,000 sf)
-  Single-Family residential (6,000 sf)
-  Single-Family residential (4,000 sf)
-  Single-Family residential (2,000 sf)
-  Residential Mixed
-  Residential Multi-family (2,000 sf)
-  Residential Multi-family (1,200 sf)
-  Residential Multi-family (700 sf)
-  Urban Mixed District
-  Office limited
-  Office general
-  Commercial neighborhood - Pedestrian
-  Commercial neighborhood - Mixed
-  Commercial community - Pedestrian
-  Commercial community - Mixed
-  Commercial community - Auto
-  Commercial general
-  Downtown development district
-  Manufacturing agricultural
-  Manufacturing limited
-  Manufacturing general
-  Manufacturing exclusive
-  Riverfront residential/recreational
-  Riverfront commercial
-  Riverfront manufacturing
-  Institutional-residential
-  Planned development district
-  Parks and Recreation




















0 1000 Feet



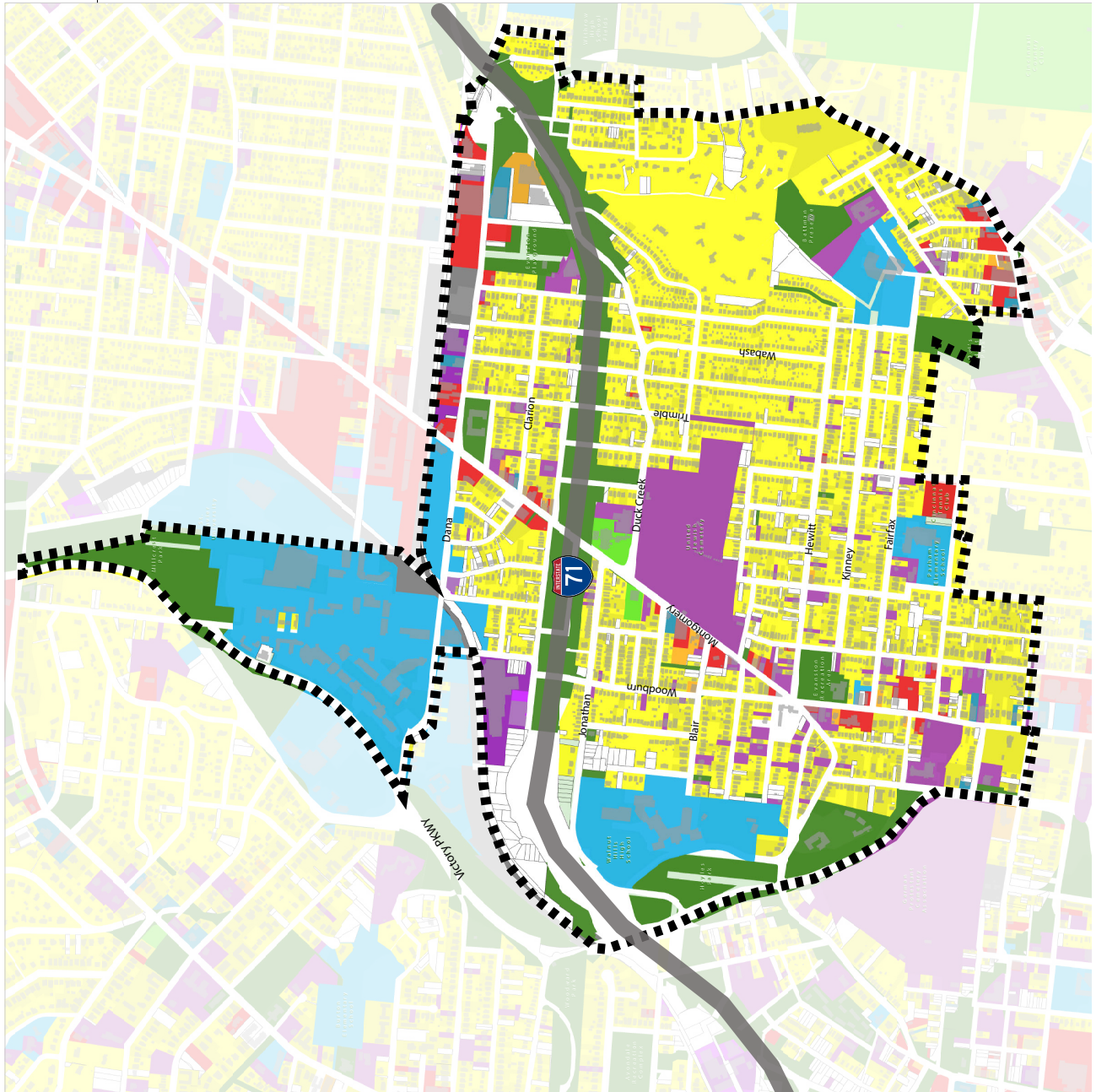
EVANSTON

EXISTING LAND USE MAP | 2019

- Legend**
-  Statistical Neighborhood Boundary
 -  Buildings
 - LAND USE**
 -  Single Family
 -  Two Family
 -  Multi Family
 -  Mixed Use
 -  Commercial
 -  Office
 -  Institutional
 -  Light Industrial
 -  Heavy Industrial
 -  Educational
 -  Parks & Rec
 -  Agricultural
 -  Public /Semi-public
 -  Public Utilities
 -  Vacant



0 1,000 Feet



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Future Land Use

The Future Land Use Map on the following page represents the community's intentions for land use going forward. In most cases, the future land uses identified on the Future Land Use Map are consistent with uses permitted under current zoning (as shown on the Existing Zoning Map).

The Future Land Use Map use categories are defined as follows:

Residential

Areas of primarily single family, two-family, and small multi-family with three to four units, as well as multi-family apartment buildings and complexes. Residential also includes churches, schools, and libraries.

Institutional

Major educational and civic institutions covering significant land areas.

Commercial Neighborhood (Mixed Use)

Corridors where there are mixed-use neighborhood commercial centers that reflect smaller-scale, pedestrian-oriented development with continuous street frontage and a mix of commercial and residential uses. Typical uses include retail, services, housing, office, open space, eating and drinking establishments and smaller-scale public and recreation and entertainment uses. Future development must be of a pedestrian-oriented commercial or mixed-use nature, serving the immediate neighborhood.

Commercial Community

Commercial areas suitable for a wide variety of commercial and institutional uses along major transportation corridors and in shopping districts or centers. Although these centers may reflect elements of both pedestrian- and auto-oriented development, they typically accommodate larger-scale retail and commercial service uses, such as auto-related businesses and recreation and entertainment, as well as a variety of public and semi-public uses. Future development must reflect a complementary and compatible mix of uses, and may include residential uses.

Manufacturing

Predominately manufacturing and other light or heavy industrial uses, as well as some limited commercial uses.

Parks and Recreation

Public parks and large areas of greenspace and recreation areas.

Zone Changes

Based on a review of the Future Land Use Map and the Existing Zoning Map, most of Evanston has appropriate zoning, meaning that the existing zoning for parcels matches the recommended future land use for parcels. In order to support the design recommendations and overall objectives of the Evanston Work Plan, there are three suggested zone changes needed to support the implementation of this **Evanston Work Plan's** recommendations.

These suggested changes are highlighted on the Future Land Use Map as areas **A, B, and C**:

A: Rezone property from CN-M (Commercial Neighborhood - Mixed) to CN-P (Commercial Neighborhood - Pedestrian) in the North Business District.

The Pedestrian (P) community character designation promotes a pedestrian environment, including buildings built to the street or sidewalk line, and encourages a close relationship between pedestrians and shops. This Pedestrian community character designation is more consistent with the redevelopment of the North Business District called for in the **Evanston Work Plan**.

B: Future rezone of property from MG (Manufacturing General) to zoning designation to be determined.

The parcels to the north and west of the Brewster Avenue and Woodburn Avenue intersection are currently zoned MG (Manufacturing General). Current uses on the site include parking and manufacturing. The area also includes vacant land and the King Records building, a historic landmark.

The current property owner has shared their intention to relocate their operations at some point in the future. Redevelopment at the site will likely require a zone change. At that point a rezoning

process and update to the Future Land Use Map should be a collaboration between property owners, the community, and the City of Cincinnati. Uses should include cultural and services that support cultural uses (including parking) and a mix of other uses that will not adversely impact adjacent cultural and residential uses.

C: Rezone property from CC-M (Commercial Community - Mixed) to CN-M (Commercial Neighborhood - Mixed) in Mid-Montgomery.

The Commercial Community (CC) subdistrict is intended to support commercial and institutional uses along major transportation corridors and in shopping districts or centers. The area zoned currently CC-M in Mid-Montgomery is opposite a cemetery (zoned residential) and bordered to the north by CN-M zoning and to the south by residential and CN-P zoning. The Montgomery Road corridor is more of a neighborhood-serving business district, and less of a major transportation corridor. The Commercial Neighborhood (CN) commercial subdistrict supports smaller-scale, pedestrian-oriented development with continuous street frontage and a mix of commercial and residential uses. The CN subdistrict designation is more consistent with the recommendation to support a more walkable business district and to support pedestrian connections between Five Points and the North Business District and is more consistent with the current zoning of surrounding properties.


EVANSTON
FUTURE LAND USE | AUGUST 2019


LEGEND


 Statistical Neighborhood Boundary


Land Use


 Residential


 Commercial Community

 Commercial Neighborhood (Mixed Use)

 Manufacturing

 Institutional

 Parks & Recreation

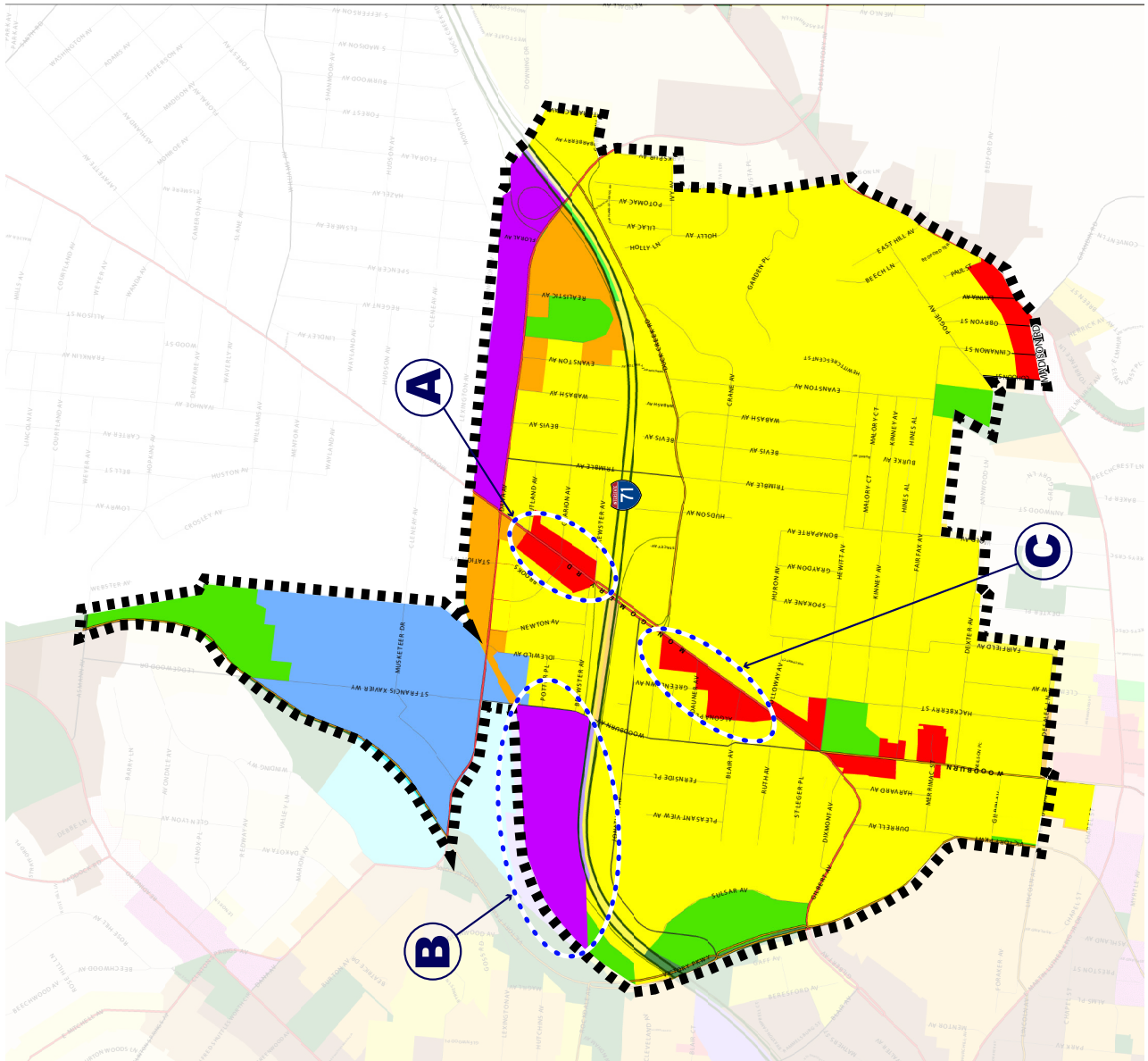
 Proposed Zoning Changes



0 1000 Feet



Community Building Institute A PARTNERSHIP BETWEEN



Appendix

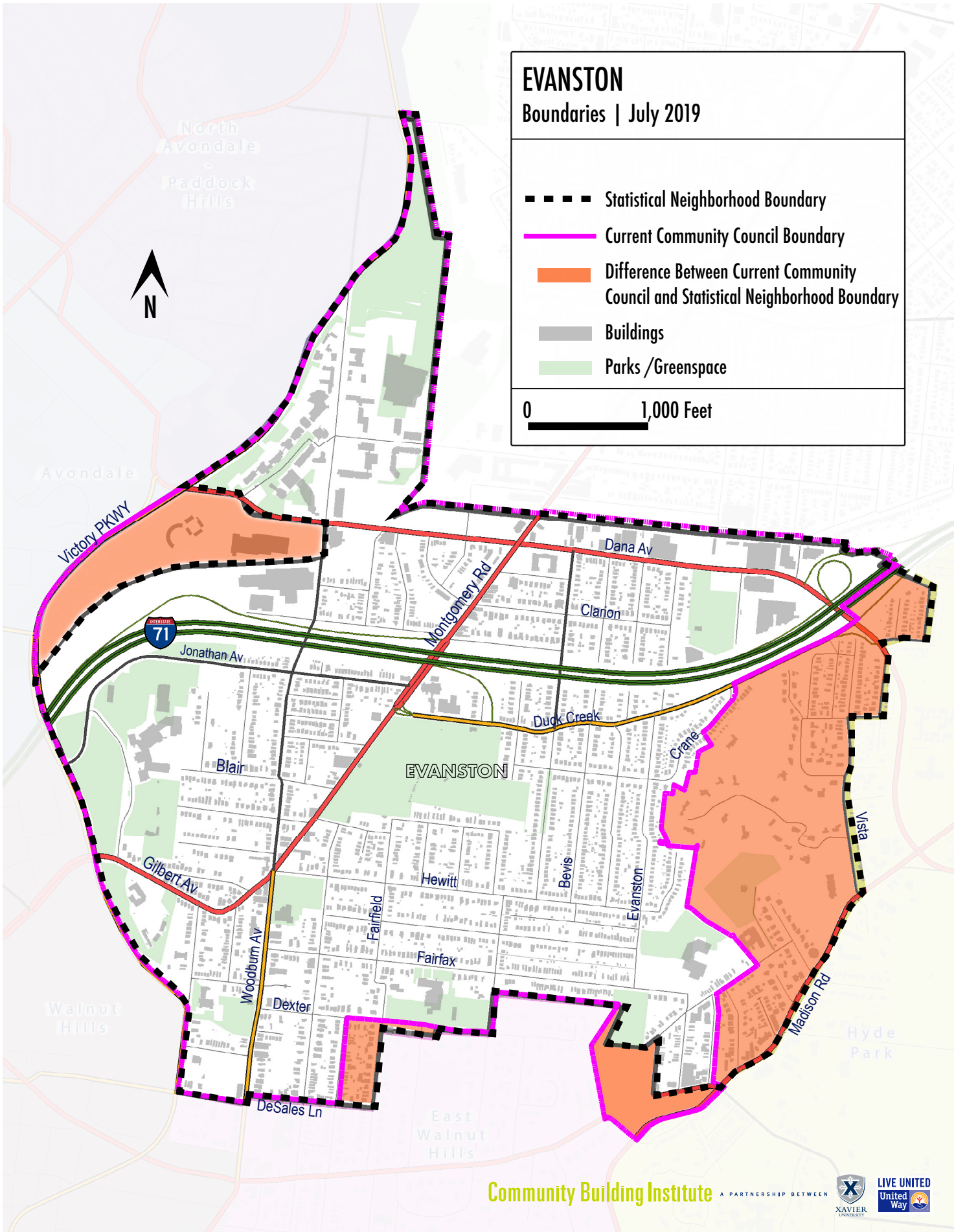
Appendix: Boundaries

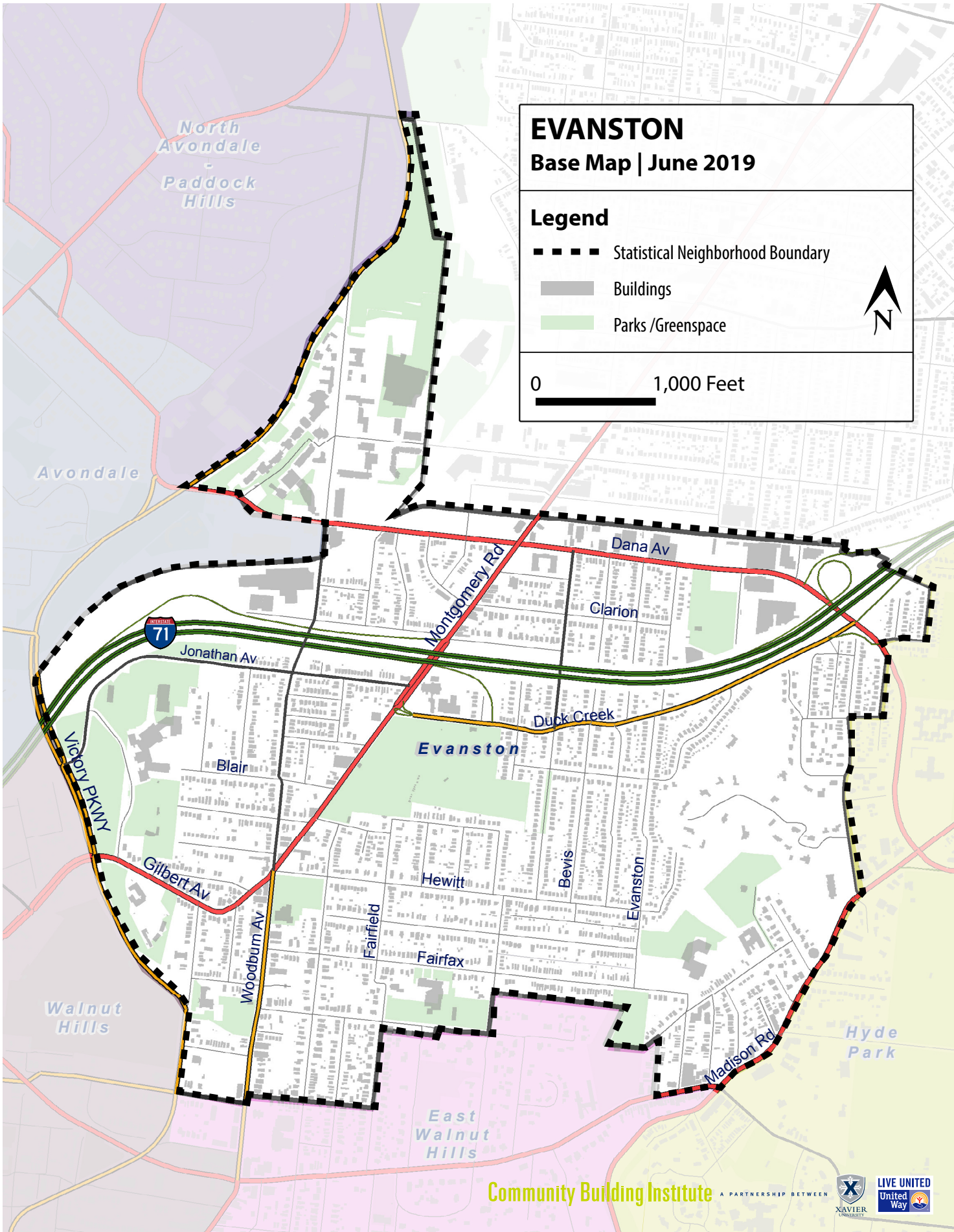
EVANSTON

Boundaries | July 2019

- ■ ■ ■ Statistical Neighborhood Boundary
- Current Community Council Boundary
- Difference Between Current Community Council and Statistical Neighborhood Boundary
- Buildings
- Parks / Greenspace

0 1,000 Feet





EVANSTON
Base Map | June 2019

Legend

- ■ ■ ■ Statistical Neighborhood Boundary
- Buildings
- Parks / Greenspace

0 1,000 Feet

N

Appendix:

Target Area Feedback

Oct. 27 and Nov. 7

Mapping Feedback:

Feedback received at the October 27 and November 7 Community Meet and Greet meetings. Number in parenthesis indicates how many dots were on all maps collectively.

GREEN | What Areas Are You Most Proud Of?

- (3) Residential development: Woodburn, Blair, Ruth
- (2) Schools
- (3) Rec Center
- (2) Owl's Nest
- (2) Hotel / Red Cross /Cinci Park
- (1) 5 Points
- (1) King Records
- (1) Horizon's Day Care (Map 4)
- (1) North business district: Montgomery between Brewster & Dana
- (1) St Ambrose
- (1) Marathon (Map 1, says area is being cleaned up?)
- (1) Halloway Ave | Hope Community Garden (Map 8)

BLUE | Where Is Your Place in The Community?

- (5) Places of residence
- (1) Workplace

YELLOW | Where Is There Opportunity?

- (4) Parks | more benches, events and signs for parking (Map 4).
 - Duck Creek (Map 6)
 - Owl's Nest | Build an amphitheater, more community events (Map 9)
- (3) Community Blend
- (2) North business district: Montgomery between Brewster & Dana
- (2) King Records
- (2) Churches: Fifth Christian; Calvary United Methodist (Maps 4 & 6), St Marks (Map 6)
- (1) Bike trail
- (1) New businesses along Dana (between Bevis and Evanston Ave); Perkins Lounge
- (1) 5 Points
- (1) Neighborhood visibility (signage) from highway
- (1) Listermann Brewhouse (Map 4)
- (1) Xavier (Map 7 has green, red and yellow dots)

RED | What Areas Need The Most Help?

(9) Residential blight /crime /drugs

- Newton St; (3) Hewitt & Fairfield; (2) Wabash & Clarion (Maps 3 & 9)
- Saint Ledger St near Woodburn; Newton St; Hewitt & Trimble (Map 4)
- 19 red dots where housing needs most work (Map 5)
- Hewitt & Fairfield (Map 6)
- Kinney (Map 9)

(5) Marathon | Loitering /crime; Drug dealing; Prostitution

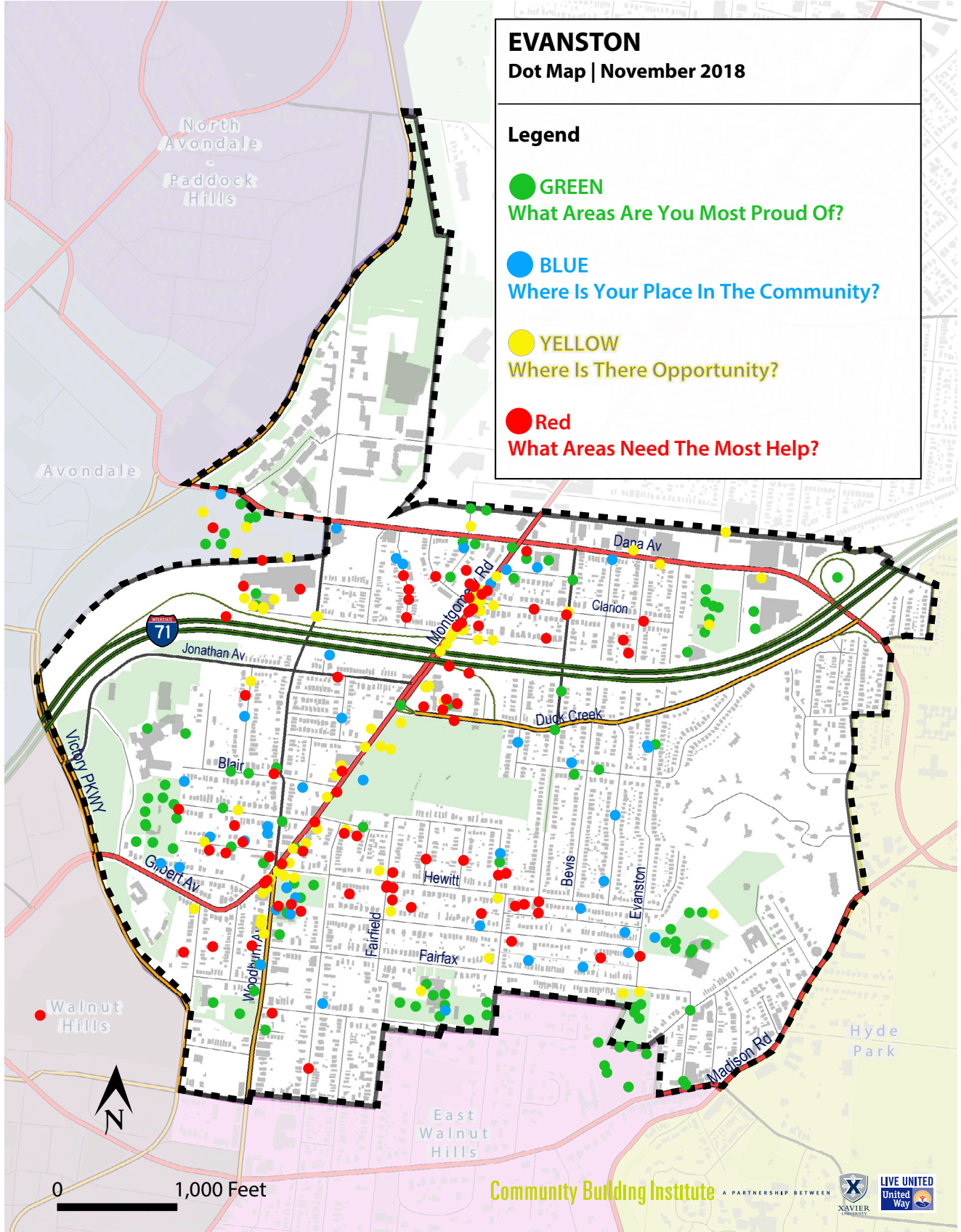
(1) Walnut Hills (students drinking on Ruth)

(1) Lighting Needs (Map 2)

(1) King Records

(1) Alliance Academy | not receptive to community involvement (Map 7)

(1) 71 North before Duck Creek exit | landslide (Map 9)



EVANSTON
 Dot Map | November 2018

Legend

- GREEN
What Areas Are You Most Proud Of?
- BLUE
Where Is Your Place In The Community?
- YELLOW
Where Is There Opportunity?
- Red
What Areas Need The Most Help?

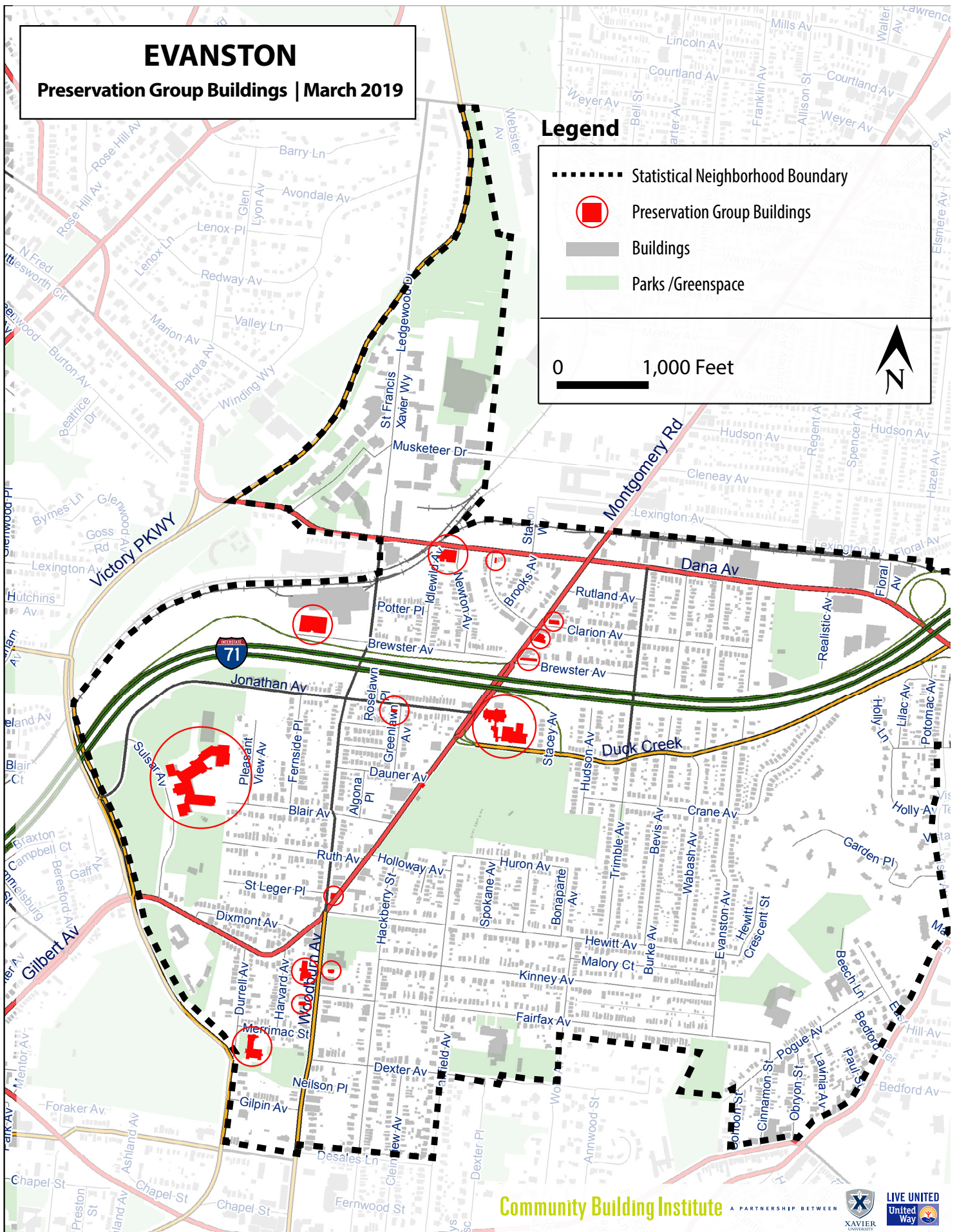
EVANSTON

Preservation Group Buildings | March 2019

Legend

- Statistical Neighborhood Boundary
- Preservation Group Buildings
- Buildings
- Parks / Greenspace

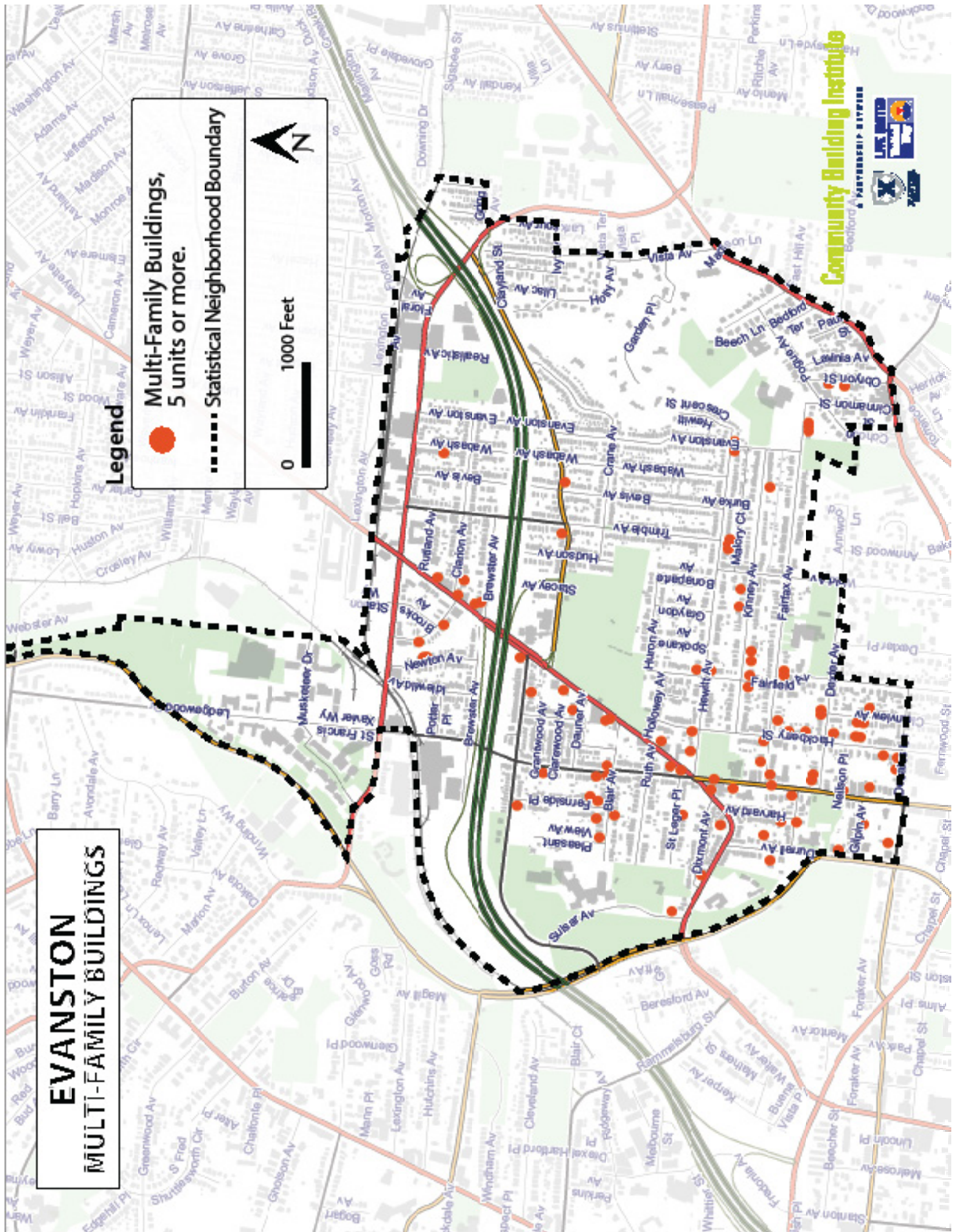
0 1,000 Feet



Community Building Institute

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Appendix: Data

*** Data Snapshot prepared for Work Teams using most updated information as of August 2018. ***

EVANSTON DATA SNAPSHOT

8,812 People in **3,097** Households **10,505** People in 2000

HOUSEHOLDS

1,266 Single Person Households

105 Married Couples with Children

555 Single Female with Children

POPULATION

36 Median Age

27% White

66% Black

<2% Two or more races

\$28,575 Median Household Income

992 Households in Poverty

2,560 People in Poverty

28% Of Income Spent on Housing by Median Income Families

74% Of Income Spent on Housing by Low Income Individuals

HOUSING

3,958 Housing Units

..... **3,097** Occupied Units

46% Owner-occupied

54% Renter-occupied

..... **861** Vacant Units

1941 Median Building Age (year built)

1,660 Total Renters

54% Of Renters are Cost-Burdened

1,437 Total Owners

33% Of Owners are Cost-Burdened

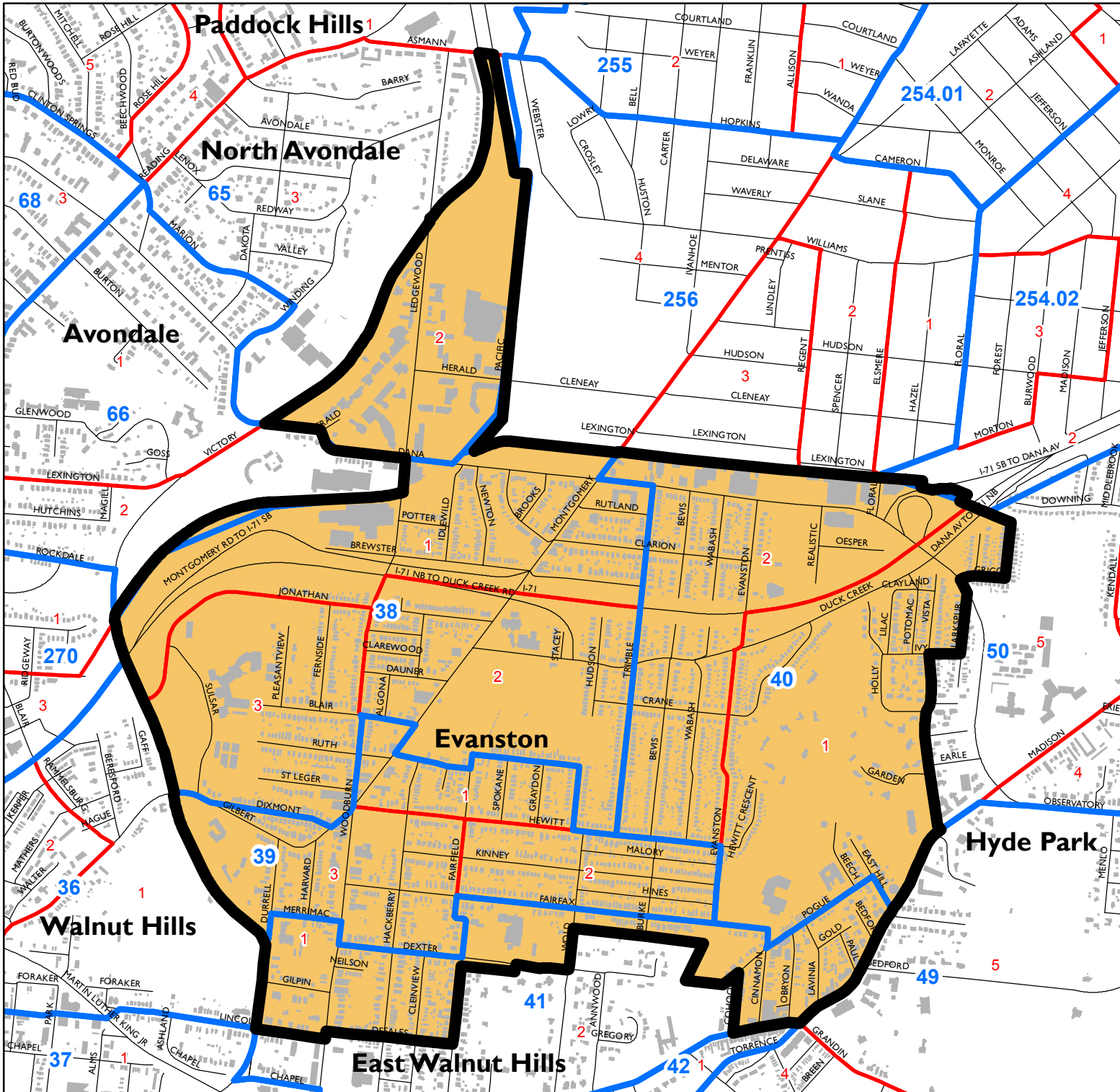
\$86,603 Median Home Value (2012-2016 estimate)

\$16,138 Median Sale Price 2014 (40 sales)






\$55,000 Median Sale Price 2017 (55 sales)

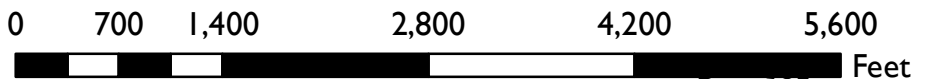
Evanston

Statistical Neighborhood Approximation



Legend

-  Evanston SNA Boundary
 -  2010 Census Tracts
 -  2010 Block Groups
 -  Buildings
 -  Evanston Work Plan Streets
- August 2019



EVANSTON DATA SNAPSHOT (UPDATED)

8,746 People in **3,079** Households in 2017 **10,505** People in 2000

HOUSEHOLDS

1,312 Single Person Households

137 Married Couples with Children

547 Single Female with Children

POPULATION

36 Median Age

28% White

64% Black

INCOME

\$30,886 Median Household Income

416 Families in Poverty

2,256 People in Poverty

HOUSING

3,967 Housing Units

..... **3,079** Occupied Units

45% Owner-occupied

55% Renter-occupied

..... **888** Vacant Units

1940 Median Building Age (year built)

1,697 Total Renters

50% Of Renters are Cost-Burdened

1,382 Total Owners

33% Of Owners are Cost-Burdened

\$97,849 Median Home Value (2013-17 5-year estimate)

\$55,000 Median Sale Price 2017 (55 sales)

\$102,450 Median Sale Price 2018 (58 sales)

Source: U.S. Census 2013 - 2017 American Community Survey 5-year Estimates (pulled from mySidewalk, compiled by the Community Building Institute); Cincinnati Multiple Listing Service (home sales).

Find more info here:
<http://bit.ly/EvanstonHousing>
<http://bit.ly/EvanstonPeople>

Appendix: The Ten Year Plan

Plan Forward for Evanston

The Ten Year Plan

2013-2023



Plan Forward for Evanston: The Ten Year Plan (2023)

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Evanston Community Needs

The needs (Deliverables) of the Evanston Community

In order for the community to move forward Council must embrace the agreed upon (deliverable) priorities listed below and each must be executed by defining the what, how and when, and also establishing timing, targets/ success measures.

1. The return of community based businesses, retail stores, restaurants, banks, and entertainment.
2. Council's continual support for our community schools, pre-schools and k1 thru k12.
3. Evanston Resource Center that will provide training, jobs with full time and summer employment and senior informational services.
4. Community Safety Program improvements in Evanston
5. Evanston's Facebook site and website accessibility to community residents, businesses with community council memberships.
6. Youth Programs and activities.
7. Secure funding, city, federal and community partners advocating for our community.
8. Evanston Community Beautification Program.
9. Housing Stabilization Program.
10. Senior Assistance Program.

The deliverables are developed in more detail in the body of the plan.

Plan Forward For Evanston-The Ten Year Plan (2023)

Mission Statement: “The Evanston Community Council is dedicated to the well-being of all residents and to the development of the community through education, business, and spirituality.”

Objective: To deliver on the above mission statement by identifying the community’s needs and priorities, and then transition them into deliverables that will support the community’s mission statement.

Evanston Overview:

The Evanston Community Council is a volunteer, community-based organization dedicated to serving nearly 7,000 residents in the Evanston area neighborhood in the City of Cincinnati. Founded in 1957 the Council has been an active participant in the City/Neighborhood decision-making process and has been an active proponent for our community. The Evanston Community Council is a non-profit organization.

Why Change:

In an effort to meet the challenges of the future, and to meet the increasing demands to do more with much less, Evanston must move from its current role of addressing the community with the “Village Model” of family, school and church and transition into the “Tribe Model.”

The tribe model is a very complex change in the urban communities’ landscape that came about as a result of multiple variables, i.e., school busing, growing business presence in urban neighborhoods, changing church dynamics, just to name a few. This resulted in a series of smaller groups called “Tribes”, committing themselves to those communities where their kids attend school and where they worship, which is oftentimes outside the communities they live in. We must understand this new dynamic and become more creative about how we re-engage them in the future. This will be achieved by executing the attached plan titled, “**Plan Forward For Evanston, The Ten Year Plan (2023).**”

The Evanston Community Council meets on the third Thursday of each month at 6:30 p.m. except for July at the Evanston Recreation Center, 3204 Woodburn Avenue. Membership is open to all residents, businesses and property owners of Evanston. We welcome participation by all members of the community. More information about Evanston is available at www.evanstoncouncil.org.

Evanston's Plan Deliverables

Targets/Measures for Deliverables: (What, How, Timing & Measured Success)

1. Restoring Community Based Businesses:

This program initiated by the Community Council in 2009 was designed to bring back locally based community businesses to Evanston. This is being achieved and will continue through the partnerships of members in and outside the community. Most recent business additions include, Keystone Parke Building on Dana, Evanston Recreation Center renovation in 2010, Flavor of Art Studio and coming soon a coffee co-operative and Kings Experimental Learning Center revitalizing the legacy of the King Studio to name just a few.

The success measure will be 100% of the Northern Business District between Dana Ave and the Five Point area being completely occupied, and with 40% of the businesses owned and operated by African Americans and/or Evanston residents by 2018.

2. Youth & Education:

Given the rich history of education in the Evanston Community, Evanston has adopted the title "The Educating Community". In Evanston you can obtain an exceptional education from Pre- kindergarten to a PH.D. The community houses several outstanding day care facilities, several elementary schools providing diverse educational opportunities, a college preparatory high school, and a University that provides degrees ranging from baccalaureate, masters, and doctorate degrees. Listed below are some of the current institutions;

- Xavier University
- Walnut Hills High School
- Academy of World Languages
- Evanston Academy
- Alliance Charter Academy

Council's role will be to support these educational systems and partner with these institutions in achieving their missions within the community. Success criteria will be based on involvement from the educational systems and their service projects in providing tutoring, study groups, and youth leadership training, and other activities that assist in the development of students that live in the Evanston Community. This will be an ongoing effort through the year 2023.

3. Evanston Employment Resource Center:

The Evanston Employment Resource Center (EERC) is making a difference in the lives of Evanston community members who are experiencing short and long-term unemployment. The Evanston Employment Resource Center

Targets/Measures for Deliverables (Continued)

3. Evanston Employment Resource Center (continued)

(EERC) empowers individuals to improve employment opportunities by connecting them to community wide employment, education and training resources. They offer employment-related informational programs, resume development services and provide access to computers with high speed internet access, printers, and fax and copy machine to support an individual's search for employment. The EERC is located at 3301 Montgomery Road in the historic Five Points Flat Iron Building in the heart of Evanston. For a list of available services, see Appendix I.

- **Additional Resource Center Services:**

In addition to the employment services mentioned above the EERC provides program information and services for all segments of the community. Although these programs are independent in the actual services provided, and there are independent agencies that implement those programs, the EERC provides materials, assistance, and information to direct Residents to the providers of those services.

- **Home Ownership and Stable Affordable Housing Programs:**

Home Ownership Center of Greater Cincinnati, American Dream Down payment Initiative (ADDI) Program, Neighborhood Stabilization Program (NSP), Rental Rehab Program (RRP), Model Development Group, and Habitat for Humanity are all programs that are of assistance to the residents of the Evanston Community. As with the Senior Assistance Programs, we will again deliver by providing information, contact lists, referral forms and all services provided by all agency programs that addresses affordable living, rehabbing, and building in the Community.

- **Public Assistance Programs:**

Information will be provided for programs that provide assistance for Evanston residents in need. Assistance includes but is not limited to agencies that provide assistance in applying for funding for heating bills, connecting residences with local food banks, free tax preparation, health, and general well being.

Success will be determined by a fully funded resource center by the year 2017 and a 30% increase in usage and in provided services.

Targets/Measures for Deliverables (Continued)

4. Community Safety:

Community safety remains the number one community concern and will be addressed as such. Safety is important in communities because it determines the quality of life for residents and its business environment. Council will continue to use the tools provided by its partners in the Cincinnati Police Department, Citizens on Patrol, neighborhood block watch groups, and other safety measures. Council will encourage more members in the community to join and to recruit others to join these organizations. These efforts will provide for a much safer community to live in and strengthen our partnership with our police officers. This will be an ongoing effort in the community with a goal of cutting crime in our area by 50% by the year 2015.

5. Communications/Full Engagement:

Evanston Community Council will develop an effective form of communication for its residents and business partners. Effective communication is critical for the Evanston Community Council and becomes our responsibility to inform and to provide updates to its residents and business partners, of developments that impact the community. Council will achieve this by various methods; establishment of a Facebook site, website, twitter account, flyer drops, resident recruitment efforts and through publicizing community events. Council will have a Facebook site up and running by 2013. Council will track the success of the program by monitoring new membership enrollments over a two year period starting in 2013.

6. Recreation & Sports:

Evanston community along with its partner, the Evanston Recreation Center/Cincinnati Recreation Commission, will remain committed to the positive development and growth of our youth in the community. This will be achieved first by supporting the creation and nurturing of more recreational and enrichment opportunities for the community at the Evanston Recreation Center. We will support the provision of affordable membership fees and accessibility to the Recreation Center and the Evanston pool for youth, teens, and families. We will partner with the Evanston Recreation Center/Cincinnati Recreation Commission and other sporting organizations in the community to support fitness and sports opportunities (fitness equipment, little leagues, and tournaments).

Targets/Measures for Deliverables (Continued)

6. Recreation & Sports: (continued)

Additionally, we will work with the Cincinnati Park Board to make our parks available, accessible, and safe for everyday use and for special events for the community.

Success will be measured by increasing center membership by 50% by the year 2017 and by tracking a reduction in community crime committed by our youth that are involved in positive community programs.

7. Building and Strengthening Funding Partnerships (city, federal, community levels):

The goal of the Evanston Community Council is to continue to seek out partnerships that will assist in the growth and financial stability of the community. This will be done by actively engaging governments and the private sector, city, state, federal levels and through the creation of new business partnerships and by strengthening existing business partners.

Evanston Businesses and organizations:

Xavier University	Robin Florist
American Red Cross, Cincinnati Region	Builderness
Marathon Gas Service Station	Metalcraft Foreign Car
Auto 4N, LLC	Camp's Auto Body Shop
Neyer Office Complex	Bush Flooring
United Dairy Farmers	Dee's Variety Store
Cincinnati Bell Telephone	AFL-CIO Local 265

8. Evanston Beautification Program:

Evanston's beautification program is designed to ensure that our community's physical sites and treasures are maintained and that they project a very positive view of the residents and businesses in our community. This effort must be ongoing by monitoring for trash removal on our neighborhood streets, addressing blighted properties, and by encouraging residents in the community to be responsible for the up keep of their properties. This will also involve the beautification of our gateways with signage and landscaping.

Targets/Measures for Deliverables (Continued)

9. Housing Stabilization Program:

In an effort to stabilize the housing here in Evanston the Community Council is currently involved “ Neighborhood Stabilization Program “ (NSP) which was established by the federal government and is an integral part in stabilizing our neighborhood here in Evanston and other surrounding communities that are suffering from foreclosures and abandonment. This program has been here in Evanston since 2009 and continues today. There are other agencies that are listed to assist the community;

- American Dream Act Initiative (ADAI) Program – to assist first time home buyers.
- Rental Rehab (RRP) Program – is a loan program designed to increase the availability of affordable rental housing for low income residents.
- 2012 Housing Strategy – is a program to assist the community with removing blight, stabilize single family housing, and improve quality of life factors

Council will continue to partnership with the city of Cincinnati and the federal government programs that will increase our chances of not only restoring, but also stabilizing the housing in our community.

10. Senior Assistance Programs

Senior Assistance Program ensures that all of the vital services are made available to seniors that will allow them to remain independent and to remain in their homes. This is necessary to provide stability in our community. The program for our seniors will be delivered by providing information, contact lists, referral forms and all services provided by the Walnut Hills/Evanston Neighborhood Health Services Center, the Home Ownership and Stable Affordable Housing as listed below, and other direct sources of assistance for our senior community. Senior Assistance Programs also include but are not limited to other affordable housing issues, meals, rides to doctor appointments and many other human services offered throughout the city.

Council will continue to partnership with the local agencies, the City of Cincinnati and the federal government programs that provide the necessary services to assist our Senior community.

Evanston Community Government

Objective: To build a stronger community government that will advocate for Evanston Community's growth and total development. This will be achieved by building on the current government and through an active recruiting campaign here in our community for more residents and business representation at council meetings.

Community Government:

In an effort to better address the needs of the community and both current and future business partnerships, community council must undergo changes that will allow its purpose to be broadened and more clearly communicated both within and outside the community. This will be achieved by several changes in how council is structured. The council must have in place an executive board that all operating functions report into and the executive board will report to the office of the president. The president will take care of all communications internally and externally. Listed below are the reporting disciplines that are to report into the executive board:

Community Council Governance Board consists of the following officers:

President

Vice President

Treasurer

Financial Secretary

Recording Secretary

Committee Chairpersons:

Business Planning Committee

Marketing, Committee

Youth & Education Committee

Employment Resources Advisory Committee

Community Safety Committee

Communications Public Relations Committee

Recreation and Sports Committee

Evanston Beautification Committee

Housing Committee

Senior Assistance Programs Committee

Evanston Community Government (Continued)

Council Required Work:

Section 1: Annual Operating Budget Management:

The Treasurer is responsible for working with council's executive board in establishing the annual operating budget for the Evanston community. The Treasurer is also responsible for the distribution and the receipt of all funds. They are to provide community council with a formal financial monthly report. They are also responsible for mapping out a projected budget for each upcoming year to be shared with executive board and president. The budget is to be approved and signed by the executive board no later than November 30, of each year.

Section 2: Operating Fund Generators:

Community council executive board will be responsible for the generation of revenue. The board must set internal targets for funds (50-55%) generated within the community. Community funding includes but is not limited to membership sales, church contributions, in kind services and other fund raisers. The remaining funds will come from the outside sources; city funds, government grants, and business partnerships. The community must be responsible for 50-55% of the community annual budget. This becomes critical as council moves outwardly to generate additional operating funds.

Section 3: Communications / Public Relations:

It is the responsibility of the council President (or Vice President) to communicate as one voice internally and externally. This individual must have the respect and the support of the council and community and advocate on its behalf.

Section 4: Building Partnerships:

Council will work very aggressively in developing partnerships with existing and new businesses here in Evanston and the surrounding areas. This will be achieved by making sure that all parties involved will have a voice at the table at the very outset. These relationships must be built on trust and honesty. All parties must be willing to state up front clearly what they are looking for in the relationship. This means all partners must state their needs. Although things may not be carved in stone, it would be incumbent upon all parties to put all agreements in writing. The goal is to create a win, win situation for all.

Section 5: Community Recruiting:

Community recruiting for more residents to join and be involved is important for two reasons, 1) it will allow council to generate more needed revenue through the sale of new memberships, 2) getting more people involved brings with it more needed talents to assist in building a stronger community. Council will use all means available to reach members of the community, newsletters, flyers, phone calls, face to face contact, etc.

Evanston Community Government (Continued)

Section 6: Community Safety

Community safety remains the number one community concern and will be addressed as such. Council will continue to use the tools provided by its partners in the Cincinnati Police Department, Citizens on Patrol, neighborhood watch groups, and others. Council will encourage more members in the community to join and to recruit others to join these organizations. These efforts will provide for a much safer community to live in and strengthen our partnership with our police offices.

Section 7: Religious Groups:

Council's goal is to consolidate the numerous activities of our local community churches into something more manageable in an effort to have the community better served. There will be a concerted effort to identify all services and/or events that are common among the various churches in the community. This will require that a committee with representation of members of the various churches be assembled to head up this effort. This of course will be done under the directions of the executive board of council.

Section 8: Education:

Evanston Community is committed to supporting neighborhood schools in every way possible. Our community-school partnership will ensure that each student in the neighborhood acquires the knowledge, skills, habits and attitudes necessary for success in school and in life. To achieve this goal, we will strengthen the bond with all schools in Evanston by establishing an infrastructure that supports learning and promote student achievement.

Each year, the Community will set aside a day to support and celebrate student and school successes. This is an all-day extravaganza of opportunities, workshops and events to connect and succeed.

The above work is necessary in order to allow the council to be more focused and to actively address the real needs facing the community.

Evanston Community Government (Continued)

Evanston Executive Council as of December 31, 2012:

Evanston's Executive Board

Anzora Adkins, President, adkinsecc@gmail.com, 513.281.2775, fax 513.281.0071

Peterson Mingo, Vice President

Treasurer, Mary Washington

Recording Secretary, Yvonn Swain

Financial Secretary, Sharron Moon

Committee Chairs

Irene Bolden, Beautification

Zach Aliberti, Housing

Monna Beckford, Education/Youth

John Lewis, Safety

Drew Asimus, Business District Chairman

Peterson Mingo, Athletics

Annie Whitmire, Seniors

John Davis, Ten Year Plan Committee Chair

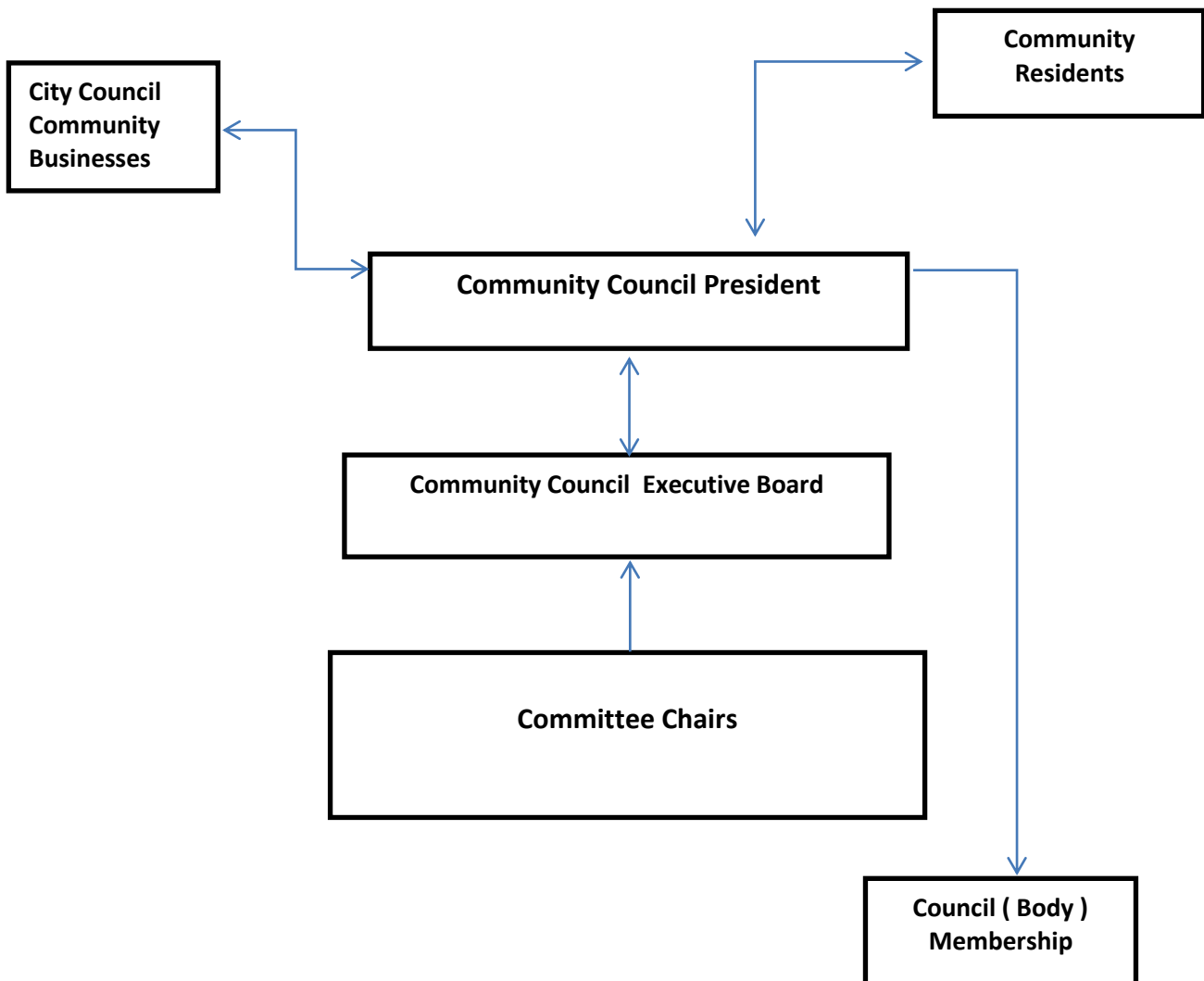
Dan Neyer, Keystone Parke, Special Funds

Rae Vuic Owl's Nest Park

Mary Phillips, Gardening Chairman

Gregory Stewart, Marketing

Council Flow of Information



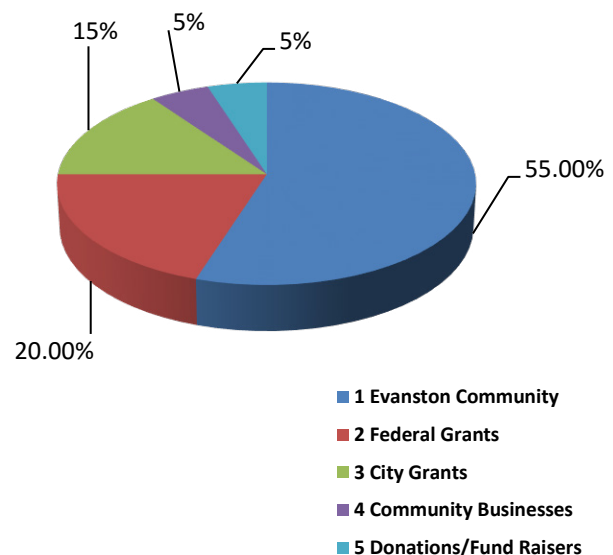
Revenue Generators

Membership

As discussed in “*Evanston Community Government*” on page 10 section 2, the Evanston Community Council needs to generate at least 55% or more of the annual budget. The largest community generator is the Community Council membership. This includes but is not limited to residents, businesses, and community partners. Membership participation has an intangible impact, the greater the member participation the greater the number of volunteers to aide in the accomplishment of the objectives, projects, and business of the Evanston Community Council.

City Grants

The City of Cincinnati has various neighborhood grant programs that assist area community councils with financial resources needed to promote self-sufficiency and leadership skills of the councils and their residents. The most common is the Invest in Neighborhoods Inc., Neighborhood Support Program. The funds are used for a variety of community building projects, for the City. Grant funds distributed by the City currently account for 15% of the Evanston Community Council funding sources. As more City programs become available to communities, Evanston will evaluate and take the necessary steps to obtain the resources available to foster our programs.



Federal Grants

Currently federal grants account for 20% of the revenue generators needed to promote projects associated specifically with the Evanston Employment Resource Center (EERC). As described in “*Targets/Measures for Deliverables*” Item 3, the EERC offers a variety of services and resources necessary to enhance the quality of life of the residents in the Evanston community. This increases the probability that Evanston may or can qualify for grants as they become available in an effort to fund the EERC activities.

Revenue Generators (Continued)

Community Businesses

Partnerships and sponsors are very important to the promotion of various community activities and projects. We rely tremendously on the business community to assist with our youth programs, as activity and educational sponsors, as well as mentors with the schools. We anticipate that they will provide at least 5% of the revenues generated to promote community activities.

Donations/Fundraisers

Fundraising projects are significant to the revenue generation process for several reasons, they encourage community residents to participate in Evanston Community Council programs and projects, they give all community residents an opportunity to contribute to the Council, and they provide additional unrestricted resources that can be used for a variety of projects and programs. The goal is to obtain at least 5% of our revenue from various fundraising projects.

Budget Model

Office Administration

Office Administration will comprise 38% of the annual budget. Most of the expenditures for this category are due to the services and resources necessary to operate the Evanston Employment Resource Center. We will need to contract services to assist EERC clients and the Executive Committee members with significant projects that are crucial to maintaining EERC and other Evanston Community Council programs.

In addition, the develop of an online social presence to help deliver on the services and resources of the Evanston Community Council to community is necessary. Insuring that the existing online infrastructure is updated and current is crucial.

Since membership is crucial to the overall process and a major revenue generator, marketing and advertisement are also part of this budget category.

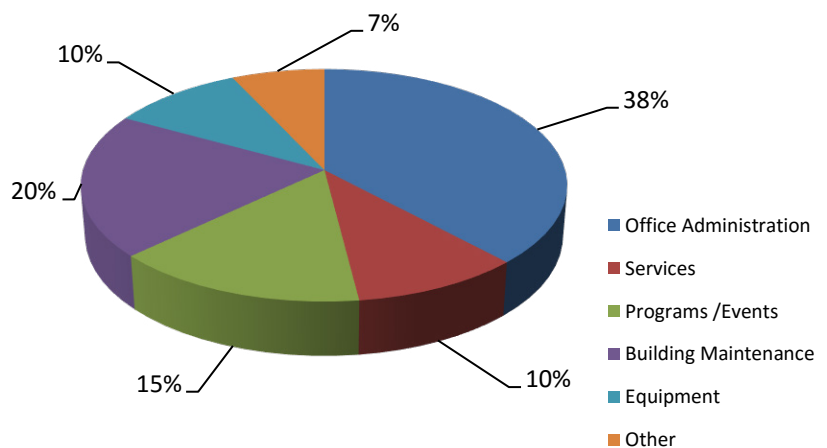
Services

Services comprise 10% of the annual budget and most are the services provided to run the EERC programs, but also include Evanston Executive Committee projects that require collaboration with businesses, service industries, and partners to facilitate committee driven projects as well as non related EERC services.

Programs and Events

Programs and events are crucial to the overall success of the growth of the Evanston Community Council. In the past Evanston has hosted a variety of programs that provided Evanston residents the opportunity to renovate, restore, and clean-up, the neighborhood. It also provides an opportunity to bring the Evanston Community together see the successes of the programs, and get involved with the projects happening in the neighborhood.

Some of the larger on-going events of the community are the Evanston Day Parade, the Evanston Back to School event, and the Evanston Clean up Day. The expectation is that these programs will continue through the next ten years but it lends opportunity to develop new programs necessary to meet all the measurable targets discussed in this plan. We estimate that 15% of the budget be used for programs and events.



Budget Model (Continued)

Building Maintenance

The Evanston Community Council is responsible for the regular maintenance and repair of the EERC Building including the equipment, utilities, insurance, and other amenities necessary to operate the facility on a regular basis. In exchange, the EERC building allows the use of office and meeting space for the Evanston Community Council Executive Committee. Maintenance will require at least 20% of the budget but is open to evaluation on an annual basis.

Equipment

The Evanston Community Council will allocate 10% of the budget to equipment and equipment purchases necessary to update computers, printers, copiers, phones, and other electronics in the EERC as they become depreciated or as our operations grow, and the need to expand occurs.

Other Expenses

As the Evanston Community Council reach and/or complete some of the target measures, 7% of the budget should be maintained to develop new or more innovative processes or project expenditures that aid in the planning and development of expenses that have not been addressed in other areas of the budget.

Evanston Employment Resource Center
List of Available Services
Appendix I

- Assistance in learning basic computer skills
- Assistance in composing a resume
- Assistance in completing on-line employment applications
- Information on local training programs, organizations, businesses, education and career-related programs
- Information on completing GED or high school diploma
- Provides access to computers with high-speed internet access, printers, fax, and copy machine to support individuals' employment search.

Evanston's Executive Board Members

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Peterson Mingo, Vice President

Mary Washington, Treasurer

Yvonne Swain, Recording Secretary

Sharron Moon, Financial Secretary

10 Year Planning Committee Members

John Davis Chairman

Greg Stewart, Marketing Chairman

John Lewis Safety Chairman