Housing & Neighborhood Framework

INTRODUCTION

Arnold's neighborhoods are the backbone of the community. Their appearance, amenities and function are key to the health of the city. Strong neighborhoods help to bolster nearby commercial areas by providing a safe environment and a strong customer base. At the same time, strong commercial areas provide residents with increased property values and a convenient outlet to purchase goods and services. Maintaining and enhancing Arnold's existing and future neighborhoods is a priority of this plan.

What is a neighborhood? A neighborhood is more than territory within a boundary drawn on a map. It is a place with its own unique qualities, amenities and characteristics, where people can live, work, shop, and interact with their neighbors. The most sustainable neighborhoods tend to exhibit high levels of walkability, a sense of place, and social connectedness. The neighborhood is a place to live. Homes of all sizes, prices and styles provide the environment for a wide range of residents, both home buyer and renter.

Framework Structure

This Framework provides:

- **Current demographic information, housing needs, affordability, supply, and land suitability for development.**
- **A discussion of national trends and issues.**
- **A process for continuous improvement of existing neighborhoods.**
- **A decision-making criterion for design of future neighborhoods.**
- **Six Livable Neighborhood Building Block Initiatives to strengthen and improve the quality of life in all neighborhoods.**
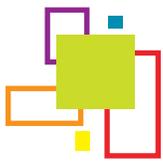
EXISTING CONDITIONS

Housing Today

The City of Arnold is a growing community. During the past decade over 700 single family homes were constructed, which increased the city's population and number of households. Arnold's 2010 population is 20,808, which represents an 8.45 percent increase from 2000. Similarly, the number of households increased to approximately 8,202 which is an 8.63 percent increase. The City of Arnold remains the largest city in Jefferson County. In 2000, 10% of Jefferson County's population lived in Arnold. However, over the past decade, only 6% of the county's new housing units were constructed in Arnold and by 2010, the City's population was 9.65 percent of the county's population.

Over the next decade, growth in Jefferson County is expected to slow down. Although it appears that the St. Louis Metropolitan Area may have gained population over the past decade, much of the growth is occurring in St. Louis and St. Charles counties. In Jefferson County, the population in areas outside of Arnold will continue to grow faster than in Arnold. As the amount of vacant land available for development diminishes over the next 20 years, in-migration will begin to slow and, with an aging population, the ratio of births to deaths will even out and reduce the rate of natural population increase.

Future Generations.

St. Louis Metropolitan Area

Figure 21: St. Louis Metropolitan Area Map
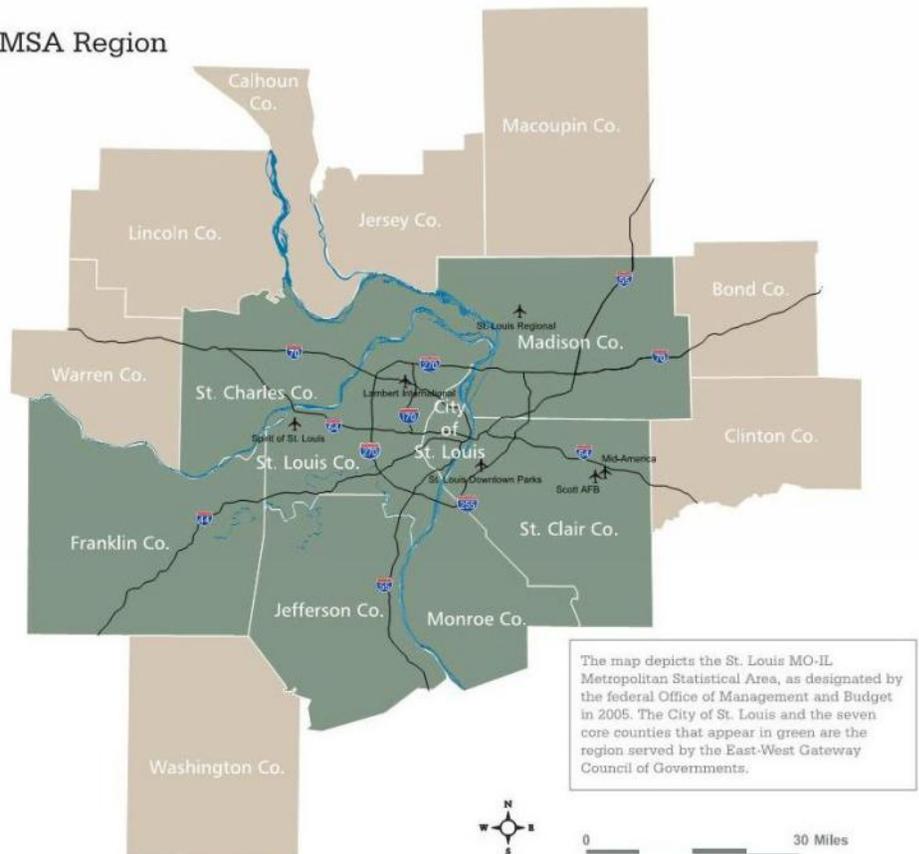
Housing Affordability

To develop a sense of general housing affordability in Arnold, the prices of 249 residential units being offered for sale in the city were analyzed. That analysis, which included a few apartment condominiums as well as single-family homes, indicated that housing prices in Arnold are comparatively affordable. More than two-thirds of the properties were priced below $200,000. The median asking price was $156,900. With a median household income of about $59,000, a family could afford a mortgage of about $173,000 (5.5%, 30 years). Thus, using the standard that a median income household should be able to afford a median priced house, Arnold's housing is "affordable." There were also listings for to be built houses in newer subdivisions. Most for-sale to build houses were in the $200,000 - $250,000 range. Only a couple of listings were below $200,000.

In addition, it appears the foreclosure problem is fueled more by local unemployment than by declining values. The Distribution of Housing Prices Table provides a breakdown of current asking prices for residences in Arnold. The 4 percent of the units on which the asking price is less than $75,000 will inevitably need additional investment to make them "livable." Most of the units priced at $100,000 or more appear to be in better condition. Without preparing a detailed market analysis, it appears that there might already be a market for about 80 to 90 units of age-restricted housing in Arnold.

Population and Households

Figure 22: Population and Households Table

Population and Households City of Arnold and Jefferson County			
	2000	**2010 (est.)**	**Percent Change 00–10**
City of Arnold			
Population	19,965	21,652	8.45%
Households	7,550	8,202	8.63%
Persons per Household	2.64	2.64	
Jefferson County			
Population	198,099	223,909	13.03%
Households	71,499	80,834	13.06%
Persons per Household	2.77	2.77	

Sources: U.S. Census; Claritas; Missouri Economic Research and Information Center; Eats and West Gateway Council; St. Louis Chamber and Growth Association; Home Builders Association of St. Louis & Eastern Missouri Applied Real Estate Analysis, Inc.
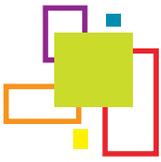
Affordable Housing Need

Estimates indicate that there may be an immediate market for 50 to 100 units of housing for households with incomes below 60% of the area median (an artificial construct determined by U.S. Department of Housing and Urban Development (HUD) income as area median income (AMI), adjusted for household size.0 The upper income limit for Low-Income Housing Tax Credit (LIHTC) housing is 60% of AMI.

To be eligible for LIHTC housing requires the right combination of size of household and income.   There are at least 1,000 households in Arnold that would be eligible, no matter how many persons are in the households. Many of these may already be receiving assistance through Housing Choice Vouchers or other programs. When assessing market potential, we assume an ability to capture 5% to 10% of the potential market.

Distribution of Housing Prices

Figure 23: Distribution of Housing Prices Table

Distribution of Housing Prices in Arnold, December 2010.

Price Category	Number of Units	Percent of Total
Under $75,000	11	4.4%
$75,000 - $99,999	24	9.6%
$100,000 - $124,999	31	12.4%
$125,000 - $149,999	47	18.8%
$150,000 - $199,999	60	24.1%
$200,000 - $249,999	34	13.7%
$250,000 - $299,999	22	8.8%
$300,000 - $399,999	17	6.8%
$400,000 and more	3	1.2%
Total	249	

Median	$156,900

Sources: Realtor.com; Applied Real Estate Analysis, Inc.

Housing Supply

A long-range housing supply strategy must be established to ensure sustainable and efficient use of land and infrastructure. This would also promote a range of owner occupied housing and densities while encouraging redevelopment and infill housing.

Arnold will strive to create the kind of livable "complete" community that will attract its share of regional growth. A goal of the Arnold Plan is to add about 881 housing units between the year 2010 and the year 2030. Like other cities, Arnold will not attract every type of household equally, but will attract more of specific kinds, such as single-person households or families. Based upon national trends described in the next section, it is likely that Arnold will attract proportionately fewer families with children in the future, but gain aging in senior population as the nations baby boomers turn 65. Arnold should strive to understand its target market and not try to design itself as a large suburb. Rather it should capitalize on its strengths in the housing market.

Before 2030, Arnold is expected to have utilized all of its developable vacant land. When this happens, Arnold will add few of what has been the dominant segment of the owner-occupied housing market, the traditional single-family home. Arnold needs to develop its skills at encouraging alternative homeownership products that fit the small site, infill and urban redevelopment markets that will make up its future. Although this goal represents a change for Arnold, it should not be achieved at the expense of existing residential neighborhoods.

Income Limits to Quality for Low-income Tax Credit Housing in St. Louis MSA

Figure 24: Income Limits to Quality for Low-Income Tax Credit Housing in St. Louis MSA

Income Limits to Qualify for Low-Income Tax Credit Housing in St. Louis MSA						
Median Household Income for Family of Four = $68,300						
Persons in HH	1	2	3	4	5	6
	$47,810	$54,640	$61,470	$68,300	$73,764	$79,228
60%	$26,700	$32,780	$36,890	$40,980	$44,260	$47,540
50%	$23,905	$27,320	$30,735	$34,150	$36,900	$39,650

Sources: U. S. Department of Housing and Urban Development: Applied Real Estate Analysis, Inc.
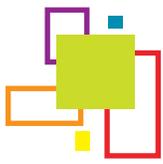
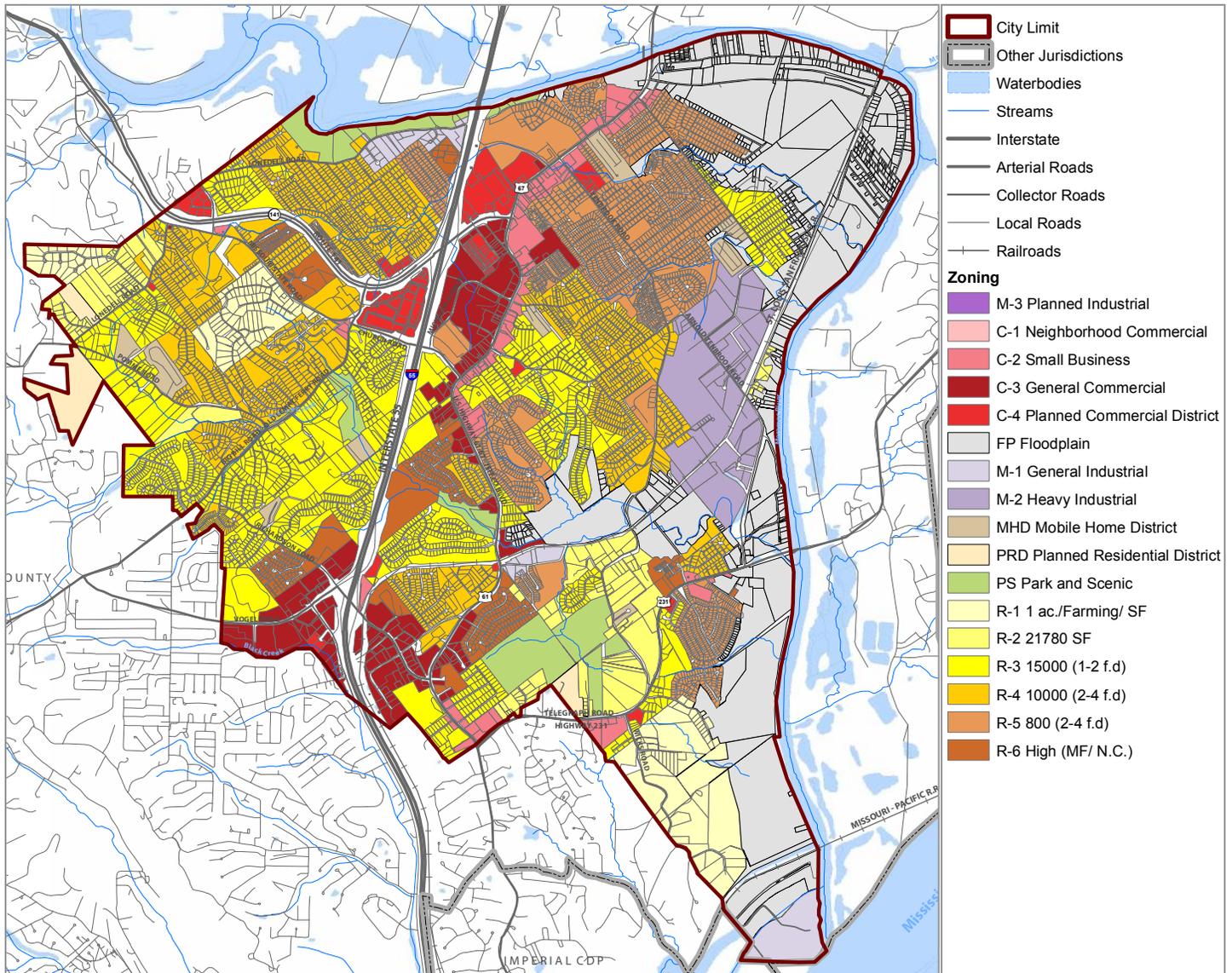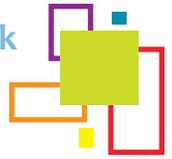## Residential Land Consumption

Arnold is a "mature" suburb with a diminishing amount of developable land. Nearly 60% of the City is zoned residential as shown on the Existing Zoning map below. Only 10% of the City is zoned commercial. As the amount of vacant land available for development diminishes over the next 20 year Arnold must use a combined strategy of new growth areas and targeted infill development areas encouraging redevelopment areas to be developed at greater densities than those that currently exist. Some of the commercial areas on north Jeffco Boulevard could be redeveloped as mixed-use areas with townhouses and ground floor space devoted to office and retail use. The aging population also signals the potential need for age-restricted housing.

Existing Zoning Map

Figure: 25 Existing Zoning Map

Legend:

City Limit
Other Jurisdictions
Waterbodies
Streams
Interstate
Arterial Roads
Collector Roads
Local Roads
Railroads

Zoning
- M-3 Planned Industrial
- C-1 Neighborhood Commercial
- C-2 Small Business
- C-3 General Commercial
- C-4 Planned Commercial District
- FP Floodplain
- M-1 General Industrial
- M-2 Heavy Industrial
- MHD Mobile Home District
- PRD Planned Residential District
- PS Park and Scenic
- R-1 1 ac./Farming/ SF
- R-2 21780 SF
- R-3 15000 (1-2 f.d)
- R-4 10000 (2-4 f.d)
- R-5 800 (2-4 f.d)
- R-6 High (MF/ N.C.)

Your Community. Your Plan!

HOUSING TRENDS AND ISSUES

National Trends: The Graying of Suburbia

"The State of Metropolitan America", prepared by the Brookings Institute in 2010, illustrates how our nation now faces a series of new realities that will redefine who we are, where and with whom we live, and how we provide for our future welfares. Cities and suburbs share more than ever in these new realities. As this report outlines below, a growing share of elderly and smaller households are found in suburbia, a trend that will only accelerate as the boomers, more than 70 percent of whom live in suburbs, enter seniorhood during the life of this Plan.

> *"The phrase 'demography is destiny' was never more appropriate than when used to characterize the impending 'age tsunami' that is about to hit America's population. After modest growth in the past two decades, America's senior population will begin to mushroom as the leading edge of the huge baby boom generation turns 65 in 2011. As this unique generation has plowed its way through the nation's school systems and labor, housing, and stock markets, it has transformed institutions both public and private in its path. Boomers' impending seniorhood carries important implications not just for themselves or even the nation as a whole, but also for the specific places where they will live, and the other portions of the population (such as children) with whom they will share those communities.*

> *The next two decades portend rapid increases in America's senior (age 65 and over) population. From 2000 to 2010, "pre-seniors" (age 55 to 64) experienced the nation's fastest growth, as the leading edge of the baby boomers (born between 1946 and 1955) entered those ages and expanded their overall numbers by half. The 45-to-54 year-old group continued to grow as well, as the larger, younger boomer cohort (born between 1956 and 1965) increasingly occupied that demographic territory. The result is that over the next two decades, from 2010 to 2030, the nation's 65-and-over population will grow much faster than in recent U.S. history. While the nation as a whole is projected to grow at roughly 8 to 9 percent each decade, senior growth rates will top 30 percent."*

> *"Baby boomers are contributing to a significant "graying" of suburbia, as of now almost 40 percent of suburban residents are age 45 or older, up from 34 percent in 2000. Moreover, their numbers, especially those seniors - grew faster in suburbs than in cities over the course of the decade. The suburbs are thus poised to house an older population than has been the case in the past."*

> *"What are the local and regional ramifications of this impending transformation? These populations may create demands for new types of housing and cultural amenities, and may continue to fuel the economic and civic growth of these areas as they remain involved in the labor force. On the other hand, slow-growing areas will age as well. As a result, large senior populations could be comprised of disproportionately older individuals who are less well-off financially or health-wise. They may require greater social support, along with affordable private and institutional housing, and accessible health care providers.*

Graying of Suburbia

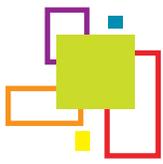America's population of "pre-seniors" (age 55 to 64) grew by half in the 2000s.

This leading edge of the baby boom generation will not only transform the profile of seniors in U.S. society, but will contribute to massive growth rates of the 65-and-over population in the next two decades.

Senior Boomer Lifestyles.

Senior Boomer Lifestyles.

National Trends: If baby boomers stay in suburbia.

With the leading edge of boomers now reaching 65 years of age, the group may find their homes are too big. Their child-rearing days are ending and some may prefer to stay in the suburbs but want to trade in their large single-family homes for smaller-lot homes, townhouses, or condos in or near activity centers. Freedom for many in this generation may mean living in walkable, accessible communities with good public services like libraries, cultural activities, and health care. The ever increasing demand for homes in walkable communities has the potential to reshape communities and rejuvenate their economy in a profound way, possibly likened by some as profound as the wave of suburbanization after World War II. In addition to fueling long-term economic growth, the new demand for walkable neighborhoods could provide other health benefits.

During the past decade, the ranks of people who are middle-aged and older grew 18 times as fast as the population younger than 45, according to **Brookings Institution** demographer William Frey, who analyzed the 2010 Census data on age for his report, *"The Uneven Aging and 'Younging' of America."* For the first time, they represent a majority of the nation's voting-age population.

The nation's baby boomers — 76 million people born between 1946 and 1964 — were the first generation to grow up in suburbia, and the suburbs is where many chose to rear their own children. Now, as the oldest boomers turn 65, demographers and local planners predict that most of them will not move to retirement areas such as Florida and Arizona. They will stay put.
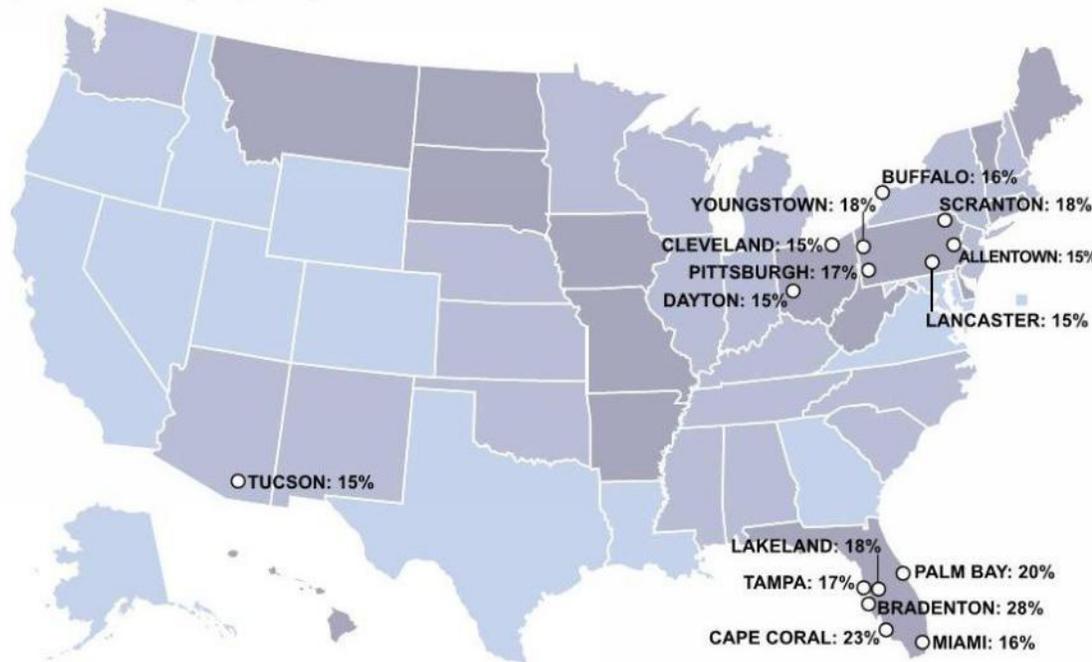
According to the AARP, nine in 10 older Americans want to stay in their homes as they age, a figure the association predicts that the boomers will match. Not all communities are prepared.
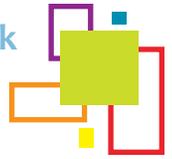
"AARP research shows that most communities are behind in planning for their aging populations, but those that are adapting have come up with common-sense solutions to improve home design and make transportation easier," said Nancy LeaMond, the AARP vice president, in a written statement.

National Trends:

Suburbs are aging more rapidly than cities with higher growth rates for their age-45-and-above populations and larger shares of seniors.

People age 45 and older represent 40 percent of suburban residents, compared to 35 percent of city residents.
"The Uneven Aging and 'Younging' of America."

Map 3: Percent Aged 65 and Above, 2010

Less than 12.5%   12.5% to 14%   14% and above
O Metro areas with highest percentages

BUFFALO: 16%
YOUNGSTOWN: 18%   SCRANTON: 18%
CLEVELAND: 15%   ALLENTOWN: 15%
PITTSBURGH: 17%
DAYTON: 15%   LANCASTER: 15%
TUCSON: 15%
LAKELAND: 18%
TAMPA: 17%   PALM BAY: 20%
BRADENTON: 28%
CAPE CORAL: 23%   MIAMI: 16%

Source: Author's analysis of 2000 and 2010 Census data

National Multi Housing Council

The U.S. is on the cusp of a fundamental change in our housing dynamics. Changing demographics and new economic realities are driving more people away from the typical suburban house and causing a surge in rental demand. Tomorrow's households want something different. They want more choice. They are more interested in urban living and less interested in owning. They want smaller spaces and more amenities. And increasingly, they want to rent, not own. Unfortunately, our housing policy has yet to adjust to these new realities.

Booming Rental Demand

- One-third of Americans rent their housing, and nearly 14 percent—17 million households—call an apartment their home.

- Changing demographics mean changing housing preferences.
    - Married couples with children are now less than 22% of households and that number is falling. By 2030, nearly three-quarters of our households will be childless.
    - 78 million Echo Boomers (children of baby boomers) are beginning to enter the housing market, primarily as renters.
    - 78 million Baby Boomers are beginning to downsize, and many will choose the convenience of renting.

- In this decade, renters could make up half of all new households— more than seven million new renter households.

- Because of these changes, University of Utah Professor Arthur C. Nelson predicts that half of all new homes built between 2005 and 2030 should be rental units.

National Multi Housing Council 2011 Website August 24, 2011
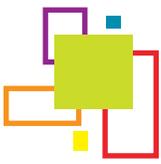
Today's dream:

Housing choices that meet the varied lifestyles of our increasingly diverse population. From empty nesters to young professionals, childless couples to working class residents, our population is changing and increasingly opting for the convenience, flexibility and walkability of apartment life.

Senior Boomer Lifestyles.

Senior Boomer Lifestyles.

CONTINUOUS IMPROVEMENT PROCESS

As Arnold strives to become a strong city of neighborhoods, the community must recognize that each neighborhood is always changing. The conditions that exist today will change. Issues, needs, problems and assets will evolve through time. The magnitude and direction of this evolutionary change will be impacted dramatically by the commitment of the community, neighborhood and individual residents. The achievement of neighborhood aspirations is sought through the development of livable neighborhoods and the continuous improvement process.

This section of the plan seeks to reinforce the physical qualities that should be pursued as existing and future livable neighborhoods evolve and develop. Additionally, the continuous improvement process is outlined to define the roles, elements and steps necessary to successfully address changing issues, assets, and needs in neighborhoods.
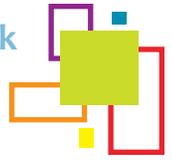
Existing Neighborhoods

In order to preserve and protect Arnold's existing mature neighborhoods, the physical qualities of neighborhoods need to be maintained. Livable neighborhoods connect people physically and socially. Citizens need to be involved in their communities and establish guidelines for the physical preservation of their neighborhoods. Neighborhoods provide gathering places for social activities. Developing neighborhood plans and economic development strategies are key activities community residents can use to identify improvements to their areas. The Principles and Guidelines for neighborhoods in the Form and Character of Development Framework are recommended for citizens and the City to use when evaluating an existing neighborhood's condition during the continuous improvement process.

The Continuous Improvement Process

Individual neighborhoods understand best how to direct their own futures and how to create connections, identity, responsiveness, and neighborhood health. In order to make good decisions, they must have good information with which they can evaluate their own strengths and needs. By establishing neighborhood commitment, the

Continuous Improvement

continuous improvement process provides a way for improving neighborhood livability through targeted decision making and effective neighborhood action. The success of this neighborhood level effort is dependent upon the commitment of two key facilitators - the neighborhood and city/partner support staff.

Example Neighborhood Assessment Workshop.

Elements of the Process

To provide neighborhood organizations the tools they need to assemble this information, this Plan recommends the City, in coordination with all neighborhood groups, should assist in the continuous improvement process through four elements:

- **Neighborhood Self-Assessment**
- **Strategic Planning (Optional)**
- **Livable Neighborhood Building Block Initiatives**
- **Implementation**

Neighborhood Self-Assessment

Neighborhood self-assessment will allow each neighborhood, in a one-day workshop setting, to identify and create a specific set of strategies designed to address the needs of the neighborhood. The strategies and associated development tools will address characteristics of connectedness, identity and responsiveness. Self-assessment will help neighborhoods, the City, community anchors and other potential investors determine assets, identify needs, establish priorities and allocate resources on an ongoing basis as living environments change.

Example Neighborhood Assessment Workshop.

Residents will participate in the process through an existing or newly established neighborhood organization with assistance from the city. Recognizing that neighborhoods are always changing, the assessment process requires strong resident commitment to the continuous improvement of their neighborhood.

A clear definition of existing neighborhood conditions is necessary to help target appropriate solutions now and for the future. Recognizing and identifying existing conditions and trends is the first step in designing a neighborhood strategy. The overriding philosophy for self-assessment is that neighborhoods are the best authorities to evaluate their strengths and needs and to direct their own futures. Self-assessment is the initial step in a continuous improvement process for all neighborhoods to identify their condition and to tailor short and long-range strategies that are unique to each neighborhoods' assets and challenges.

A preliminary set of descriptive data and observations provides a constructive framework to help neighborhoods describe their conditions and create a program of strategic actions for the neighborhood, city and private sector. Through self-assessment and continuous improvement a neighborhood can increase its adaptability to change that may occur over time due to outside market forces, development activity or many other influences.
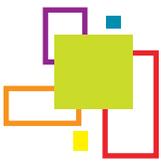

Example Neighborhood Assessment Workshop.

Strategic Planning (Optional)

A logical second element in the continuous improvement process is the development of a neighborhood or district strategic plan. As part of this element, the neighborhood would be involved in developing a strategic plan to guide future implementation actions. The primary objectives of this plan are to develop a neighborhood vision, incorporate findings from the self-assessment, develop goals, objectives and strategies and create a land use component in a strategic plan format to expand upon the strategies identified through the self-assessment.

Through this element, each neighborhood's activities will focus on building upon the results of the strategic assessment by identifying more specific strategies or "tools" that fit the particular needs of the neighborhood.

Such tools may include:

Example Strategic Planning Workshop.

- **Standards for the size and location of sidewalks that may differ from neighborhood to neighborhood, depending on the specific character of the area.**
- **Revised land use plan.**
- **Zoning overlay districts that allow older neighborhoods to retain their low density residential character.**
- **Conservation districts with historic assets but with less integrity than historic districts require.**
- **Specific landscaping requirements related to the character of the area.**
- **Urban design standards that help create identity and that help preserve the unique identity of the area.**
- **Specific building and maintenance guidelines for residential and nonresidential rehabilitation, and for creative reuse of older buildings.**
- **Incentives such as Tax credits, tax abatement, or Neighborhood Improvement Districts that encourage property rehabilitation.**
- **Comprehensive social and human services delivery at the neighborhood-level to better deliver social services.**

Example Strategic Planning Workshop.

Livable Neighborhood Building Block Initiatives

Livable neighborhoods have a variety of qualities and characteristics. Not all characteristics will be present in every neighborhood, but many common community elements appear over and over because of similar development patterns and demands within the marketplace. We expect our neighborhoods to give us a sense of security, pride and pleasure. Neighborhoods need to feel safe and be safe.

The following six building block initiatives are described in more detail later in this framework. Each initiative is relevant to any neighborhood and the application of any action will vary based on the unique needs of a neighborhood. For example, the action to encourage first-time home buyers might have higher priority in one neighborhood that wants to actively attract new owner residents than in another neighborhood where the market demand by residents seeking new home ownership is already strong. These initiative areas are seen as vitally important to strengthening and creating neighborhoods that are better places to live.

Example Strategic Planning Workshop.

The six neighborhood initiatives are:

- **Community Building and Organizing**
- **Neighborhood Design and Infrastructure**
- **Housing Quality and Variety**
- **Neighborhood Economic Development**
- **Personal and Neighborhood Safety**
- **Marketing Neighborhoods**

Implementation

Implementation is action oriented, focusing on the implementation of tools and strategies identified during the self-assessment and strategic plan elements. The primary objectives include:

- **Adoption of a plan for implementation of the tools and strategies.**
- **Implementing strategies and actions.**
- **Monitoring progress on implementation.**
- **Neighborhood driven improvement and continuous evaluation and update of the plan.**
- **Implementation strategies based on accomplishments and changes in the neighborhood.**

The continuous improvement process is intended to encourage a discussion among neighborhoods to define the current issues, goals and vision within their neighborhood and identify activities to address the issues and reach their goals and vision. It must be recognized that various neighborhoods have different levels of organizational capacity to carry out the recommendations of this plan and may require additional assistance.

Implementing the continuous improvement process has significant implications for the City, the community and, of course, neighborhoods. It will:

- **Impact the structure and philosophy in City Hall, specifically in how proactive and responsive City personnel are in targeting and addressing neighborhood needs.**
- **Revise the criteria the City uses to distribute public resources and programs by use of the strategic assessment element.**
- **Assist Arnold's private, not-for-profit and corporate sectors' efforts toward strategic community reinvestment.**
- **Together, these impacts will greatly enable any neighborhood in the city to chart a path towards a healthy future. The success of the continuous improvement process lies in its clear and meaningful application, the opportunity for quick, doable successes and the evidence of effective, sustaining change in an area. A neighborhood should embark on this process with the aspiration to learn more about its residents as neighbors and itself as a place. Neighborhoods will also understand that what they "get" as a result of their initiative is a greater opportunity to become and remain healthy given the concerted actions of the whole community, public and private.**
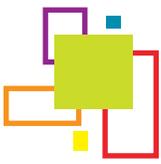

Neighborhood cleanup volunteers.

Neighborhood volunteer efforts.

Neighborhood volunteer efforts.

FUTURE NEIGHBORHOOD DESIGN

Neighborhoods that will be developed in the future as part of the city will need to be designed within an environmental context. The ability to leap-frog rural land and existing communities is not a recommended practice. In addition, development should be designed around sensitive natural land formations and habitats to protect the environment. Because of the impacts on the environment and the City's ability to maintain additional infrastructure, future neighborhoods must be designed within a changing context.

These challenges provide an opportunity for developers and designers to create solutions that minimize environmental and financial impacts. The efficient use of resources is important to the development of new communities. The physical context provides interesting design challenges.

Recommended Framework for Decision-making

There are many ways to create a sense of community. Good site planning preserves the quality of the existing landscape and natural features. The site layout of a neighborhood is the plan for how the three dimensional form will evolve. Open space is often used as an important design element to provide orientation and relief. In addition, the transportation network will need to accommodate multiple modes of movement.

The following decision-making criterion is recommended as a framework for planning decisions. It was adopted from "A Citizen's Guide to LEED for Neighborhood Development", codeveloped by the Natural Resources Defense Council, the Congress for the New urbanism, and the U.S. Green Building Council. It is a reference guide to help communities improve their community and neighborhoods. The City does not require projects to pursue LEED-ND certification.

Criterion includes:

- **Smart Location and Linkage: Where to Build**
    - Smart LOCATIONS
    - Design with Nature
    - Connected Neighborhoods
    - Mobility
- **Neighborhood Pattern and Design: What to Build**
    - Neighborhoods that use Land Efficiently
    - Diverse and Convenient Neighborhoods
    - Walkable Streets
    - Reduced Parking and Transportation Demand
    - Bicycle-Friendly Design
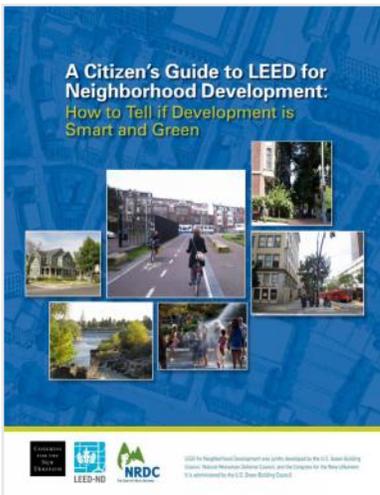
Design

- – Mixed Uses and Community Spaces
- **How to Manage Environmental Impacts**
  - – Green Buildings
  - – Reusing Older Buildings
  - – Reducing Pollution
  - – Keeping Things Cool
  - – Neighborhood-wide Energy Efficiency
  - – Reuse and Recycling

## Smart Location and Linkage: Where to Build

LEED-ND can be used to help you discern whether a proposed development—or even an existing neighborhood, plan, or policy—rates as a good one when compared to environmental and community criteria. When making this determination, the first question to ask may be the most basic of all: Is this a good place to build something? LEED-ND encourages strategies that conserve resources such as reinvesting within existing neighborhoods, cleaning up contaminated sites, protecting natural areas, and facilitating connections to the surrounding community.

SMART LOCATIONS

Selecting and planning for the location of development is fundamental to environmental sustainability and, according to research, the most important determinant of how much residents will drive. Even if a building or larger development uses green construction techniques, a poor location that destroys natural areas, requires people to drive long distances, or exposes people to toxic substances will likely overshadow the benefits of green construction. Building on, or "redeveloping," **previously developed sites** (where there has been previous construction or paving) and "infill" sites (which are surrounded or mostly surrounded by previously developed land) is a key smart growth strategy. Building in these locations uses land efficiently and preserves open space, ecological areas, sensitive natural areas, and agricultural land around cities. It also tends to cluster housing, jobs, stores, and public spaces together. When these conveniences are within easy reach, it makes public transit, cycling, and walking more feasible and reduces the length of car trips.

Cleaning up and redeveloping **contaminated sites—or "brownfields"**—such as old gas stations, industrial facilities, storage facilities for toxic substances, or contaminated military sites is a goal of this plan. They often lie vacant unless there are incentives for cleanup, which can be complicated, unpredictable, and expensive.
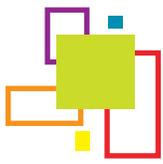
DESIGN WITH NATURE

Locating development in a way that is **sensitive to its natural setting** is an important aspect of protecting local environmental quality. This is particularly important for habitat areas, wetlands and water bodies, prime agricultural land, and floodplains.

Other important strategies include restoring and conserving habitat areas and wetlands, minimizing on-site construction impacts, and protecting steep slopes from erosion that can pose safety risks and pollute streams and rivers. Infill and previously developed sites are much less likely to contain valuable biological resources like farmland, wetlands, and plant and wildlife habitats.

CONNECTED NEIGHBORHOODS

Good connections for pedestrians, cyclists, and vehicles—both within a neighborhood and to surrounding areas—are essential for a neighborhood to capitalize on a smart location.

This means frequent **street connections and pathways** to surrounding areas, a high degree of internal connectivity, and few barriers—such as cul-de-sacs or difficult-to-cross streets—to adjacent areas and uses. Research shows that walking and physical fitness increase with greater street connectivity, measured by the number of intersections per square mile.
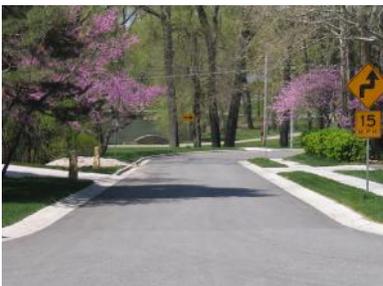
Curving, suburban-style streets with long blocks and multiple dead-ends, on the other hand, require long, circuitous walking or driving routes to nearby destinations, reducing walking. Street connectivity is an important cross-cutting strategy for neighborhood sustainability since it also improves access to parks, schools, transit, businesses, jobs, and shopping.


Design with Nature.

Design for people.

Neighborhood pathway connections.

MOBILITY

Locating housing and jobs in compact clusters near major arterials or bus transit increases the likelihood that people will walk, bike or take available bus transit rather than drive. In the United States, most vehicle miles traveled (VMT) are by single-occupancy vehicles, which generate more greenhouse gas emissions and pollution per mile than car sharing, carpooling, walking, cycling, and most forms of public transit. Smart growth reduces greenhouse gas emissions, provides riders necessary to support transit systems, offers an alternative to automobile use, reduces demand for parking, and captures many of the other benefits of infill development. And even when residents do drive, their central location means their trips are often shorter.

Neighborhood Streets.
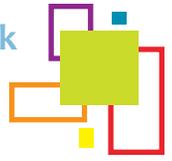
Neighborhood Pattern and Design: What to Build

The Neighborhood Pattern and Design section addresses what to build. It encourages strategies like walkable streets, diverse and compact neighborhoods, high quality public spaces, reduced dependence on automobiles, and community participation in design.

NEIGHBORHOODS THAT USE LAND EFFICIENTLY

Neighborhoods that make efficient use of land help limit the spread of suburban sprawl, which consumes and fragments the rural landscape along with watersheds, wildlife habitat, and prime farmland. In addition, more efficient neighborhood design means that destinations like schools, shops, and parks can be closer together, making walking and cycling more efficient. Future public transit systems are also more likely to be successful in compact neighborhoods because there are more potential riders near each bus stop or future station and, even when people do drive, they tend to drive less. Finally, compact development requires less infrastructure—such as water, sewer, and electricity facilities—to serve the same number of people, saving economic resources.

Housing Choice.

DIVERSE AND CONVENIENT NEIGHBORHOODS

Though it is still considered best practice to separate polluting or heavy industrial land uses from others, there are a number of benefits to mixing residential, commercial, and live-work land uses. The diverse uses of **blended neighborhoods** tend to support each other and reinforce a sense of neighborhood character, while decreasing the need to travel long distances for goods, services, or work. Uses can be mixed within the same neighborhood—such as when homes are located next to a corner store—or even within the same building—such as live-work spaces or ground-level shops with housing or office space above them.

In addition, a neighborhood with a wide **range of housing types and sizes**—such as large and small townhouses, duplexes, single-family homes, or special needs housing—can support a diverse population that includes students, families, seniors, group housing, young singles, or couples. This mix reinforces neighborhood stability by allowing people to stay in the same community throughout different stages of their lives. It can also add a sense of texture and character to a place, encouraging social and economic diversity, along with multiple levels of affordability. When housing is available at an affordable range of prices, people who earn less but are vital parts of any community—such as teachers, police officers and public sector employees, or artists—can live and work in the same community as those with higher incomes. This encourages economic opportunity and social diversity, and can sometimes reduce commute times by allowing people to live closer to work.

Housing Choice.

Key techniques include designing some housing to have "step-less" entrances and other accessible features, making public portions of buildings universally accessible, and including wheelchair access at traffic intersections and between buildings.

WALKABLE STREETS

Walking has cross-cutting benefits for public health, environmental sustainability, and neighborhood vitality, and further unlocks the advantages of neighborhoods with smart locations, a mix of uses, and compact development. A number of features working together can ensure that a street is **comfortable, safe, and inviting for pedestrians.** These include a connected pedestrian network and elements of high-quality urban design.
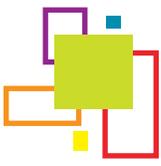

Housing Choice.

Too many poorly designed neighborhoods are uninviting to pedestrians. For example, buildings that are set far back from the street, are separated from the sidewalk by large parking lots, or are too low in comparison to the width of streets often lack a sense of place or undermine pedestrian comfort. Excessive blank walls, a lack of frequent building entrances onto public space, shuttered or infrequent windows, and unattractive building facades can also deteriorate the pedestrian environment. Frequent garage doors and driveway intrusions across the sidewalk can further diminish the pedestrian experience.

By contrast, streets designed for walkability include building entrances that are easy to reach from the sidewalk and include doorways and window displays that create a sense of interest and architectural diversity along the path. Frequent, well established street trees can make pedestrians more comfortable by providing shade and contact with nature. Continuous sidewalks, low-speed traffic, and on-street parking that provides a buffer between the sidewalk and the street can also increase pedestrian comfort and safety.

Design for Mobility Choice.

REDUCED PARKING AND TRANSPORTATION DEMAND

Large surface **parking lots** discourage pedestrian access from sidewalks and other nearby buildings, especially when they are located between sidewalks and buildings. Parking lots also diminish the quality of nearby public spaces like parks, plazas, or sidewalks. The pavement used to construct parking lots also leads to more polluted stormwater runoff after rainstorms.

In addition, parking and building design, and operation all affect how much people drive. Strategies like an on-site vehicle sharing program, providing shuttle service to jobs or transit, providing transit passes to project occupants, or selling parking spots separately from dwelling units can all reduce the need for car ownership. Other strategies that can reduce how many trips people take include ride sharing, flexible working hours, pedestrian and bicycle promotion, and reduced amounts of parking.

Pedestrian friendly design.

BICYCLE-FRIENDLY DESIGN

Cycling is an efficient mode of transportation without the negative environmental effects or high installation costs of many other modes. It can improve public health by providing regular physical activity. Like pedestrian facilities, successful bicycle facilities should be arranged in a connected network, providing safe, comfortable, and well-maintained access to a variety of destinations while decreasing conflicts with cars and transit vehicles. Sufficient, secure, and well-placed bicycle parking for visitors and for building occupants also encourages cycling. Compared to car parking, bike parking requires very little space: just one off-street car parking spot usually takes up about same amount of space as 10 to 12 bicycle parking spots.

MIXED USES AND COMMUNITY SPACES

In the same way that a mixed-use environment creates a sustainable and diverse neighborhood by integrating both residential and commercial uses into one building or neighborhood, they also place a variety of shops, services, and amenities within walking distance of neighborhood residents and each other. This reduces car trips and facilitates walking, which contributes to health and fitness. A sustainable neighborhood also offers public facilities and services for residents and visitors in various stages of life. These can include schools, libraries, civic buildings, community centers, places of worship, recreation facilities, and community gardens. Amenities like these are critical to meeting a community's cultural, social, spiritual, and physical needs.

Design quality public spaces.

Your Community. Your Plan!

Parks, open spaces, gardens, and natural resource areas are particularly important for urban environments where green space and places of refuge can be in short supply. Proximity to parks is often associated with increased physical activity, more social interaction, and reduced stress. Likewise, physical and economic access to sources of healthy food such as community gardens, farmer's markets, full-service grocery stores, or other sources of fruit and vegetables is associated with higher intakes of healthy foods and reduced risk of chronic diseases.

Sustainable home design.

How to Manage Environmental Impacts

Even if your neighborhood has a great location and layout, it won't have excellent environmental performance without thoughtful and innovative green design. This includes strategies like incorporating energy and water efficiency, reusing older buildings, recycling materials, reducing stormwater runoff, and eliminating pollution sources.

GREEN BUILDINGS

"Green buildings" emphasize environmental excellence and sensitivity in their design, incorporating strategies like energy and water efficiency, high indoor air quality, and sustainably sourced (or recycled) materials.

In addition to water efficiency inside buildings, **water used outside buildings** for landscaping and street trees determines a neighborhood's overall water use. Planting native species is preferable as they are less disruptive to natural ecosystems; in arid climates they tend to be drought-tolerant and require less irrigation. For plants that require irrigation, using efficient irrigation equipment, capturing rainwater, or recycling wastewater can reduce overall water consumption.

Water used outside buildings.

REUSING OLDER BUILDINGS

Reusing as much of a building as possible—whether it be the entire building, the building shell, or just salvageable components of the building. In addition to eliminating waste and reducing the energy and resources needed to produce building material, reusing or adapting buildings reinforces a neighborhood's existing character. Neighborhood landmarks and historic or architecturally significant buildings are particularly valuable because they can provide visible public gathering places and generate interest and investment in a neighborhood.

REDUCING POLLUTION

A neighborhood's design and manner of construction influences the amount of air and water pollution it generates. **Preventing pollution during construction** is considered so essential to good building practice. It is also often required to some extent by federal, state, or local regulation.

Contaminated **stormwater** is one of the largest sources of water pollution in the United States, but neighborhoods can reduce stormwater pollution by keeping as much runoff as possible from flowing off the site. This reduces erosion, pollution, and flooding of downstream water bodies by naturally filtering and reabsorbing stormwater runoff. It can also help recharge natural aquifers below the neighborhood. Green stormwater retention techniques include use of street-side "swales" (low-lying areas with native vegetation),
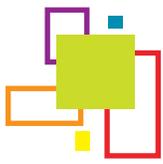

Stormwater best management practices.

water-pervious paving materials, stormwater detention basins, green roofs, open green space, and landscaping, all of which can facilitate stormwater capture, absorption by trees and plants, or reuse.

KEEPING THINGS COOL

"Heat islands" are localized areas, usually within cities, where the ambient temperature is significantly warmer than the natural environment or surrounding areas. Unshaded pavement, dark-colored rooftops, and other building and infrastructure surfaces that absorb and then radiate heat from the sun can all contribute to creating heat islands. A study by the *Local Government Commission* found wide streets without a tree canopy to be 10 degrees warmer on hot days than nearby narrow, shaded streets. In addition to creating discomfort for pedestrians and health risks for vulnerable populations and manual laborers, heat islands can also create difficult growing conditions for plants and increase irrigation demand. Proven techniques to counteract heat island effects include tree planting, smaller and narrower streets and parking lots, light colored solar-reflective roofing (which also reduces demand for air conditioning), vegetated roofs or other landscaping, open-grid and solar-reflective paving, and covering parking with solar-reflective roofing. Other cost effective energy conservation methods include insulation, thermostats and sensibly designed buildings and homes.

NEIGHBORHOOD-WIDE ENERGY EFFICIENCY

An energy-efficient building is good. An entire neighborhood that is energy-efficient is better. The initial layout and orientation of a neighborhood can affect its ability to use solar energy both actively (such as for photovoltaic cells) and passively (such as for natural lighting or direct solar heating through windows and walls). In the United States, sunlight from the south is stronger and more consistent than sunlight from other directions, while northern light can provide a consistent, glare-free source of interior daylighting. For this reason, it is ideal when neighborhood blocks (or lower density buildings) can maximize their northern and southern exposure. Similarly, installing renewable energy sources and distribution systems at a neighborhood scale, which serves multiple buildings or homes, is often more cost- and energy-efficient than installing them building-by-building. Examples include geothermal wells, photovoltaic (solar) or wind-powered electrical systems, combined heat and power plants using biofuels, hydroelectric power, and wave or tidal power.

Heating and cooling multiple buildings through a centralized system requires less infrastructure and capacity per individual building. This is true whether it harnesses renewable sources, conventional boilers and air-conditioning systems, or heat that is a by-product of industrial processes. Installing either shared renewable energy sources or shared heating and cooling usually requires close collaboration between multiple buildings and landowners.

Energy-efficient streetlights, traffic lights, park lights, water pumps, and sewer systems can also significantly reduce a neighborhood's total level of energy consumption. Common examples of energy-efficient infrastructure include light-emitting diode (LED) technology for traffic and other lights, efficient or adjustable-power water pumps, or solar-powered lights.

Cost effective energy conservation using shade trees.

Energy conservation alternatives.


Residential green roof.
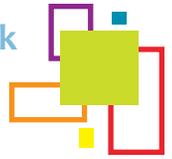
REUSE AND RECYCLING

Reusing and recycling materials preserves natural resources while reducing waste and energy used in industrial manufacturing. There are often opportunities to use recycled material for new infrastructure—including streets, sidewalks, or water piping. Commonly available types of materials include reused cement or asphalt, rubberized asphalt incorporating scrap tires, refabricated metal for piping, or industrial by products such as coal fly ash mixed into concrete.

Reusing wastewater from buildings reduces overall water use, demands on public infrastructure, energy use, and chemical inputs from conventional wastewater treatment. Wastewater reuse can range from relatively simple graywater systems that harness non-sewer wastewater for irrigation, to complex constructed wetlands or biological wastewater systems that completely treat all forms of wastewater on site.

Solar Array on residential roof top.
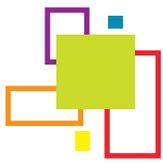
LIVABLE NEIGHBORHOOD INITIATIVES

Neighborhood Initiatives:

These initiative areas are seen as vitally important to strengthening and creating neighborhoods that are better places to live.

Each initiative is relevant to any neighborhood and the application of any action will vary based on the unique needs of a neighborhood.

Livable neighborhoods have a variety of qualities and characteristics. Not all characteristics will be present in every neighborhood, but many common community elements appear over and over because of similar development patterns and demands within the marketplace. We expect our neighborhoods to give us a sense of security, pride and pleasure. Neighborhoods need to feel safe and be safe. Arnold is known for its excellent quality of life because of its safe, livable neighborhoods.

Livable neighborhoods are healthy in terms of housing conditions, neighborhood cleanliness and the health of the residents. Neighborhoods must be able to adapt and change to maintain long term viability. In addition, neighborhoods intentionally designed to limit access to other neighborhoods and communities may have a more difficult time maintaining long-term value because of the physical limitations to change and grow. Connecting people in neighborhoods is important so that they can get to know one another, work together and have fun together.

Following are six building block initiatives with supportive actions. Each initiative is relevant to any neighborhood and the application of any action will vary based on the unique needs of a neighborhood. For example, the action to encourage first-time home buyers might have higher priority in one neighborhood that wants to actively attract new owner residents than in another neighborhood where the market demand by residents seeking new home ownership is already strong. These initiative areas are seen as vitally important to strengthening and creating neighborhoods that are better places to live.

Livable Neighborhood example.
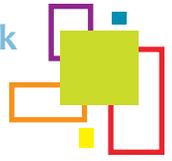
Building Blocks

The six neighborhood initiatives are:

Community Building.

- **Community Building and Organizing**
- **Neighborhood Design and Infrastructure**
- **Housing Quality and Variety**
- **Neighborhood Economic Development**
- **Personal and Neighborhood Safety**
- **Marketing Neighborhoods**

Initiative: Community Building and Organizing

Community building aims at nurturing neighborhood organizations so they can effectively address issues and build on assets in their neighborhoods. This plan recommends:

Community Activities.

- **Encouraging community anchors to work with their surrounding neighborhood(s) on area improvements and activities.**
- **Developing a resource directory of available programs and services for neighborhoods.**
- **Creating a neighborhood partners program for neighborhoods to work together on common issues or projects.**
- **Involving absentee landlords and renters in neighborhood organizations.**
- **Developing property management cooperatives that connect residents' skills to local needs.**
- **Implementing block level programs to inventory neighborhood skills, capabilities and needs to initiate self-help networks.**
- **Supporting the creation of neighborhood associations in all neighborhoods.**
- **Providing opportunities for neighborhood input on activities that impact the neighborhood, such as rezoning cases.**

Initiative: Neighborhood Design and Infrastructure

Much of the design integrity of a neighborhood lies in its ability to promote neighboring and provide access to integrated and convenient services. Physical design elements, such as open spaces, buffers between uses, boulevards and street trees can add value to any neighborhood. Newly developing areas present an opportunity to design quality while adding these elements can improve existing older neighborhoods as well.
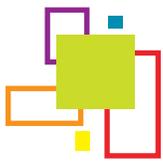
Quality design also impacts the efficient delivery of services and safety. Water, sewer, and other systems are an integral part of sustaining neighborhood integrity. With creative site layouts, developments can maximize the number of lots on the available land area, even at

low site densities, and minimize utility extensions within and between new developments. Designing for safe environments includes creatively exploring the relationships between vehicles, people and housing in addition to incorporating measures to enhance feelings of personal safety.


Post War Housing.

- **Provide more choices for transportation systems in neighborhoods that balance all types of travel, including pedestrians and bicycles. The pedestrian transportation system should be designed to protect people, as well as link people to places. Approaches for making neighborhoods safer for pedestrians and residents can range from the timing of traffic lights and pedestrian crosswalks to the length of corner radii. Traffic calming techniques, such as narrowing roadway widths at intersections to accommodate larger pedestrian landing areas may also be employed.**

- **Give a high priority to the repair and initial provision of water and sewer service utilities in all existing neighborhoods. All mains, old and new, should be of adequate size and condition. The improvement of these existing infrastructure elements should be a higher priority than the extension of services into non-contiguous areas.**

- **Integrate new commercial development with the character, scale and style of the surrounding neighborhoods. All design, - from car washes to major hubs - should "fit" with the existing character, scale and style of the neighborhood. This can be accomplished by design review procedures that utilize site and building design guidelines to create pedestrian pathways (on-site and connecting the site), as well as landscape, parking configuration, building mass and other development features.**

Post War Housing.

- **Utilize neighborhood parks as neighborhood activity locations where a variety of activities take place. Activities must be operated with cooperation and volunteers from adjacent neighborhoods.**

Initiative: Housing Quality and Variety

Housing quality and diversity are critical to the success of a neighborhood. Poor quality structures and lack of diverse housing opportunities limit the mobility of residents and the choices where individuals can and want to live.

Post War Housing.

A variety of housing choices must be encouraged through zoning, development standards and design guidelines, such as those suggested by the Form and Character of Development Framework. These measures must be sensitive to the different housing types and to the need for special incentives that encourage housing choice and mixed-use projects. Standards and guidelines should create a variety of functional places and promote high quality housing that respects the existing character in an effort to address the Form and Character of Development guidelines for Neighborhoods and Future Neighborhood Decision-making Criterion.

Modified building codes might apply to older areas or to specific areas where a creative mixed-use development is desired. Modified building codes and zoning cannot sacrifice safety, but should encourage the conservation of older neighborhoods by maintaining lower residential densities and single-family uses on smaller lots and promoting the rehabilitation of older structures.
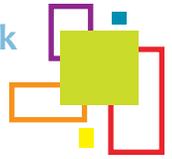
Strategies targeted at improving housing conditions must be sensitive to the residents, renter and owner, in a particular area. Housing conditions can vary widely among owner-occupied or renter-occupied areas and evidence in many neighborhoods proves that home ownership does not necessarily ensure high or responsible maintenance. Areas with a high rental occupancy can have sound physical conditions and conversely, a neighborhood with high owner occupancy may have housing maintenance problems because the owners may live on a fixed-income.

Actions

- **Adopt a Rehabilitation Building Code that applies to older structures and that encourages rehabilitation by adjusting regulations that often make rehabilitation cost prohibitive. The Rehabilitation Building Code should be based on existing model codes and assure continued protection of the public health, safety and welfare in existing structures, while providing cost effective alternatives to the application of new construction codes to older historic buildings.**

- **Enforce the aggressive rehabilitation, redevelopment or condemnation of dilapidated properties by improving processes for dealing with abandoned buildings so that they do not become dangerous buildings. This should include the development and adoption of proactive rehabilitation programs for upgrading these buildings and the coordination of policies to actively promote renovation of deteriorated and dangerous buildings.**

- **Establish a mechanism that requires a code inspection for all rental property each time a unit is rented. Inspections could be triggered by a change in the unit's utility billing or rental advertisements.**

Livable Neighborhood example.
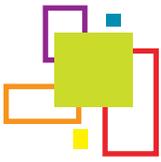
Initiative: Neighborhood Economic Development

Commercial activity can be integrated with living environments and the perception of "neighborhood" must include not only housing, but also appropriate levels of commerce that add value to their respective neighborhoods. While large scale commercial development may be inappropriate and often undesirable in residential areas, commercial growth in the city is inevitable and tenuous relationships between these uses will continue. Small businesses near neighborhoods can provide jobs for neighborhood residents, improve the neighborhood's desirability as a place to live, create identity, as well as provide opportunities for interaction.

Arnold has examples of neighborhoods that are identified with their adjacent commercial areas. These business areas many times serve as community anchors, gathering places or activity centers that connect residents within adjacent neighborhoods. This philosophy can be reintroduced in existing areas, as well as incorporated into newly developing neighborhoods. Although some specific economic development and residential actions may be approached independently, it is important for the resident and entrepreneur to recognize that their healthiness is linked as they are part of the same neighborhood. Their healthy coexistence and cooperation can be a positive influence on the whole area by providing around the clock activity, thus promoting a feeling of safety to residents and customers. If this relationship is not fully realized the aspirations of "connectedness" and "identity" are hindered.

Actions

- **Promote all scales of business - neighborhood to corporate - that have a neighborhood connection or ethic, and make community involvement a criterion in considering new major commercial/retail development in neighborhood areas. The benefits of new business (tax base, jobs, physical improvements) must be balanced with any negative effects that the development may have on a neighborhood's fabric (increased local traffic, reduction of natural areas or incompatible design).**

Initiative: Personal and Neighborhood Safety

As previously discussed in Initiative: Neighborhood Design and Infrastructure, neighborhood designs must enhance the feeling and reality of personal safety. If a person does not feel safe within the neighborhood, other improvements are meaningless. Personal safety, whether a factual or perceptual issue, is a driving consideration behind the actions and choices of many people within any community.

This premise emphasizes the need to recreate or create safe neighborhoods through design, interaction, familiarity and police/community partnerships. Street widths and turning widths that slow traffic, adequate street and house lighting, and subdivision and housing designs that put eyes on the street are all elements that can make areas safer.

Actions

- **Integrate zoning categories to allow for a greater mix of uses. Integrating commercial and residential uses can increase pedestrian and vehicular traffic - a deterrent for crime and vandalism. During the day and early evening, commercial areas are the busiest, preventing daytime crime to residences, and**
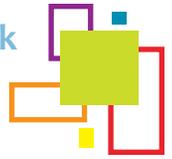
in the afternoon and evening, residential areas have activity as people get home providing "eyes" for area businesses.

- **Expand neighborhood watch programs and encourage each neighborhood to identify and publicize a neighborhood "safe" house. These should be identified with an easily visible neighborhood sign or symbol. Such programs provide the neighborhood with a greater sense of security and control by encouraging proactive involvement to ensure the safety of all residents ranging from neighborhood children to aging adults.**

Initiative: Marketing Neighborhoods

Promoting the value and richness of Arnold's neighborhoods is a significant part of ensuring sustained future growth for the city. Arnold offers a wide variety of living choices as well as intangible qualities like identity, culture, natural resources, and community - all marketable assets.

Unfortunately, old perceptions of Arnold neighborhoods are many times influenced by the media and the real estate community and even Arnold's own residents and metro neighbors. When the media highlights the negative incidents that occur in neighborhoods, they often do it without balance regarding the many quality opportunities, committed citizens and ongoing improvement efforts that exist in neighborhoods. Through neighborhoods, Arnold has the potential to secure a greater portion of the metropolitan area market for quality housing, and unique housing. As a community, we must find value in our differences - from high to low density, from old to new and traditional to modern.

Kids Bike Safety Seminar and Neighborhood Tour.

Arnold Comprehensive Plan
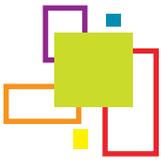
There are neighborhoods and subdivisions in every part of the city that are competitive in character, price and quality. Working in partnership, the City, neighborhoods and other entities responsible for promoting Arnold, must market the best of Arnold's neighborhoods. Actions can range from training, distributing positive literature, advertising and community-wide activities that have broad, positive coverage and appeal to a wide cross section of residents.

Actions

- Local newspaper and electronic media should sponsor a special task force that includes neighborhood representatives aimed at achieving balanced and responsible reporting as it relates to the image of the city and neighborhoods. Goals of the task force include a greater awareness and mutual understanding of the objectives of the media "business" and the aspirations of the city. A tangible outcome could include the commitment of a weekly print or radio segment that highlights neighborhoods.

- Develop a local media strategy through partnerships between neighborhoods and small, local publications. Alternative and neighborhood newspapers and magazines often have readership that is more committed and sensitive to neighborhood level issues and perspectives.

Your Community. Your Plan!