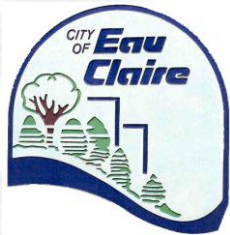
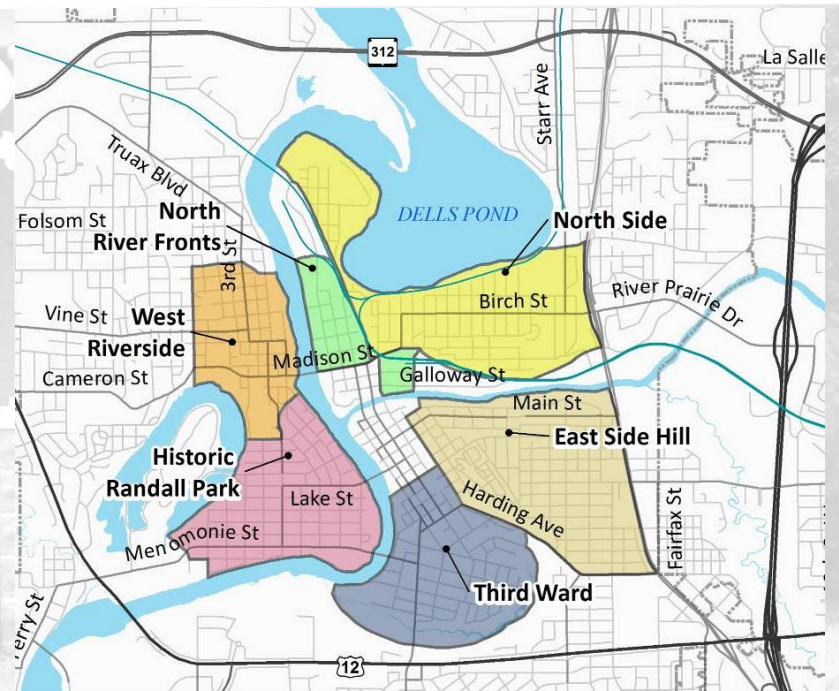


Report from the Neighborhood Summit Meetings

# Eau Claire Neighborhood Revitalization Task Force Recommendations



# Eau Claire Neighborhood Revitalization Task Force Recommendations

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Angie Seichter, Administrative Assistant  
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Accepted June 2016

## Task Force Members

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Sue Bornick, Eau Claire Community Foundation  
Craig Brenholt, Plan Commission  
Aaron Brewster, Third Ward Neighborhood Assn  
Mike Carlson, S Barstow BID and DECI Boards  
Jason Craig, Mayo Health System  
Aaron Czappa, Chippewa Valley Habitat for Humanity  
Catherine Emmanuelle, City Council  
Marty Fisher-Blakeley, W Grand Ave BID  
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Bob Schraufnagel, North Riverfronts Neighborhood Assn  
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Helene Smiar, Historic Randall Park Neighborhood Assn  
Terry Weld, Plan Commission  
Jake Wrasse, UWEC, Student Body President  
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Eau Claire Area School District  
Northside Hill Neighborhood Assn  
West Riverside Neighborhood Assn

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This report recommends a strategy to boost the solid but aging neighborhoods and housing of Eau Claire.





**WEBER**  
Community Planning



# The Eau Claire Neighborhood Revitalization Task Force Recommendations

Neighborhood improvement received special attention in the 2015 *Eau Claire Comprehensive Plan*, as a Neighborhoods chapter was included for the first time. Of the many recommendations in that plan, the primary ideas were:

Initiate and organize one or more meetings of representatives from the private and public sectors to prepare a strategy for intensified and ongoing neighborhood improvement.

Seek to devise a comprehensive approach to neighborhood improvement. Involve representatives of allied public or private organizations in planning and implementing this campaign. Focus and coordinate efforts that may already be underway by local organizations other than the City.

This report summarizes the outcome of those meetings and describes the process.

## The Planning Process

### Neighborhood Task Force

In 2015, the City Council appointed a 39-member committee to recommend a strategy to improve the older neighborhoods. That group included:

- Neighborhood residents
- Local business people
- City or County staff members
- Members of the Plan Commission, City Council and Eau Claire Redevelopment Authority
- Representatives of five neighborhood associations
- Representatives of the University of Wisconsin-Eau Claire
- Representatives of local non-profit assistance organizations
- Representatives of two business improvement districts
- Others.

Members of the public were also invited to attend the meetings, ask questions, and participate in the voting process.

A list of the task force members and their affiliations is included in Appendix A.

## Target Neighborhoods

It was assumed that the six neighborhoods shown below were the locations of greatest interest but not necessarily the only locations where the recommendations of the Neighborhood Summit could be applied. These neighborhoods were identified as having the housing and public facilities with the greatest need for attention. They also have adopted neighborhood plans.

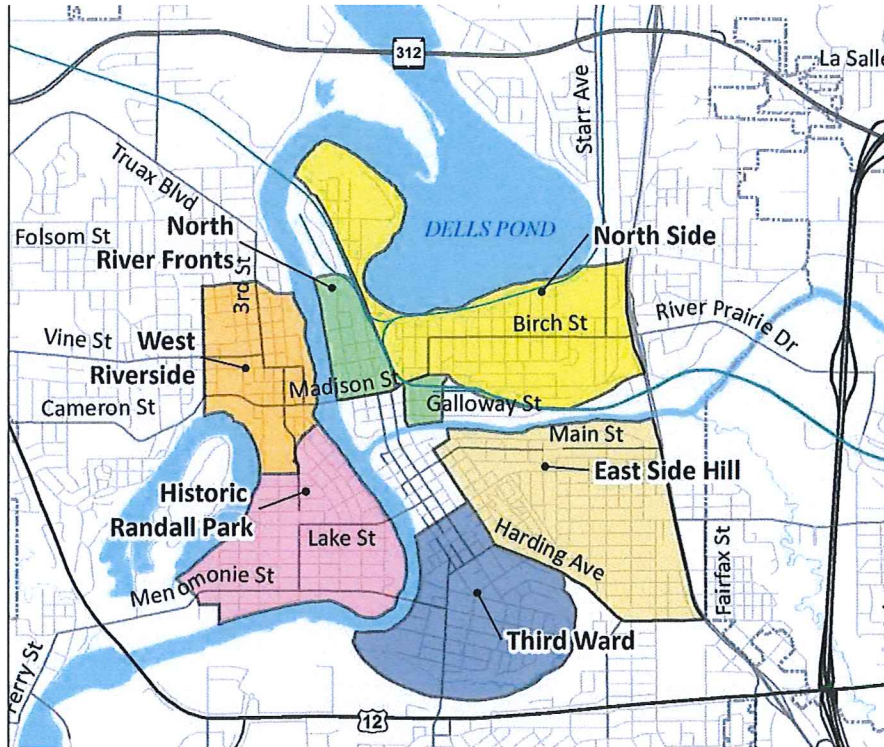


Figure 1: Preliminary Target Neighborhoods

## Task Force Meetings

Five monthly meetings were held, beginning in January, 2016. The purpose of the first meeting was to learn about the scope of the challenge. The next two meetings were designed to learn what some other cities are doing to address similar problems in their communities. During the fourth meeting, the committee met in small groups to discuss what was learned thus far and to rank a list of current actions and a list of possible future actions. The final meeting was devoted to reviewing and commenting on a draft of this report.

## Speakers for the Task Force Meetings

The following speakers were enlisted for the first three meetings. Each meeting included a panel discussion with questions from the Task Force. Short biographical descriptions of the speakers are presented in Appendix B.

### January

- **What Are We Trying to Address? Background, Current Local Challenges and Programs**

**Pat Ivory**, Senior Planner, City of Eau Claire

**Keith Johnathan**, Executive Director, Housing Authority of Eau Claire

**Shane Sanderson**, Director of Environmental Health, City-County Health Department

### February

- **What Are Some other Cities Doing?**

**Lucy Thompson**, Principal City Planner, St. Paul Planning and Economic Development

**Maria Prioletta**, Director, Milwaukee Neighborhood Improvement Development Corporation

**Will Sebern**, Layton Boulevard West Neighbors, Milwaukee

**Karl Green**, University of Wisconsin Extension–La Crosse and the La Crosse Neighborhood Development Corporation

### March

- **What Are Some other Cities Doing?**

**Bill Reinke**, Director, Neighborhood Housing Services of Southwest Wisconsin

**Salli Martyniak**, President, Forward Community Investments, Madison

**Marianne Morton**, Director, Common Wealth Development NDC, Madison

Speakers' summaries and PowerPoint presentations were archived on the project website for review by members of the task force and the general public.

During the April meeting, the Task Force was given a list of the current and possible future actions in the neighborhoods. They first discussed the current actions in small groups then indicated by voting which ones ought to be improved or performed better. Likewise, a list of possible future actions or improvements was presented based on what was learned from the speakers in February and March. The committee once again voted to indicate which seemed most useful or desirable in Eau Claire.

The two lists are presented in Appendices C and D. The results of the dot-voting exercises are presented in Appendices E and F.



Task Force members in one of the "dot-mocracy" exercises



## **Recommendations**

The Task Force was presented with a list of 22 **current** neighborhood actions, programs, spending initiatives or ordinances that they could discuss and rank as to their importance for improvement. Another 25 ideas for **possible additional** actions were discussed. Many of these potential actions came from the speakers that made presentations to the Task Force.

The work being conducted in other cities was inspiring and came with this advice:

- Eau Claire will have to chart its own unique course
- Getting started is the most difficult part
- Local leaders are needed
- Profitable private investment is essential and central
- The perception of private risk must be reduced
- The private and public sectors must work together.

## **Current Actions that Need Improvement**

Among the actions that are currently underway but were judged to be in need of improvement include.

### **1. Provide housing rehabilitation, home ownership assistance and home energy savings**

Housing rehabilitation and home ownership are the two most sought-after objectives of this program. Rehabilitation and renovation are needed because of the age and deterioration of the housing stock. Home ownership is desired for the sake of loving care and continual reinvestment in the housing, residential commitment, and the greater likelihood that the households will include children.

The high percentage of rental housing in the older neighborhoods works against rehabilitation investment. Owners of all kinds are usually reluctant to spend on rehabilitation when they are unsure of the security and return on their money.

In addition, purchasing rental housing for home ownership in the area near the University is difficult because the sale price of these properties is based on their high rental income generation. This higher "ceiling" inflates their value making it difficult for a family to purchase such properties.



The Housing Authority of Eau Claire and the Western Dairyland Community Action Program each provide money for rehabilitation or energy conservation loans and grants, but it is far short of the need.

Clearly, new ways to overcome hurdles to housing rehabilitation are needed. Several of the initiatives described below, may help to address this issue.

## **2. Improve Code enforcement**

The Task Force strongly recommended the need to improve or enhance code enforcement, including trash handling, property maintenance, nuisance behaviors, lawn upkeep and sidewalk snow shoveling. To address this issue, the City has already approved hiring a full-time code enforcement officer and will seek to better coordinate code enforcement between the City-County Health Department and the City Inspections Division.

Property maintenance and mutual consideration are apparent and important factors in the well being of any neighborhood. Because some people have to be reminded about how to co-exist, the City has regulations about a wide range of behaviors. The enforcement of these rules was reduced a few years ago for budgetary reasons, but residents are now expressing that it would be money well spent.

## **3. Inspect housing and enforce basic health and safety regulations**

The City-County Health Department currently surveys the exterior condition of housing across the City and flags those that seem to warrant an internal review. This ongoing Intensified Housing Enforcement Program catches quite a bit of deferred maintenance involving basic health and safety features that are regulated by the Building Code and the Housing Code, Chapters 16.04 and 16.08 of the City Code.

Rooming houses, up until recently, have been inspected for compliance with these regulations. This program has been successful in improving conditions in the rooming houses and should work with other types of housing.

One of the recommendations calls for inspecting rental housing for violations of the Building and Housing Codes and requiring improvements. This would improve the living conditions within these dwellings, similar to what has occurred with the rooming houses.

Some cities require that single-family houses listed for sale display the written results of an inspection of Building Code items. However, this is often done voluntarily now.

## **4. Reconstruct the alleys**

On some blocks, the alleys are the only access to each garage, so they are essential and used often. Unfortunately, their surface condition has deteriorated badly. Alley maintenance is one of the factors that would improve quality of life in the neighborhoods and possibly encourage more home ownership. In 2016, the City will begin to rebuild them in coordination with regular street reconstruction.

## **5. Plow snow from the alleys**

The City has not been in the practice of plowing snow from the alleys, leaving that task to the residents, which is unfair, ineffective and burdensome. Many cities routinely plow their alleys as part of the street snow removal program, as access to the alleys is essential. The City should study optional ways to accomplish the work, including contracting it to a private firm.



Alley maintenance and snow plowing by the City should be improved.

## **6. Promote sidewalk snow shoveling**

Residents and owners are required by ordinance to shovel the snow from the sidewalk in front of their dwelling or shop. Some people neglect their responsibility, creating hazards and inconvenience. If a section of sidewalk is neglected, the City will assign a contractor to do the job, billing the property owner.

Thus, some public education and persuasion may improve conditions and reduce the number of enforcement actions. With the addition of a full-time Code enforcement officer, more proactive and targeted enforcement is recommended.

## **7. Administer the historic preservation program comprehensively**

Several individually-designated properties as well as a significant number of houses in the Randall Park and Third Ward Historic Landmark Districts chose to “opt-out” in the 1990s. In 2011, the Landmarks Commission prepared recommendations regarding how to reinstate properties to the districts but the Council has not yet acted on them. It is recommended that this issue be discussed and, at a minimum, the ordinance amended to simplify the process of reinstating properties when requested by the owners.

## **8. Administer and improve the zoning code**

Over the past fifteen years, the City has reduced the allowable residential development intensity in the neighborhood around the downtown from the levels that were enacted in the 1960s. This has helped protect the neighborhood from some inappropriate redevelopment.

In addition, the City should amend the parking standards for multiple-family housing. The number of parking spaces required is currently too low, sometimes resulting in too much on-street parking.

## **9. Coordinate among the major institutions**

Coordination should continue among Community Development, Police, Inspections, UWEC, CVTC, and the City-County Health Department to address problem areas. Each organization is individually strong but greater coordination under a strategy would be helpful. Give special attention to property upkeep, efforts to curb binge drinking, and negative behavior that is sometimes associated with excessive alcohol consumption.

## **10. Expand the use of the Neighborhood Matching Grants Program**

The City should market and promote the use of its Neighborhood Matching Grants Program, which pays for capital improvements or other activities. City funds must be matched 1:1 with other monies. A wide range of uses are allowed, as long as they strengthen or improve a neighborhood.

### **Current Actions that Are Being Performed Well**

It should be noted that the Task Force identified a number of programs and activities that are currently in place and that seem to be performing quite well. These include:

- **Providing good quality infrastructure including streets, sidewalks, lighting and public utilities**

The City already does a good job of building and maintaining basic public infrastructure. The program of rebuilding or resurfacing a several miles of residential streets every year has improved road conditions during the past two decades. Likewise, the aging sewer and water lines are usually replaced when a street is rebuilt.

- **Providing good quality parks and trails**

Parks and trails help promote community health and well-being and the park and trail systems are a source of pride in Eau Claire. Each central neighborhood has easy access to the burgeoning system of riverfront linear parks and paths. A new park is planned south of Roosevelt School in the West Riverside Neighborhood. Extensions of the trail system should continue.

- **Providing good quality public schools in the neighborhoods**

The public schools of Eau Claire generally provide effective instruction. The City was successful in working with the School District to build Lakeshore Elementary School in the Randall Park Neighborhood as well as Flynn Elementary School in the Eastside Hill Neighborhood, rather than on perimeter sites, as both schools provide a strong draw for families. Likewise, Roosevelt Elementary School must be kept in its present location through renovation and expansion.

- **Supporting the neighborhood associations**

The City has provided ongoing advice, technical assistance and money to the neighborhood associations. Planning has been the primary example. The Community Development Department has helped prepare, and sometimes update, a plan for each of the central neighborhoods. These documents refine the general guidance of the *Comprehensive Plan* and are adopted as elements of the general plan, giving them that legal force. That process needs to continue.

- **Supporting the business improvement districts**

The City will continue to financially support the four business improvement districts, in which property owners agree to a surtax that pays for special services in each district.



- **Continuing to improve public health**

Continue the efforts of Eau Claire Healthy Communities and the hospitals to improve public health, especially in their top-priority topics of alcohol and other drug use, mental health, healthy relationships, chronic disease prevention, obesity and oral health.

Healthy Communities is a collaboration of many local organizations including health care, education, not-for-profits, religious organizations, City and County governments, neighborhood associations, retired citizens, and more. They have a shared problem assessment and implementation strategy. Mayo and Sacred Heart Hospitals participate and have independent public health initiatives, as does Marshfield Clinic.

Studies have demonstrated that housing and neighborhoods affect health. Likewise, a healthy population contributes to neighborhood physical maintenance.



The Mayo Clinic Health System Hospital in Eau Claire



## **Recommended Future Actions**

Several additional neighborhood revitalization ideas were generated by the Task Force for the City to consider. Some of these came from the invited speakers and some were offered by the City staff or consultant. Among the list of recommended actions, in priority order are:

### **1. Implement the rental registration and inspection program**

Under this action, owners of rental housing would have to register their building(s) with the City. All units would be initially inspected to basic life and fire safety requirements if they have not done so in a certain number of prior years.

The parameters for inspection, re-inspection and enforcement should be defined by the City-County Health Department and the City Inspections Department before going through review and approval by the City Council and County Board of Supervisors.

### **2. Appoint a committee to create a non-profit, private neighborhood development corporation (NDC)**

Convene a committee to recommend the organizational mission, priorities, board membership, funding and staffing for a non-profit, neighborhood development corporation. Such organizations have been successful and effective in many other cities across the state and nation.

A neighborhood development corporation would be a private organization registered as a non-profit entity under Section 501-C-3 of the Internal Revenue Code. It would have the freedom and flexibility of a private corporation with a socially beneficial mission and scope of work defined by its directors. It could manage itself and negotiate in business without all of the regulatory restrictions and transparency requirements of government.

Most NDCs focus on housing and other real estate improvements but some have grown to include business assistance, job training, medical care, home ownership counseling and more. It makes sense to start with manageable objectives and geographic scope.

It is anticipated that the neighborhood development corporation would fill the gap between the private housing industry and the Housing Authority of Eau Claire. That is, the private sector is well suited to do work that offers the best ratio of return to risk, while the government provides a social safety net without a need for profit. The NDC would attack those projects that are greatly needed or that leverage other investments but carry higher risk and, thus, may not meet normal lending standards. Some projects may carry others to sustain the life of the corporation. An example might be spot clearance and redevelopment of single-family housing in a neighborhood lacking such investment.

Financing could be from private, public or charitable sources including below-market-rate loans, gifts, marketable tax credits, enterprise funds, government funds, tax increment financing, and other sources used in combination.

The major local businesses and institutions that have a stake in the well-being of the neighborhoods and their people would be candidates for support. These might include the hospitals and clinics, lenders, manufacturers, educators, the City, County and State, foundations, and federally-chartered community development financial institutions.

Board membership is to be determined but typically would include leaders from business, government, other community-benefit corporations, lenders, the construction industry, foundations and community residents.

### **3. Amend City tax increment financing regulations**

Adjust the City's standards for the use of tax incremental financing process to (a) spend excess increment on neighborhood projects within one-half mile of a TIF district and (b) extend the life of a TIF district by one year to benefit neighborhoods. The City recently updated the Downtown TIF district and applied the half-mile provision to adjacent neighborhoods, as allowed by Wisconsin law.

### **4. Develop a "targeted investment neighborhood" program**

To make a noticeable effect, as demonstrated in other cities, it is recommended that the City concentrate public spending in a limited geographic area. This may also apply to the work of a neighborhood development corporation, as described above.

If there is to be supplemental investment or a special initiative, the private market response may be greater if it is apparent that everyone is working together on improvements in a precinct and overall risk is being reduced.

All community members should be intentionally included in these programs regardless of gender, age, ethnicity or other characteristics.

Some investment by private owners is usually demanded in exchange for additional public spending. For example, grants and low-interest loans for housing rehabilitation may be made available to leverage owner spending while streets, lighting or the park are simultaneously improved.

### **5. Adopt conservation zoning overlay districts**

It is recommended that the City consider adopting one or more conservation overlay zoning districts, which would apply certain design guidelines that the current zoning does not. This would be particularly helpful in areas where demolition or redevelopment is most likely to occur.



A conservation zoning overlay district can help ensure that the basic design qualities and essential appearance of a neighborhood are sustained.

**6. Implement the residential parking permit program in the vicinity of the Mayo Hospital**

Residential parking permit programs are used effectively in many cities near major buildings or locations that charge for parking or have a parking shortage and which, consequently, spill much parking into the nearby neighborhood. The programs prohibit people who do not live in the neighborhood from parking there on the street. Licensed drivers who live at or have businesses at qualified addresses within a “critical parking area” are eligible for permit stickers. Permits are made available for visitors. It is recommended that the City initiate a pilot program for the Mayo Hospital area to address the on-street parking problems in that vicinity.

**7. Pursue an economic development grant from Invest in Wisconsin.**

Led by Forward Community Investments, *Invest in Wisconsin* will provide innovative and lower cost financing for business and not-for-profit projects that cannot obtain traditional loans. Eau Claire is one of five target locations in the state for this money provided by JP Morgan Chase Bank.

**8. Consider using educational assistance program to leverage neighborhood revitalization**

Enlist the University of Wisconsin–Eau Claire to possibly emulate the programs created in La Crosse. Those initiatives (a) provide college and career counseling to high school students and (b) offer money for college to families that invest in certain neighborhoods. Additional ways to leverage the expertise of the University in education linked to local community improvement are undoubtedly possible.

**9. Market the neighborhoods**

The neighborhood development corporation should partner with the local Association of Realtors to publicize the amenities and benefits of the central neighborhoods.

**10. Coordinate the work of the neighborhood associations**

The neighborhood associations could be more effective if they coordinated their lobbying, planning, or improvements. The proposed full-time code enforcement officer or one of the city planners could convene and facilitate an annual meeting with the goal of encouraging more coordination and communication among groups.

The associations should investigate the implementation of programs such as the "Next Door" social networking application to encourage more cohesion among neighbors.

**11. Institute alley trash collection**

If trash were collected along the alleys, where they exist, instead of the streets, neighborhood appearances would be improved.

The City should also investigate the feasibility of single-route pick-up zones for trash haulers in order to reduce vehicle trips in the neighborhoods.



## **12. Use arts and culture to revitalize neighborhoods**

Arts and culture have long been credited with sparking neighborhood change in districts and entire cities. There are examples from cities large and small where public art, galleries, artists' workshops, historic preservation or the presence of creative businesses (from architecture to advertising) have catalyzed physical development or renovation. Many fine case studies are described in *The Creative Community Builder's Handbook* by Thomas Borrup, of Minneapolis. St. Paul's Artist-In-Residence program is also a good example of incorporating public art into public works projects. Local examples of this effect include the artists' spaces in the re-use of the Uniroyal Tire factory as Banbury Place, the new buildings near Phoenix Park, and the performing arts component of The Confluence.

## **13. Reinstate the sidewalk inspection program**

Knowing where the problems are might accelerate their rehabilitation. Providing a safe pedestrian system in the older neighborhoods will help promote reinvestment and family occupancy, provide convenience and encourage healthful walking by all.

## **14. Study rebating residential tax increases**

Study methods or programs that would provide rebates for a period of time for property tax increases that result from residential renovation or rehabilitation in target locations. This will remove one disincentive to improving residential properties.



Well-maintained sidewalks promote walking.



## Appendix A

### Neighborhood Revitalization Task Force Members

First Name	Last Name	Organization
Lisa	Aspenson	Water Street BID
Craig	Brenholt	Plan Commission
Aaron	Brewster	Third Ward Neighborhood Assn
Mike	Carlson	S Barstow BID
Jason	Craig	Mayo Health System
Aaron	Czappa	Chippewa Valley Habitat for Humanity
Catherine	Emmanuelle	City Council
Phil	Fieber	Parks and Rec Staff
Marty	Fisher-Blakeley	W Grand Ave BID
Lieske	Giese	City-County Health Dept
Jeff	Halooin	Redevelopment Authority
Collin	Hawkins	Western Dairyland
Keith	Johnathan	Housing Authority
Brian	Johnson	JCAP Real Estate
Bruce	King	Board of Realtors
Jim	Lahti	Bremer Bank
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Mark	Ruddy	Eastside Hill Neighborhood Assn
John	Schepke	Schepke Real Estate
Bob	Schraufnagel	North Riverfronts Neighborhood Assn
Tami	Schraufnagel	North Riverfronts Neighborhood Assn
Jane	Seymour Kuni ck	Landmarks Commission
Nick	Smiar	Eau Claire County Board
Helene	Smiar	Historic Randall Park Neighborhood Assn
Suzanna	Knowlton	Hmong Association
Xia	Xiong	Hmong Association
Terry	Weld	Plan Commission
Jay	Winzenz	Finance Staff
Jake	Wrasse	UWEC Student Body President
		Northside Hill Neighborhood Assn
		West Riverside Neighborhood Assn
		Eau Claire Area School District
		Eau Claire Community Foundation

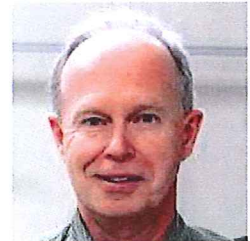
## Appendix B

# Speakers for the Neighborhood Revitalization Summit

### **Pat Ivory**

#### **Senior Planner, City of Eau Claire**

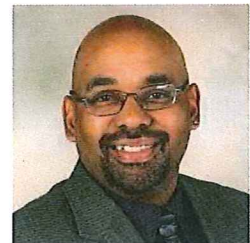
Pat Ivory is a Senior Planner with the City of Eau Claire. He has worked with the City for the past 31 years and has a number of responsibilities including neighborhood planning and liaison with the neighborhood associations. Pat has assisted in the preparation and update of numerous neighborhood plans over the years. The neighborhood plans are used as guides for the City in making improvements to the infrastructure in the older neighborhoods and in making policy and ordinance changes to help stabilize and improve these areas.



### **Keith Johnathan**

#### **Director, Housing Authority of Eau Claire**

Since 2006, Keith has been the Housing Director for the City and the Executive Director of the Housing Authority. Previously, he served the Town of Islip, New York, Community Development Agency, where he was the Director of Finance.



### **Shane Sanderson**

#### **Director of Environmental Health, City-County Health Department**

Shane has dedicated his career to advancing and promoting the importance of identifying and eliminating environmental factors that lead to negative health outcomes. His career began at the intersection of science and law and he's found success in academic settings, the private sector and public service. He now resides in Eau Claire with his family working for and with the community that educated him back in his college years. He remains dedicated to principles of prevention and data-driven priorities as the Environmental Health Director for the Eau Claire City-County Health Department. Shane holds a Masters of Science in Environmental Health and a Juris Doctorate.

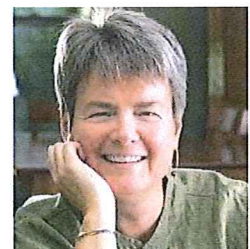


### **Lucy Thompson**

#### **Principal City Planner, St. Paul Planning and Economic Development**

Lucy Thompson began her city planning career in Eau Claire and has been with the City of St. Paul for more than 25 years. A veteran of the revitalization planning process, Lucy has worked with neighborhood organizations, downtown and riverfront campaigns, and transit corridors initiatives. She is known as an advocate for traditional approaches to city design.

St. Paul has a well-deserved reputation as a city with livable qualities, and Lucy will give an overview of what it takes to help neighborhoods thrive.



**Maria Prioletta**  
**Director, Milwaukee Neighborhood Improvement Development Corporation**

Maria Prioletta has more than 30 years of banking and residential development experience. She has served as a manager in both the Milwaukee Department of Development and the Milwaukee Neighborhood Improvement Development Corporation. The NIDC is a private, non-profit company that uses City employees to assist rehabilitation of both rental and owner housing, home ownership, and neighborhood amenity projects.

Maria will describe the relationship between public and private organizations engaged in neighborhood revitalization.



**Will Sebern**  
**Layton Boulevard West Neighbors, Milwaukee**

Will Sebern is the director of Layton Boulevard West Neighbors, a private, non-profit corporation dedicated to fulfilling the vision of the School Sisters of St. Francis to stabilize and revitalize the Silver City, Burnham Park and Layton Park neighborhoods of Milwaukee.

Will brings experience in community development, fund development, organizing and public policy. He has cultivated the relationships between LBWN and a diverse set of partners including neighborhood residents, community organizations, the City, and private and public investors. His successes include \$2 million of investment in housing renovations and purchases, two community initiatives recognized by the LISC Milwaukee Awards for Neighborhood Development Innovation (MANDI), and elevating the visibility of the Layton Boulevard West neighborhoods resulting in hundreds of thousands of dollars of new investments.

Will is a graduate of the University of Wisconsin-Madison and is fluent in Spanish



**Karl Green**  
**University of Wisconsin Extension—La Crosse and the La Crosse Neighborhood Development Corporation**

Karl Green is the Community Natural Resource and Economic Development Agent with the U-W La Crosse—Extension.

He was instrumental in helping the La Crosse community understand how a neighborhood development corporation could work with and help the City. He has helped the La Crosse NDC define its role and structure while witnessing the challenges it has overcome in its short life.





**Bill Reinke**  
**Director, Neighborhood Housing Services of Southwest Wisconsin**

Bill Reinke is the director of Neighborhood Housing Services of Southwest Wisconsin, located in Richland Center. He has 20 years of experience with non-profit housing and community development organizations, creating more than 500 housing units for low-income families, people with disabilities and the homeless.

Bill has established a regional effort to provide technical assistance in the development and management of affordable housing to Community Housing Development Organizations. He has also created small-town home ownership construction projects and financing programs including those funded through the Neighborhood Stabilization Program.



**Salli Martyniak**  
**President, Forward Community Investments**

With a background in finance and an unwavering passion for social change, Salli Martyniak, together with staff, has had the pleasure of seeing Forward Community Investments (FCI) reach record levels of growth since she joined the organization in 2003.

After receiving a business degree from the University of Wisconsin, Salli served in various management roles with the Wisconsin Housing and Economic Development Authority, US Bank, Associated Bank, and the QTI Group. Under her direction, FCI has expanded the scope of its services to include providing vital technical assistance and financial management advice to nonprofits through workshops and seminars across the state. Salli supports a friendly workplace environment, complete with dogs – which is why her dog, Marley, can often be found in her office.



**Marianne Morton**  
**Director, Common Wealth Development**

Marianne Morton is the Executive Director of Common Wealth Development, a 37-year old non-profit community development corporation in Madison, Wisconsin. Common Wealth builds a connected community through affordable housing, youth and adult job support and training, business incubation and engagement.

Ms. Morton has 35 years of community, housing and economic development experience. She has led the development of Common Wealth's numerous housing and commercial initiatives including both new construction and rehabbed properties. Common Wealth owns and manages 139 units of affordable rental housing, manages an affordable home ownership program, runs a teen employment skills, job placement, mentoring and financial education program as well as an adult employment program. Common Wealth also developed and operates two small business incubators.





## Appendix C

# Current Neighborhood Actions, Programs, Spending and Ordinances

### Public Actions – City, County, Authorities, Educators, others

Action	Comment
Administer <b>zoning</b> codes	Essential that zoning be written well
Help prepare <b>neighborhood plans</b>	Neighborhood plans have been individually sound but lack private initiatives
Provide good-quality <b>infrastructure</b> : streets, utilities, street lights, sidewalks, street trees, etc.	Street lighting could be increased in higher walking areas; alley reconstruction and plowing is needed; gaps in the street trees.
Provide <b>parks and trails</b> plus recreation programs	The City is good at this
Provide public <b>schools</b>	Elementary schools are located in several of the neighborhoods
Provide <b>housing rehabilitation</b> , home ownership assistance, home energy savings	Funding is inadequate relative to the need. Includes City and non-profits such as Western Dairyland CAP
Provide public housing and <b>rent assistance</b> for low-income, homeless and other needy households	Funding is inadequate relative to the need because of funding levels by the federal and state governments. By Eau Claire Housing Authority and non-profits
<b>Coordinate</b> with the University, the City-County Health, Police and Inspections to address problem areas	Individually strong but needs coordination under a strategy. Includes property upkeep and efforts to curb binge drinking.
Limit the number of <b>taverns</b> along Water Street; promote a more family environment along Water Street	The environment has stabilized
Sponsor community <b>events</b>	Helpful for "quality of life" and pride
Reconstruct <b>alleys</b>	Long neglected. This will be the first year a new program
Enforce sidewalk snow <b>shoveling</b>	Contractors shovel neglected areas; City bills owners.
Support neighborhood <b>associations</b> with money and advice	Could be improved
Enforce the Housing Code in <b>rooming-houses</b>	
<b>Inspect housing</b> and enforce basic health and safety regulations	By City-County Health Department
<b>Code enforcement</b> : garbage, property maintenance, nuisance behaviors, lawn upkeep and sidewalk snow removal.	The City should always strive to improve these
Administer the <b>historic preservation</b> program	Some deserving houses were allowed to "opt-out"
Support four business <b>improvement districts</b>	Voluntary taxation to support localized services
Provide <b>job training</b> and career advice	

<b>Action</b>	<b>Comment</b>
Enhance the City's <b>Neighborhood Matching Grant Program</b>	Provides money for capital improvements or other activities in neighborhoods. Matched 1:1 with other monies; to strengthen or improve a neighborhood. Example: STAR program in St. Paul.
Hire full-time City <b>Code enforcement</b> officer	Starting in September 2016. Funding has been approved. This position is presently half-time. Could more proactively seek violations such as snow sidewalks, lawn mowing, abandoned vehicles, etc.
Amend the <b>parking</b> standards in the zoning ordinance for the older neighborhoods for multiple family housing	The number of spaces required is too low, resulting in too much on-street parking
Continue the <b>community policing</b> program	Involves extra effort at public relations



Better enforcement of City regulations, such as trash tote handling, was ranked highly by Task Force members

## Appendix D

# Possible Additional Neighborhood Actions, Programs, Spending and Ordinances

Action	Comment
Hire private contractors to <b>plow the alleys</b>	Will provide better access to homes and garages
Implement the <b>rental registration</b> and inspection program	Provide improvements to Housing Code violations
Create a council of the <b>neighborhood associations</b>	To coordinate activities
Adopt <b>tax increment financing</b> provisions to: <ul style="list-style-type: none"> <li>▪ Spend excess increment on neighborhood projects within one half mile of a TIF district</li> <li>▪ Extend the life of a TIF district by one year to benefit neighborhoods.</li> </ul>	These provisions are being used successfully in Milwaukee and other Wisconsin cities.
Appoint a committee to create a <b>non-profit, private neighborhood development corporation</b>	The committee should recommend the organizational mission, priorities, board membership, funding, staffing, etc. Seek support from private businesses, hospitals, non-profit clinics, University, City, County and others.
Encourage the non-profit <b>health care institutions</b> to create one or more community development corporations that address their Community Health Needs Assessment, as encouraged by the Affordable Care Act.	Applies to Mayo, Sacred Heart and Marshfield. "Community benefit" requirements can be met in many ways. Example: the LaCrosse / Gunderson Joint Development Corporation.
Pursue an economic development grant from the <b>Invest in Wisconsin</b> program	As described by Salli Martyniak of Forward Community Investments, <i>Invest in Wisconsin</i> will provide innovative and lower cost financing for business and not-for-profit projects that cannot obtain traditional loans.
Develop a " <b>targeted investment neighborhood</b> " program	Used in Milwaukee to focus resources for three years in a 6 to 12 block area.
Consider using <b>educational assistance</b> programs to leverage neighborhood revitalization	Example: LaCrosse Promise and the Promise Lenders Consortium. Scholarships for families that buy or renovate. Career and college counseling in the high schools.
Prepare a <b>data analysis</b> of property valuations and assessments	As done by UW-LaCrosse.
Create a <b>conservation zoning</b> overlay district for the older neighborhoods	To protect certain architectural or urban design features that are not normally addressed by zoning.
Study the feasibility of allowing <b>co-operative housing</b> projects	Co-operative ownership is aimed at providing affordable shelter but not price appreciation to individuals.



<b>Action</b>	<b>Comment</b>
Require <b>alley trash pickup</b>	Where alleys exist; rather than in the front yard.
Reinstate the <b>opted-out historic properties</b> to the local landmark historic districts	Dates to a controversial 1992 Council decision, which weakened the historic districts and other properties' protection but broadened owners' rights. A 2014 Commission study is available.
Re-institute a <b>sidewalk inspection</b> program to identify and replace deteriorated sidewalk	Was discontinued in 2007.
Implement the <b>residential parking permit</b> program for the Mayo Hospital area	As a pilot project. If successful, expand it to other neighborhoods in need.
Review the feasibility of and interest in creating a <b>neighborhood improvement district</b>	Similar to a business improvement district, which involves voluntary taxation to provide localized services
Promote <b>leadership</b> development at the neighborhood level	
Encourage greater <b>marketing</b> of the City's older neighborhoods	By agents, the City or a non-profit development corporation
Monitor changes in the federal <b>Community Reinvestment Act</b> for the possibility of direct contributions or services from commercial banks and savings associations.	Such help would be in addition to requirements for lending in low-income location.



A "critical parking area" permit program can help prevent spill-over parking from large generators of parking into nearby residential neighborhoods.

## Appendix E

# Ranking Exercise for the Current Neighborhood Actions, Programs, Spending and Ordinances

Action	Actions Most in Need of Improvement		
	Vote from Members	Vote from Community	Total
Administer <b>zoning</b> codes	7	2	9
Help prepare <b>neighborhood plans</b>	4	0	4
Provide good-quality <b>infrastructure</b> : streets, utilities, street lights, sidewalks, street trees	1	5	6
Provide <b>parks and trails</b> plus recreation programs	1	0	1
Provide public <b>schools</b>	1	0	1
Provide <b>housing rehabilitation</b> , home ownership assistance, home energy savings	24	5	29
Provide public housing and <b>rent assistance</b> for low-income, homeless and other needy households	11	1	12
<b>Coordinate</b> with the University, the City-County Health, Police and Inspections to address problem areas	4	1	5
Limit the number of <b>taverns</b> along Water Street; promote a more family environment along Water Street	1	3	4
Sponsor community <b>events</b>	0	0	0
Reconstruct <b>alleys</b>	0	3	3
Enforce sidewalk snow <b>shoveling</b>	0	0	0
Support neighborhood <b>associations</b> with money and advice	7	4	11
Enforce the Housing Code in <b>rooming-houses</b>	4	7	11
<b>Inspect housing</b> and enforce basic health and safety regulations	15	4	19
<b>Code enforcement</b> : garbage, property maintenance, nuisance behaviors, lawn upkeep and sidewalk snow removal.	13	11	24
Administer the <b>historic preservation</b> program	2	0	2
Support four business <b>improvement districts</b>	0	0	0
Provide <b>job training</b> and career advice	0	0	0
Enhance the City's <b>Neighborhood Matching Grant Program</b>	7	2	9
Hire full-time City <b>Code enforcement</b> officer	10	11	21
Amend the <b>parking</b> standards in the zoning ordinance for the older neighborhoods for multiple family housing	4	1	5



## Appendix F

# Ranking Exercise for the *Recommended Future* Neighborhood Actions, Programs, Spending and Ordinances

	Votes from Members	Votes from Community	Total
Hire private contractors to <b>plow the alleys</b>	0	2	2
Implement the <b>rental registration</b> and inspection program	16	6	22
Create a council of the <b>neighborhood associations</b>	2	0	2
Adopt <b>tax increment financing</b> provisions to: Spend excess increment on neighborhood projects within one half mile of a TIF district Extend the life of a TIF district by one year to benefit neighborhoods.	15	3	18
Appoint a committee to create a <b>non-profit, private neighborhood development corporation</b>	15	6	21
Encourage the non-profit <b>health care institutions</b> to create one or more community development corporations that address their Community Health Needs Assessment, as encouraged by the Affordable Care Act.	0	0	0
Pursue a grant from the <b>Invest in Wisconsin</b> grant program	8	6	14
Develop a " <b>targeted investment neighborhood</b> " program	12	5	17
Consider using <b>educational assistance</b> programs to leverage neighborhood revitalization	6	1	7
Prepare a <b>data analysis</b> of property valuations and assessments	1	0	1
Create a <b>conservation zoning</b> overlay district for the older neighborhoods	5	2	7
Study the feasibility of allowing <b>co-operative housing</b> projects	4	2	6
Require <b>alley trash pickup</b>	3	0	3
Reinstate the <b>opted-out historic properties</b> to the local landmark historic districts	0	0	0
Re-institute a <b>sidewalk inspection</b> program to identify and replace deteriorated sidewalk	1	0	1
Implement the <b>residential parking permit</b> program for the Mayo Hospital area	8	6	14
Review the feasibility of and interest in creating a <b>neighborhood improvement district</b>			
Reinstitute the <b>community policing</b> program	0	1	1
Promote <b>leadership</b> development at the neighborhood level	1	0	1
Encourage greater marketing of the City's older neighborhoods			
Monitor changes in the federal <b>Community Reinvestment Act</b> for the possibility of direct contributions or services from commercial banks and savings associations.	1	0	1
Create a " <b>teen center</b> "	3	3	6
<b>Use arts and culture</b> to revitalize neighborhoods	12	4	16
Require that some <b>affordable housing units</b> among all new housing built	2	0	2
<b>Market</b> the Neighborhoods	5	7	12