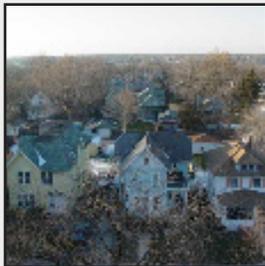


Neighborhood Plan Handbook

Version 2

Tools & Techniques for Collaborative & Interactive Visioning



Prepared for the City of Aurora
by Teska Associates, Inc.

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Aurora Neighborhood Planning Initiative

Chapter 1

Introduction Using This Handbook

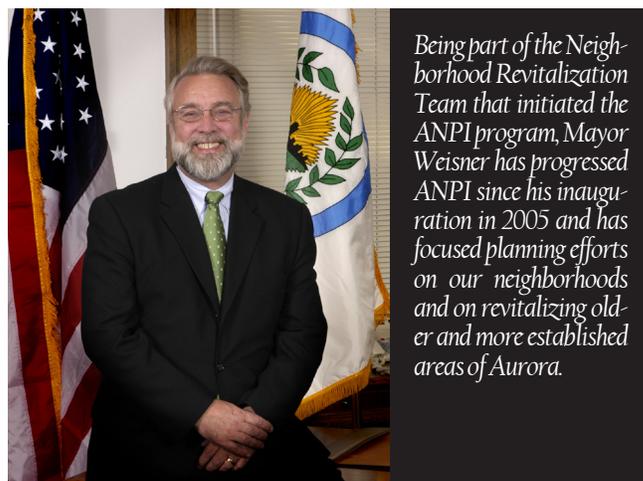
Background

In 2000, members of the Aurora Council of Neighborhoods (ACON), a coalition of neighborhood organizations from across the city, urged Mayor David Stover and the City Council to take a proactive stance in working with older, established neighborhoods to identify common problems and potential solutions. Very quickly it was evident that while there were commonalities, each neighborhood had its own character, its own unique set of issues, and, perhaps, its own priorities for improving its quality of life. As such the Aurora Neighborhood Planning Initiative (ANPI) was developed as a community-based process in which the City would provide support to neighborhood stakeholders who agreed to come together to craft a vision for their neighborhood and to create a “road map” for achieving that vision. Since the first neighborhood meeting in 2002, six neighborhoods have participated in the ANPI through 2008. These neighborhoods are listed in the figure below.

Current ANPI Neighborhoods

Since the first neighborhood meeting in 2002, the following six neighborhoods have participated in the ANPI:

Neighborhood Planning Area	Final Plan Adoption
Bardwell Area	October 2003
Big Woods/Marmion	January 2005
Near West Galena	June 2005
South East Villages	December 2005
McCarty Burlington	November 2007
Light of the Community	January 2008



Being part of the Neighborhood Revitalization Team that initiated the ANPI program, Mayor Weisner has progressed ANPI since his inauguration in 2005 and has focused planning efforts on our neighborhoods and on revitalizing older and more established areas of Aurora.

The resulting neighborhood plans are now helping guide City service delivery in the neighborhoods. Issues and ideas expressed by participants during the ANPI process have had positive results such as neighborhood clean-up days, new community newsletters and block parties, resident-driven street lighting projects, and guidelines for future development, just to name a few. Throughout the planning process, the City is asking for input on how it can better create a sustainable City through viable neighborhoods. Along the way, neighborhood stakeholders are learning how they can assume responsibility for certain aspects of their community’s revitalization as well.

What We’ve Learned

The ANPI Handbook is an action document that requires steps for implementation and partners who take responsibility. It is fluid and has the ability to adapt to the needs and requirements of stakeholders, and be redirected when issues, priorities or situations change. Because a plan should be a living, breathing document, ongoing monitoring and evaluation of that plan becomes a crucial

element. After some time it becomes important to take a step back, examine what's worked and what hasn't, identify areas for improvement and make changes where and when necessary. In the case of the original ANPI Handbook, some of the concerns expressed by neighborhood stakeholders and City officials include:

- Planning process too long
- Too many meetings
- Neighborhood meetings tend to be cumulative and put off people who haven't attended consecutive meetings
- Missed meetings mean confusing information gaps, making it hard to get people at another meeting once they miss one
- Too much emphasis on creation of ongoing task forces (instead of existing neighborhood networks)
- Not enough emphasis on informing policy decisions (which motivates residents)
- Occasional participants that take control over process or activities

These concerns certainly warrant careful analysis and thought, but the City strongly believes in the intent and purpose of the Aurora Neighborhood Planning Initiative. We believe that successful neighborhoods are not made up only of blocks of well-maintained homes, but the true character is woven in by the social fabric—the people that inhabit the homes and run the businesses. We believe that every attempt must be made to invite, engage, and involve all neighborhood stakeholders in the planning process. We know that feedback and involvement from the wide variety of interests and backgrounds that exist in all neighborhoods help to ensure that all neighborhood issues are addressed—from street lighting and property maintenance to traffic and safety.

Objectives of the ANPI Planning Process

- Identify key neighborhood goals and provide a roadmap for motivated stakeholders to improve the quality of life within their neighborhoods.
- Involve stakeholders in determining ways to achieve neighborhood goals and developing neighborhood level comprehensive plans.
- Create a collaborative and inclusive environment that will encourage relationships within the neighborhoods and enhance the lines of communication between these neighborhoods and the City

Objectives of the ANPI Planning Process

The City has revised the ANPI planning process in a manner that carefully addresses the concerns above while still achieving and enhancing the original objectives of the program, which are defined in the figure above.

The successful plan will be one that accomplishes the three objectives above with an easily understood and realistic—yet inspiring—description of the neighborhood, resulting in a planning document that ushers a vision for the future. It should reflect the neighborhood's connectivity to citywide policies including land use, Wildly Important Goals (City WIGs) and sustainability initiatives. The plan may also include a limited set of clearly defined and assigned action items that allow the City to better serve the neighborhood and for the neighborhood to take a role, as appropriate, in implementing the plan. The City is not able to solve every neighborhood problem, so each Neighborhood Plan should reflect an awareness of appropriate roles for residents, property owners, organizations and businesses—in addition to the City.



Three-Phase Planning Process

1 Community Organizing & Documentation



*See Chapter 3

What will be done?

City planners will reach out to existing organizations and institutions to confirm existing conditions, identify issues that significantly impact the neighborhood and devise strategies to eliminate them in order to achieve desired future conditions.

How it will be done?

City planners will come to you - involves grassroots organizing/meetings, small focus groups, and interviews at various locations.

2 Community Prioritizing



*See Chapter 4

What will be done?

City planners will reach out to same network of organizations/institutions for ratification of existing conditions/issues/strategies and prioritize strategies and next steps.

How it will be done?

City planners will return to same network of groups and people for a brief update and approval to move forward.

3 Community Celebration



*See Chapter 5

What will be done?

Final plan will be unveiled and the “neighborhood plan representative” will be introduced to the Aurora Neighborhood Council (ANC).

How it will be done?

Neighborhood Meeting & Expo Celebration.

Handbook Organization

The design of this handbook is based on a three-phase planning process as defined in the figure above. Following completion of phase three of the planning process, the final plan is presented to the Aurora Neighborhood Council, Planning Commission, Planning and Development Committee and City Council for approval. Presentation of the Neighborhood Plan at the various levels of government is an important way of promoting the plan’s recommendations and ensuring that implementation of the plan is a group effort. As some neighborhoods have spent more than a year accomplishing the above tasks in a very detailed manner, the City is confident that with the guidance of planning staff the work can be done much more quickly and efficiently.

Included in chapters Three, Four, and Five of this handbook are the objectives that must be addressed in each of the three neighborhood planning phases. Resident interest and involvement is important to the ultimate success of the plan, and the more neighborhood participation, the better the plan.

Also included are planning tools that have proven most successful during the ANPI process to date. These guide-

lines for interactive activities are provided so that participants have fun while they stay informed and involved.

Chapter Two and the Glossary describe the details of how the City and neighborhoods should prepare to plan and what topics will be discussed throughout the planning process. Combined, the two chapters provide a foundation from which spring the collaborative and interactive activities described in Chapters Three through Five.

Use of the Handbook

This handbook is intended to offer City staff and neighborhood stakeholders a guide for conducting a successful planning effort. Although no two neighborhoods will be exactly alike, there is a consistent body of information that should be gathered in order to provide a background and resource for the development of the plan.

When beginning a planning effort, the City and stakeholders/participants must connect to discuss the planning process in their neighborhood. There may be particular circumstances or issues that will guide how the plan is conducted and on what topics it focuses. For example, one neighborhood may be interested in focusing primarily on physical planning issues and projects; while another

er may be more concerned about crime or neighborhood services. Having a general idea of neighborhood issues, concerns, and objectives initially will help guide the ultimate detailed design of the planning process.

About the Planning Tools

The tools highlighted in Chapters Three, Four, and Five represent the most effective planning techniques from previous planning initiatives; the planning tools from the first version of the ANPI Handbook or even from other reputable sources may also be utilized. The selection and description of tools in this revised handbook are intended to help neighborhood organizations and leaders conduct a planning effort within their community, and in turn City staff and consultants, will objectively interpret the results of the activities and synthesize what will likely be a great deal of information.

In all cases, results should be reported back to participants in order to validate their participation by demonstrating that conclusions presented at any stage of the planning process are broadly shared by the full spectrum of the community. Validation techniques will vary among neighborhoods, but effective tools are likely to be meetings, presentations to specific groups, interactive websites, mailings and publication of materials in newspapers/newsletters. The tools in this handbook describe forums that can be designed to allow for collaboration and interaction for solving neighborhood problems, and have been successful in capturing these intentions since the inception of the ANPI program

ANPI Website

For additional information on the ANPI program,
please visit the City of Aurora's website:

<http://www.aurora-il.org/communitydevelopment/planning/anpi/index.php>

Preparing to Plan*Assembling Resources & Organizing Participants***Centralized Neighborhood Meetings**

In earlier neighborhood planning initiatives, meetings were held at a variety of locations; some suitable and others not-so-suitable for engaging stakeholders in the planning process. The revised planning initiative process places more focus on planning staff reaching out to the community by attending existing neighborhood organization's meetings. The first two planning phases still incorporate meetings within the neighborhood, as city planners interface with local organizations and individuals at their established meeting sites. The large-scale community meeting in the third phase will be held at a centralized meeting place that will host all neighborhood meetings for that side of town. Suggested large-scale meeting places are listed in the figure below.

Centralized meeting locations make it easy for neighborhood residents to attend. These locations are familiar sites that are easy to get to, and provide ample parking, lighting and space. Further, no one single organization is forced to play the role of meeting host.

Centralized meeting locations also give balance in the planning process, as city planners spend an enormous

Centralized Meeting Locations (suggested)

Meeting Location	Address
Eola Community Center	555 S. Eola Road
Vaughan Athletic Center	2121 W. Indian Trail
Prisco Community Center	150 W. Illinois Avenue

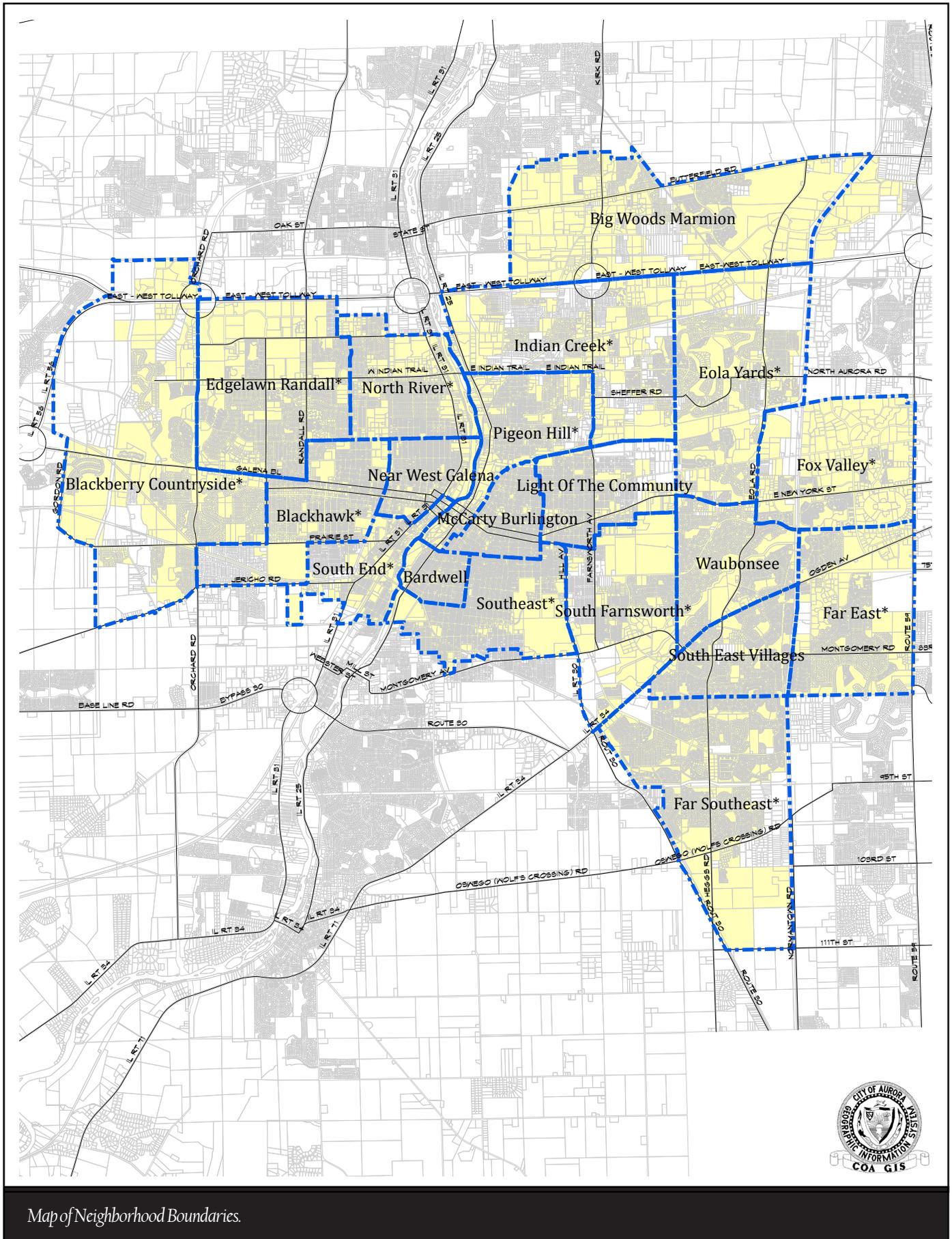
amount of time out in the neighborhoods during the first two planning phases. Familiar sites for the large-scale neighborhood meeting allows for an easier, more predictable set-up so that planners can focus on the important tasks of leading exercises, presenting information and gathering feedback.

Neighborhood Boundaries

Neighborhood areas should be large enough to present opportunities for new ideas while still allowing for a manageable scale for detailed physical planning and effective participation. They reflect areas of common interest, geographic features, shared services and both physical and psychological boundaries. Typical neighborhood may range from 5,000-10,000 in population, although every neighborhood is unique.

City planners revised the map of “Neighborhood Planning Areas” so that it reflects the neighborhoods that have already benefited from the ANPI. The map shown on the next page illustrates the neighborhood boundaries defined for the ANPI planning process.

In some instances, stakeholders may not live directly in the neighborhood, but have a vested interest because they work there or send children to school within the boundaries. In other cases, something situated outside the neighborhood boundaries may have a direct influence on stakeholders within the community, such as a popular commercial district, a large park or pending residential development plan. Boundaries will always remain fluid in that sense, yet must continue to be defined for the purposes of data collection and management of the planning process.



Map of Neighborhood Boundaries.

Neighborhood Plan Scheduling

The process of planning the futures of multiple neighborhoods is a daunting task. Although it is the City's objective to address both short and long-term issues in a timely manner, it is not realistic to expect that each neighborhood plan will be prepared at the same time. It is expected that funding will be available to complete two to four neighborhood plans each year.

The City sets criteria for selecting neighborhood planning areas for the ANPI. The criteria for neighborhood selection will be based on:

- The existence of active organizations with networks to provide interaction and discussion
- A demonstrated need with unique long-range planning issues
- Plans for redevelopment projects and/or infrastructure improvements that would compliment the planning initiative
- Connectivity with current City WIGs (Wildly Important Goals) and policies
- An expressed willingness from neighborhood stakeholders

The Neighborhood Council will continue to be a vehicle for addressing short-term problems as neighborhoods await participation in the planning initiative.

ANPI Partner Roles: Neighborhood, City & Consultants

The neighborhood planning process should be a partnership effort in which both the City and neighborhood stakeholders bring something "to the table" based upon their inherent strengths. Additionally, in order for the planning process to proceed at a reasonably swift pace, the City and/or neighborhood may decide to utilize the services of a consultant during all or part of the process. Each of these partners brings particular expertise to the planning process. Neighborhood stakeholders will be in the best position to describe existing problems confronting the study area.

City planners will also be able to describe some existing problems but from the standpoint of a service provider. The City planners can, in most cases, validate stakeholders' anecdotal accounts by providing quantitative figures documenting concerns (e.g., traffic counts, code

violations, crime statistics, etc.). City planners will also examine particular issues and potential solutions for connectivity with citywide policy, including physical development policies and annual WIGs (Wildly Important Goals).

Consultants can assemble all information gathered and draw conclusions/make recommendations based on their professional expertise and experience. A general overview of roles is outlined in Appendix Two.

Getting Started: Gathering Baseline Neighborhood Information

Once a neighborhood planning area is selected to begin the ANPI, City planners will begin by gathering important information about the neighborhood which will help paint a picture of existing conditions and potential issues that may be of concern to neighborhood stakeholders. This information should be articulated in an interesting and attractive format that can be disseminated when beginning to meet with neighborhood organizations and leaders. Providing baseline information will help establish the City's expertise in gathering and analyzing data, while expressing sincerity in capturing the community's sentiment in how we get from "where we are today" to "where we want to be."

City planners will present information to the neighborhood using the most effective way available. Whether it be a flyer/1-page document, PowerPoint presentation, e-mail newsletter, website, or any combination of these, what is most important is that neighborhood stakeholders can easily understand the material presented.

The figure on the next page provides a list of the types of data/information (and potential sources) the City should consider gathering for each neighborhood. Other data may be collected as necessary.

Organizing the Leadership Team

As the City planners gather this baseline information and begin making connections with the neighborhood before and during phase one, it makes sense that they will also begin identifying key stakeholders. City planners will cultivate a core group of participants who will guide the process and make key decisions along the way. This small group, called the Leadership Team, is

comparable to an executive or steering committee and is open to anyone committed to the well-being of their neighborhood.

It is essential that, once the neighborhood has been selected, the Leadership Team begins to form as early on in the process as possible to discuss the planning process, schedule, and a growing list of stakeholders. At the beginning, the Leadership Team may only consist of a few people, but it should grow as other stakeholders are invited by planners and stakeholders to participate. The worksheet on page 11 can help to identify stakeholders, how they might be affected, where to reach them, barriers to involving the group, and specific activities for including them in the process.

When approaching people within the community or considering their involvement in the planning process, the city planner should be prepared to ask the following questions in order to determine the exact role that a stakeholder may play:

- Are you willing and able to commit to a several-month process that could include evening and/or weekend meetings?
- What times of day, weeks of the month, etc. are best for you to attend meetings?
- Are members of the community familiar with you for any reason that would potentially affect (positively or negatively) the outcomes of the process?

Neighborhood Data/Information to be Collected for Analysis

Demographics (U.S. Census Bureau)

- Population
- Race/ethnicity
- Age
- Number of households
- Housing occupancy & tenure
- Comparative analysis between multiple years might provide additional information

History of the Neighborhood

- When was this area of the city developed/settled? (COA-Historic Preservation; Planning)
- Are there historic buildings, and if so, describe some/all (COA-Historic Preservation)
- Oral histories or brief recollections could add a “human touch” to the plan

Land Use, Map & Text

- Map showing land use (COA-Planning/GIS)
- Breakdown (%) of land use designations (COA-Planning/GIS)
- Age of housing stock (U.S. Census Bureau)
- Types of businesses (COA-Planning via “dashboard survey”)

Community Assets & Facilities, Map & Text

- Institutions including churches and schools (School Districts; COA Planning via “dashboard survey”)
- Organizations within neighborhood (varied sources)
- Parks and community centers (Fox Valley Park District; COA Parks; Planning via “dashboard survey”)

Transportation

- Primary east/west and north/south axes through the neighborhood (COA Planning)
- Road network connectivity to the rest of the city (COA Planning)
- Traffic counts if available (COA-Engineering)
- Site specific traffic violations, accidents if available (Aurora Police Department)
- Public transit availability (RTA/PACE)
- Bike routes (if applicable)

Statistics (Aurora Police Department, COA-Neighborhood Standards)

- APD can determine which statistics are relevant to the neighborhood
- City of Aurora can determine property standards relevant to the neighborhood
Comparative rates from previous years might provide additional information

- What professional expertise or personal talents can you share with other stakeholders during the planning process?

The Difference between the Leadership Team & Neighborhood Stakeholders

Stakeholders who participate on a general basis are Neighborhood Stakeholders, while the Leadership Team is also made up of neighborhood stakeholders but participate on a more specific basis. Composition of the Neighborhood Stakeholders may change through the course of the process. However, in order to produce the best results, the Leadership Team should remain consistent and take on an increased role in the planning process. The types of activities associated with each group are described in the figure below.

With an understanding of these roles, City planners and the Leadership Team may assemble additional stakeholders. Stakeholders will be different in each neighborhood and should reflect the diversity and uniqueness of the area. People of all ages, ethnicities, income levels, and interest should be included. The stakeholder worksheet on page 11 can be used again to aid Leadership Team members in this process. The figure on the right lists groups of people that should likely be represented in a group of stakeholders.

Leadership Team members may be in the best position to recruit appropriate additional stakeholders to participate in the planning process as Leadership Team members or as general stakeholders. Useful recruitment tools should

Possible Neighborhood Stakeholders

- Residents – property owners & tenants
- Business owners
- Other property owners (e.g., business & residential landlords)
- Community organizations
- Social service providers & their clients
- Employers
- Business organizations
- Fraternal & trade associations
- Schools & their students
- Major institutions such as universities & hospitals
- Religious institutions
- Developers
- Youth
- Seniors
- City, County & State government representatives

include the recently gathered neighborhood baseline information, a “Why Plan?” handout with the revised ANPI timeline, and other appropriate methods.

Leadership Team Meetings & Other Responsibilities

Participants involved with the Leadership Team carry more responsibility than general stakeholders who pro-

Stakeholder Activities in the Neighborhood Planning Process

Leadership Team

- Commit to participate in all events
- Recruit participants
- Assist at meetings as necessary
- Gather information as necessary
- Communicate with City staff and/or consultants on a regular basis
- Effectively promote the planning process and its results, particularly the Neighborhood Plan

Plan Participants

- Attend as many events as possible
- Tell others about events - spread the word
- Review information and provide responses
- Objectively listen to others
- Clearly communicate concerns and experiences
- Participate in meeting activities
- Agree that issues of the individual are sometimes less critical to the group as a whole

vide information and ideas. The Leadership Team assists City planners and consultants, essentially shepherding the planning process through each phase, ensuring that the neighborhood's input and ideas are adequately addressed and translated into a useable planning document and action plan. Given this level of involvement, the team should coordinate during each phase of the planning process. Leadership Team meetings are in addition to other neighborhood meetings and activities.

The Leadership Team has a great responsibility to the neighborhood as the organized voice representing the community during the planning process. In order to initiate positive action within the neighborhood, Leadership Team members should be prepared to work within their own organizations and encourage responsibility for certain aspects of the action plan. This is different from earlier years in the ANPI when the Leadership Team formed Task Forces to carry on the work of the plan. At times these task forces unintentionally drained neighborhood organizations and institutions of their members, which is self-defeating and contrary to the community-building nature of the ANPI. Identifying implementation partners



through existing organizations will instead integrate them into actions that coincide with their specific mission and goals.

Last but not least, the Leadership Team will select a “neighborhood plan representative” at its final team meeting who will be responsible, along with planning staff, for seeing the final plan through the recommendations and adoption phase by the city (see Chapter 6 for more information).

Stakeholder Identification & Assessment Tool

Stakeholder	How Affected	Where to Reach	Barriers to Involvement	Outreach Activities
<i>[Example] Seniors</i>	<i>Concerned about property values; independent living; safety</i>	<i>Senior centers; housing for seniors</i>	<i>Night meetings a possible problem; transportation; large groups may present special needs such as hearing devices</i>	<i>Hold small focus groups at senior centers; attend senior functions; send out mailings</i>

Aurora Neighborhood Planning Initiative

Chapter 3

Phase One of the Planning Process Community Organizing & Documentation

Outreach & Assembly of Leadership Team Contacts; Agreeing on “Where We Are Today” (Existing Conditions) & “Where We Want To Be” (Desired Future Conditions); Identifying Issues & Potential Strategies

Objectives

In phase one, the neighborhood will collect opinions from stakeholders that describe existing and desired conditions, identify issues that impede neighborhood improvement and potential strategies for overcoming them. Benchmarks that characterize this phase of the process are the creation of products that communicate the following elements:

- Neighborhood’s description of “where we are today” (existing conditions)
- Desired statement of “where we hope to be” (neighborhood vision)
- Prioritized inventory of neighborhood issues
- A proposed prioritized project list that could respond to the neighborhood issues
- Detailed description of projects

These products will likely be a combination of written and visual (map, photos, diagrams, etc.) descriptions of conditions and are nearly identical in the types of information that they communicate. They will likely address a number of different topics from physical conditions, to service provision, job availability, transportation and traffic, etc. As such, there may be both site-specific provisions and general program ideas.

Information Collection

Different from earlier years in the Aurora Neighborhood Planning Initiative, the information collected during the first planning phase will be done through a series of small meetings, appointments and other points of contact in the neighborhood. Rather than conducting a large-scale, resource-intensive neighborhood meeting and pinning

the hopes of gathering huge amounts of information on participant attendance—which can vary due to many forces and conditions beyond the City’s control—neighborhood stakeholders will have numerous opportunities to make their voice heard. The onus is on City planners to reach out into the neighborhood through existing networks to gather this information. Methods can include but are not limited to those listed in the figure below.

Neighborhood Outreach Methods

Setting up brief discussions within meetings already established by the organization:

- Neighborhood organizations (general meetings)
- Churches (leadership councils or committees)
- Schools (parent/teacher/student organizations)
- Business associations (general meetings)
- Social clubs/organizations
- Other focus groups as deemed appropriate

The ideal discussion time is 30 minutes, during which the following tasks will be completed:

- Viewing of DVD snippet on the purpose & value of the revised ANPI program
- Discussion of neighborhood baseline information or “neighborhood snapshot”
- Meeting activities (see next page for description)
- Dissemination of take-home surveys
- Designation of representative for Leadership Team

Key Questions

In order to achieve the objectives of the first phase of the planning process, a tremendous amount of information must be gathered, reviewed, and synthesized. Below is a list of key questions that the neighborhood should consider answering throughout the course of phase one.

- Does the “neighborhood snapshot” accurately portray current conditions, trends, and issues in the community?
- Does the “neighborhood snapshot” accurately portray who makes up the community and how it functions?—who lives there and how do they communicate with and support one another?
- What are the strengths and opportunities in the neighborhood?
- What are the weaknesses and threats in the neighborhood?
- How is the neighborhood perceived from the outside?
- Are there inaccurate perceptions of the neighborhood that affect the area positively or negatively?
- Are you aware of any plans for the neighborhood or parts of the neighborhood that have been prepared recently? Are the issues and ideas still relevant?
- Who are the major property owners in the neighborhood? Do any of them have plans for their properties?
- What issues or changes are threatening the neighborhood? Which ones represent opportunities for the neighborhood?
- If you had the ability to do ONE thing today to improve the neighborhood, what would you do?
- What people/groups/organizations are currently involved in improving the neighborhood? What is it that they do?

Tools

Proposed activities during this phase are designed to solicit information and ideas on existing conditions and a vision for the future; also documentation of these issues and potential strategies for moving forward. The following are three tools that have proven to be very useful in other Aurora neighborhoods:



The SWOT Analysis exercise is a common tool used to gather community input on existing conditions in the neighborhood.

- One Word Game (quick icebreaker)
- SWOT Analysis (identification of neighborhood strengths, weakness, opportunities & threats)
- Surveys (take-home activity)

These three tools are described on the next few pages. Other planning tools provided in Appendix Five may still be appropriate and should be periodically examined for potential inclusion.

Before the Next Phase

The consultant will analyze the information collected during phase one and develop a presentable format that will lend to discussion and prioritization in the next phase. The City planner and consultant, in coordination with Leadership Team contacts, should meet to discuss these results. This planning team may also want to gather more detailed information from the network of neighborhood organizations.

In preparation for the next planning phase, the planning team (Leadership Team, City planner and consultant), based on their respective expertise and the information collected, will develop a proposed set of key quality of life improvement priority areas, along with proposed implementation partners.



Tool

One Word Game

This tool is ideal when wanting to conduct a short exercise that helps to quickly identify neighborhood issues and generate ideas and words that can be incorporated into a vision statement. This quick and easy exercise is a great icebreaker at an early meeting with a large group of people.

When to Use

In order to “play” the one word game, a meeting facilitator asks meeting participants to think of one word that they would use to describe the neighborhood “as it is today”. The facilitator then goes around the room and asks each participant to say the word that comes to her/his mind. All of the words are recorded on a piece of paper—ideally, on large pieces of paper hanging on the wall. The only rule is that no word can be repeated.

How to Use

This exercise will help to identify a wide number of issues that are confronting the neighborhood—as well as neighborhood strengths. Because no issue can be recorded twice, the exercise is not meant to determine priority issues. However, the results of the one word game can be taken to a “vote” in order to determine priorities at a preliminary basis. Participants are given a certain number of votes that they can use to identify the top three (or however many votes are given) issues they think have the greatest impact on the neighborhood.

Next, the facilitator asks meeting participants to describe the neighborhood “as I want it to be” in the future; in other words, describe their desired neighborhood. Again, a subsequent vote may be conducted to provide a good foundation from which to build a vision statement for the neighborhood and guide further discussion.



Tool

SWOT Analysis

This tool is useful when wanting to highlight a range of positive and negative aspects of the neighborhood to build a broad inventory of existing conditions. The SWOT analysis can be conducted for both large and small group settings.

When to Use

A SWOT analysis is an overview of neighborhood conditions that are categorized as one of the following: Strengths, Weaknesses, Opportunities, and Threats.

How to Use

The following definitions should be used when conducting a SWOT analysis:

- Strength - anything (physical, economic, or programmatic) that currently EXISTS in the neighborhood and is a POSITIVE influence.
- Weaknesses - anything (physical, economic, or programmatic) that currently EXISTS in the neighborhood and is a NEGATIVE influence.
- Opportunity - anything (physical, economic, or programmatic) that is currently NOT A SIGNIFICANT STRENGTH in the neighborhood but, if certain steps were taken, COULD BE a POSITIVE influence. Some residents might consider vacant lots an opportunity because they represent potential for new development.
- Threat - anything (physical, economic, or programmatic) that is currently NOT A SIGNIFICANT PROBLEM in the neighborhood but, if certain steps were NOT taken, COULD BE a NEGATIVE influence. Oftentimes, crime - or the perception of crime - is a threat to neighborhoods even if the neighborhood does not currently have a significant crime problem.

Participants can be asked to vote on up to 3 (or more) items listed under each category based on which ones they think are most important and should be addressed through the planning process.

A SWOT analysis can be a good starting point for prioritizing issues and beginning to think about responses (action items) to those issues. Once all four categories are covered, participants can discuss what actions can be taken to capitalize on the strengths, what actions can be taken to minimize weaknesses, etc.



Tool Survey

This tool can be used when wanting to quantify that neighborhood stakeholders opinions are being heard or when using a sample population of the community if it is not possible to survey all community members. Since a survey provides measureable feedback on clearly defined questions, it is useful at the onset of the planning process to inventory the opinions of neighborhood stakeholders on a variety of quality of life issues.

When to Use

In planning a survey, the initial question to ask is “What do we want to know?” A survey may be as simple as a walk around the neighborhood with a checklist to identify all of the brick homes with red awnings, or as involved as a mailing to every individual in the neighborhood to find out when they moved into the neighborhood, what attracted them to the neighborhood, etc.

How to Use

After determining the appropriate questions to ask in order to best understand the neighborhood, the survey will be distributed to residents, business and property owners, and other stakeholders in different forms. Distributing the survey in paper form as well as in an online form via the internet allows stakeholders to complete the survey in a form that best suits their time and capabilities. The paper survey can be distributed at meetings with individual neighborhood groups and organizations, allowing time to complete the survey at the meeting or permitting meeting participants to take the survey home and submit at a later time. The online survey would have the same questions as the paper form but be available on a website during a specified time frame. It is also important to translate the survey in both English and Spanish.

Survey questions must be clear and simple. Common problems to avoid are:

- Using vague or unfamiliar language in the questions;
- Asking more than one question at a time; and
- Asking loaded questions (“Do you feel that land use is the most important issue in the neighborhood?” rather than “What is the most important neighborhood issue?”).

Multiple-choice and yes-no questions are much easier to tabulate and analyze than fill-in-the-blank or essay questions. Although there are advantages to open-ended questions for stimulating interest and reflection in the respondent, they should be used only to a limited degree. In general, shorter surveys require less time to prepare, less time to complete (which should mean a higher response rate), and less time to tabulate results.

Aurora Neighborhood Planning Initiative

Chapter 4

Phase Two of the Planning Process Community Prioritization

*Ratify Existing Conditions, Issues & Strategies;
Ratify the Prioritization of Next Steps*

Objectives

In this phase, City planners will return to the same network of neighborhood organizations so that they can quickly and efficiently examine and essentially ratify the existing conditions, issues and potential strategy ideas (comprising projects, programs, and services) that were collected from them over a series of smaller meetings and discussions. This is the first time that these separate groups will begin to see the thoughts and ideas of the larger neighborhood taking shape.

The first part of the meeting will be devoted to showing stakeholders how their ideas have been documented in engaging text, pictures and graphics. Emphasis on the “key players” or organizations/individuals consulted during the first phase should be included. For neighborhood approval, a simple “vote by raising your hand” or “stand if you agree with what’s been presented” method can be

used, or something more detailed can be developed. The method used may depend on the neighborhood.

The goal of the second part of the meeting will be to determine the priority of key quality-of-life improvement areas and the partners necessary for implementing the work program. Products will include:

- A finalized prioritized project list
- Detailed description of projects
- Draft of Neighborhood Plan

During this phase of the process, participants will:

- Agree on the most critical steps that should be done immediately to facilitate neighborhood revitalization;
- Agree and add to list of identified persons and organizations that might be a “best fit” to take on particular projects;

Meeting Again with Neighborhood Organizations

Just like phase one, City planners will meet again with neighborhood organizations in phase two. These meetings will be comprised of the following two parts:

- Part 1: Presentation & Ratification**
Presentation of neighborhood information collected during the initial phase of the planning process; the information will then be ratified by stakeholders
- Part 2: Prioritization & Partnering**
Prioritization of key quality-of-life improvement areas and identification of partnering opportunities for implementing the work program



Local stakeholders will have the opportunity to prioritize strategies for neighborhood revitalization at the Neighborhood Meeting.

- Identify one or more actions that they can take to implement aspects of the plan and improve their neighborhood; and
- Present priority actions to the Aurora Neighborhood Council for assistance.

Information Collection

Many stakeholders will have participated during the first planning phase and lend their voice to create important thoughts and ideas for the future of the neighborhood. As such, it is critical that all parties affected and potential implementation partners are updated and given a chance to “vote” on how the neighborhood moves forward.

Using the same communication channels from the first phase, city planner will return to the neighborhood organizations/institutions to gather input and approval on the issue priorities, projects/ideas that address those issues, and the implementation partners to make it happen. Take-home activities should be made available for gathering input from people not available to attend, though a set time period should be established for receiving them.

Key Questions

As stakeholders get informed and prepare for action during this second planning phase, it is imperative that the key issues are understood, appropriate strategies are planned, and potential partners are identified for implementation. Below is a list of key questions that the neighborhood should consider answering throughout the course of phase two.

- What area of the neighborhood is in most need of attention immediately?
- What tasks can be delayed until other items are completed?
- What public services are most critical to the neighborhood?
- What steps can residents take to improve the neighborhood?
- Has everyone who should know about the neighborhood’s plan been included in the process?
- Have they responded favorably to ideas or participated throughout the planning process?

Tools

This phase’s activities are intended to focus attention on the “nuts and bolts” of implementing the Neighborhood Plan and realizing the vision that stakeholders have for their neighborhood. Careful consideration should be given to incorporate activities that provide opportunities to gather feedback on exactly what should be done and who will do it. On the following pages are descriptions of two tools that have proven to be very useful in other Aurora neighborhoods; however, other tools identified in the first version of the ANPI Handbook may still be appropriate and should be periodically examined for potential inclusion.

Before the Next Phase

Immediately following the end of the second round of neighborhood discussions, the consultant will work to establish a draft action plan that is ready for adoption by the community, incorporating the results of the prioritization approval process.

Next, the consultant, the City planner and Leadership Team will meet. The Leadership Team will focus on the general vision of the neighborhood and whether or not anything was missed or is off target in the plan. This group will further identify implementation partners that will take on key components of the action plan. The city planner and/or consultant may choose to facilitate this discussion using any of the appropriate planning tools described in the Appendix.

The meeting should conclude with outreach efforts and goals for the Neighborhood Expo in phase three. City planners will explain the Expo venue and confirm “vendors”; the Leadership Team will offer additional suggestions.

Not everything will be resolved at this meeting, and time must be allotted to contact potential implementation partners and allow feedback. While another Leadership Team meeting is not necessary, the City planner will need to follow-up with designated Leadership Team members so that they are familiar with the most recent draft of the plan that is presented at the Neighborhood Expo.



Tool

Voting on Activities with “Sticker Dots”

This tool is useful when wanting to prioritize activities based on projects/programs. This tool is best conducted when a comprehensive list of improvement projects and programs has been prepared but needs to be shortened into a list of activities that can be realistically accomplished.

When to Use

The objective of this tool is to give meeting participants a set of “sticker dots” that they can use to vote on the projects/programs that they feel will provide most benefit to the neighborhood. The projects/programs would be listed on large sheets of paper that are posted on a wall for participants’ viewing and voting.

How to Use

At the conclusion of the exercise, the sticker dots can be tallied in order to identify which projects/programs are most important to the neighborhood. The projects/programs that garner the most votes are classified as high priority, which qualify them for inclusion into the final Neighborhood Action Plan.



Tool

Program-Issue Matrix

This tool can be used when beginning to organize an action plan. This tool can be used as a follow-up to a identification of “best practices” or an inventory of existing programs that are available for neighborhood improvement. This tool is useful for making sure that all participants understand, to the greatest degree possible, what is entailed in each program being considered by the neighborhood.

When to Use

The objective of this exercise is not to prioritize actions, but to assess the impact that projects/programs could have on particular neighborhood issues. In order to effectively conduct this activity, a group facilitator will be familiar with all of the project/program ideas that will be included on the matrix (see sample below). Many of the projects/programs will have evolved from other planning discussions earlier in the process; however, there is still merit to including a summary of each. This could be done verbally during the discussion or prior to the meeting through the distribution of written material.

How to Use

The group of participants would then discuss each project/program and its potential impact on issues that have been identified in the neighborhood. The matrix below can be used to record whether or not each program would have a big impact (B), some impact (S), or little-to-no impact (L) on issues that are confronting the neighborhood.

The results of this activity may help narrow the list of projects/programs under consideration if the list of issues that run across the top of the matrix have been or are prioritized. Presumably, those program elements that would have at least some impact on the top-ranking issues would be the high priority projects/programs.

Sample Program-Issue Matrix

Project/Program	Neighborhood Issue #1	Neighborhood Issue #2	Neighborhood Issue #3
<i>[Example] Neighborhood Watch</i>			

Place a “B” under columns for which a project/program will have a BIG impact.

Place a “S” under columns for which a project/program will have SOME impact.

Place a “L” under columns for which a project/program will have LITTLE impact.

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Chapter 5

Phase Three of the Planning Process
Community Celebration

Neighborhood Expo: Unveil Final Plan for Stakeholder Approval; Celebrate!

Objectives

Though this is the first large-scale neighborhood meeting, neighborhood stakeholders and the Leadership Team have been working diligently. By phase three, participants will have identified a prioritized list of actions (comprising projects, programs, and services) and potential partners that are crucial for implementation. Many stakeholders will have participated during the planning phases, and there should be a major outreach effort to engage them and even newcomers at the Neighborhood Expo. Part business, part celebration, City planners and the Leadership Team will present the final Neighborhood Plan and seek community approval.

The Neighborhood Plan is an important tool for communicating neighborhood objectives in such that additional support from other groups can be easily achieved. The

action plan component within the final plan outlines important steps to help meet the overall goals of the plan.

The plan must, however, be flexible and adaptable to allow for unforeseen changes in the community. This necessary flexibility does not mean that the plan and its report will not include some items that the neighborhood has decided are critical to its future quality of life. Flexibility and adaptability in regard to these items may be narrower.

Because the underlying objective of the plan is to move the community toward improving the quality of life within the neighborhood, it should be driven by an action plan for implementation. Discussions before and during phase three of the planning effort will set priorities for actions, activities, projects, and programs for which specific implementation partners have been identified. Consensus will be reached in regard to what things should be done first and what resources are available to assist with these activities.

City planners and the Leadership Team must pay careful attention in keeping this list manageable in size and realistic in scope, relative to the number of staff, resources and committed stakeholders for each action item. Action items or potential projects for which no implementation partners have stepped forward or those having received less or decreasing interest through the duration of the planning process should be removed from the plan. The attached Neighborhood Action Plan worksheet on page 26 and associated descriptive narrative should be used as a template for completing this part of the Neighborhood Plan report.

Winding Down the Planning Process

During the third and final phase of the planning process, participants will accomplish the following:

- Agree on the final Neighborhood Plan document
- Celebrate work on the final Neighborhood Plan
- If there is an action plan, accept it as a specific work plan
- Approve the plan by way of a “neighborhood ordinance”
- Give way for Leadership Team to move plan through city approval process

The objective is to present information to City leaders in a manner that allows them to quickly and easily understand the implications of the recommendations. They will want to know how much the proposed recommendations will cost, who will pay for them, and who is responsible for them. Each group will review the report from a different perspective based on the role of each entity.

No Action Plan? No Problem!

An action plan is important because it identifies willing and able partners that are key to implementing particular projects and ideas aimed at addressing neighborhood issues and improvement. However, there may be a few neighborhoods that are unable to coordinate the sufficient components of an action plan. Reasons may include:

- Lack of neighborhood resources (active organizations/institutions)
- Disinterest in planning process (issues and actions must then be determined by the City, based on neighborhood data and information gathered)

This does not mean neighborhoods that face problems in the planning process will be left out. The City will, to the best of its ability, work with the data available and act on the issues brought forth in the plan. Like all neighborhoods, any action taken will be congruent with other citywide policies. In the event that there is no specific “action plan” to present, the Neighborhood Expo is an ideal place to encourage community-building activities that will spark neighborhood activism, such as setting up neighborhood watch groups, neighborhood walks, and other activities that could lead to longer-term community involvement. After all, one of the main components of the Neighborhood Expo is to encourage interaction within the neighborhood.

Neighborhood Expo: Presentation of the Neighborhood Plan

The Neighborhood Expo is an event that is not formatted with a specific agenda. Rather than requiring attendance for a specific timeframe, stakeholders can come and go as they please during the Expo hours. This flexible schedule may yield more participants that in the past have been limited due to work schedules, parental duties, etc.

Why a Neighborhood Expo?

The final meeting of the ANPI is intended to be celebratory in nature. The initial planning work is done, more work is on the horizon, but the partners are now in place for implementing the action plan, and that’s worth celebrating! While there is some business that takes place at the meeting, individuals and organizations should also be able to benefit from the vast resources assembled together under one roof.

The Neighborhood Expo will allow interested stakeholders to provide information to the neighborhood about their overall mission, goals, programs and other pertinent information. Neighborhood groups and churches, for instance, may pass out pamphlets on their respective groups and have sign-up sheets requesting membership information. Various city departments could engage the neighborhood stakeholders in dissemination or acquisition of important information. For example, if safety after dark is an issue, the Aurora Police Department might provide handouts on “crime-proofing” your home and a sign-up list for interest in establishing a neighborhood watch group. The Property Standards Division may announce a special neighborhood clean-up day in the coming months and pass out “be a good neighbor” guides. Even local business and civic institutions could be involved, like the hardware store providing free CFLs and energy efficiency tips around the house, or a

social service agency gauging interest in a singles parents support group. The possibilities are endless

Other possible considerations:

- Offer “goodie bags” for all participants that include freebies from the City and local merchants
- Offer door prizes solicited from local merchants and/or other larger commercial enterprises; FVPD; COA Parks Department and others
- Seek underwriting from large local corporations to cover food and other expenses

Administration and set-up of the Expo will be handled by the City planner and Leadership Team. Careful consideration should be made when selecting Expo participants so that the focus remains on services and programs for the neighborhood, and not sales pitches.

Instead of the standard meeting format, the City planner, Leadership Team and consultant will prepare a video PowerPoint presentation of the Neighborhood Plan, which will highlight community participation and activities that resulted in the plan. Highlighting action items, implementation partners, and a general month-by-month schedule/timeline for citywide approval, the presentation will conclude with a request for approval by the neighborhood as well as encourage individuals and organizations to consider helping with plan implementation. Different from a typical live presentation, the video presentation will air numerous times during the Neighborhood Expo to ensure that anyone who attends the Expo at anytime during its duration is able to learn about the plan and next steps.

Plan Approval

Plan approval by neighborhood stakeholders does not have to be a drawn-out process. Expo attendants who have seen the video presentation will be encouraged to “sign off” on the plan in a designated space at the Expo. This “neighborhood ordinance” will include language specific to the Neighborhood Plan and will ultimately be included in the front section of the plan, signatures included. Participants will have the option to sign the “ordinance” throughout the duration of the Expo.

After the welcome and first viewing of the video, the Expo will continue featuring a laid-back setting, perhaps with food and music, and neighborhood interaction among stakeholders, City planners and staff, and the consul-



An expo is an excellent way for the community to learn about City and neighborhood services as well as interact with fellow residents.

tants. Again, regular viewings of the Neighborhood Plan video will be provided through the duration of the Expo and afterwards on the City’s website.

Key Questions

Questions to be asked during this phase of the planning process include:

- Does the Neighborhood Plan reflect our ideas expressed throughout the entire process?
- Are there major changes that should be made?
- Who is the designated Plan Representative from the Leadership Team that will take responsibility for moving the plan forward through the City approval process?
- What reasonable timeframe can we expect for plan approval by the City?

Neighborhood Action Plan Worksheet

	Project/Program	Lead Responsibility	Partners for Implementation	Estimated Cost	Notes
1	<i>[Example] Lighting at Neighborhood Park</i>	<i>Department of Parks & Recreation</i>	<i>Street Maintenance Division</i>	<i>\$500,000</i>	<i>Potential funding source via City's Capital Improvement Program</i>
2					
3					
4					
5					
6					
7					
8					
9					
10					

Follow-up Work*Plan Review & Adoption, Monitoring of Plan Implementation***Plan Review & Approval**

Once the Neighborhood Action Plan worksheet has been completed and inserted into the report documenting the neighborhood planning process, the report is ready for review and approval by a set of neighborhood and City groups that need to endorse the documents. The sequence of review and approval is summarized in the figure below. Additional details about each group also follow below.

Neighborhood Organization(s)/Planning Group

The Aurora Neighborhood Planning Initiative has been designed to be a collaborative process. As such, the involvement of neighborhood organizations is important to the success of the initiative.

By appearing before these review bodies, the neighborhood will be showing its support for the recommendations and its commitment to follow-through with implementation activities. The attached Neighborhood Plan Transmittal Sheet on page 30 should also accompany the plan to each review. It is incumbent upon neighborhood leaders, City staff, and/or consultants involved to ensure that all recommendations that affect City operations or

service delivery have been discussed with the affected parties prior to initiation of the plan approval process.

**Aurora Neighborhood Council/
Planning Council Joint Review**

Review of the Neighborhood Plan by the Aurora Neighborhood Council may occur while the plan is being developed, but a more comprehensive approval will take place at this stage of the process. The original composition of the ANC included directors from City departments whose input proved important when considering certain aspects of the final plan. Since the makeup of the ANC has changed, the Planning Council is best suited for similar input in this stage of the process. This group represents an important opportunity to make sure that the Neighborhood Plan is realistic in its scope. The final plan should be submitted to both members of the ANC and Planning Council in advance in order to have effective discussion and receive comments on the plan.

The review of the plan will focus on the needs of neighborhoods in regard to service demands, the interrelationship between neighborhoods, and the commitment made by

Review & Approval of the Neighborhood Action Plan

The Neighborhood Action Plan passes through the following sequence of neighborhood/City groups for review and approval:

Neighborhood
Organization(s)/
Planning Group

Aurora Neighborhood
Council (ANC)/
Planning Council
Joint Review

Planning
Commission

Planning &
Development
Committee/
City Council

residents/neighborhood organizations regarding implementation.

Planning Commission

Submittal of the Neighborhood Plan to the Plan Commission should be made well in advance of any meeting to discuss the report so that all members will have been afforded the opportunity to review the document. Representatives of the neighborhood are suggested to attend the meeting to answer questions and briefly highlight recommendations.

Because the Planning Commission's role is to provide oversight of the city-wide Comprehensive Plan, they will review the Neighborhood Plan for consistency with the Comprehensive Plan and physical development policies, and adopt it as an addendum to the larger document. The Planning Commission will convene public meetings as necessary related to changes to the Comprehensive Plan.

Planning & Development Committee/City Council

After the Planning Commission has reviewed and approved the Neighborhood Plan, it should be submitted to the Planning and Development Committee and forwarded to the City Council for review. Again, submittal of the plan should be made well in advance of any meeting to discuss the report so that City Council members will have the opportunity to review the document. Representatives of the neighborhood should attend the City Council meeting to answer questions and briefly highlight recommendations.

As the entity that approves the City's budget allocations, the City Council will focus on impact to City budgets including capital improvement programs, service delivery, and tax implications. Consistency with the City's Wildly Important Goals (WIGs) and sustainability initiatives will also be examined.

Monitoring of Plan Implementation

A neighborhood, like any other physical or organizational structure, requires ongoing maintenance and management. Shopping centers, apartment complexes, and corporate entities all benefit, to one extent or another, from a focused and managed approach to problem-solving.

Neighborhoods can also benefit when an identified organization assumes continuing responsibility for ad-

ressing problems. Such a role will be a critical element in monitoring of implementation activities. Given the multitude of responsibilities that City staff faces on a day-to-day basis, the "neighborhood plan representative" (or another neighborhood stakeholder) may be the most suitable entity to accept responsibility for monitoring the plan's progress and implementation.

Although the Aurora Neighborhood Council can assist with monitoring the plan, ultimately neighborhood stakeholders must be committed to hold themselves and the City accountable.

For the neighborhood building process to sustain itself, the neighborhood plan representative will serve on the Aurora Neighborhood Council as an advocate for the neighborhood and its plan. He/she must keep people informed and involved, and monitor projects and programs to ensure that all parties are living up to their agreements.

With the help of the City planner, the neighborhood plan representative should establish a way to track progress on projects and programs. The group should make regular reports to the Aurora Neighborhood Council about activities and progress in plan implementation.

Every two years, the neighborhood plan representative may want to consider organizing an informal "State of

What is a "Neighborhood Plan Representative"?

The **Neighborhood Plan Representative** is a person or group of people who accepts the responsibility to monitor the progress of the implementation of the Neighborhood Plan.

Serving on the Aurora Neighborhood Council, the Neighborhood Plan Representative is an advocate for the neighborhood and its plan, particularly when lobbying for support and resources for implementation activities.

In addition to gathering support, the Neighborhood Plan Representative ensures partnerships are meeting their plan implementation objectives.

The Neighborhood Plan Representative also helps rally the neighborhood by keeping the community informed and involved in the implementation process.

the Neighborhood” Meeting that will seek to accomplish two objectives:

- Celebrate accomplishments—no matter how small—that are serving to improve the quality of life in the neighborhood, and
- Enlist new neighborhood stakeholders action/project implementation

A brief summary of the meeting should be submitted to all of the original groups that approved the Neighborhood Plan—Aurora Neighborhood Council, Planning Commission, and City Council.

Official updates to the Neighborhood Plan shall occur only at the time of the decennial census, in order to capture the most recent data and information available. The Neighborhood Plan Update document should address the following:

- New data/information
- Process and neighborhood involvement used to conduct plan update
- Accomplishments since the adoption of the plan
- What items were not accomplished and why
- Changes in the neighborhood that necessitate redirection of activities and programs

Neighborhood Plan Transmittal Sheet

Neighborhood Name: _____

Plan Completion Date: _____

Key Recommendations of Plan					
	Project/Program	Lead Responsibility	Partners for Implementation	Estimated Cost	Notes
1	<i>[Example] Lighting at Neighborhood Park</i>	<i>Department of Parks & Recreation</i>	<i>Street Maintenance Division</i>	\$500,000	<i>Potential funding source via City's Capital Improvement Program</i>
2					
3					
4					
5					

Reviewed by Aurora Neighborhood Council / Planning Council Joint Review	
Date	Action Taken
Comments	
Reviewed by Planning Commission	
Date	Action Taken
Comments	
Reviewed by City Council	
Date	Action Taken
Comments	

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Appendices

A Compendium of Supplemental Information

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Appendix 1 ANPI Procedures

Involving and Inviting Elected Officials and Other City Staff

The ideas, efforts, and collaboration of neighborhood stakeholders are the building blocks to the Aurora Neighborhood Planning Initiative. Although the ANPI is a community-based planning process, the involvement of Aldermen, elected officials, and City staff is vital to keep the ANPI grounded with the City's principles and other initiatives. While Aldermen are aware of and often stay involved in the activities of their constituents, the Leadership Team may wish to formally invite the Aldermen of the impacted wards to ensure the neighborhood's planning efforts has the Aldermen's support. The Leadership Team may also invite other elected officials and City staff to keep them aware of their efforts or have them speak on issues related to their neighborhood (for example, a police officer may be invited to speak about community policing programs). The City's Planning Division can assist the Leadership Team with any invitation requests.

Samples of Standard Documents

Samples of a standard invitation letter and Neighborhood Expo flyer are provided on the next two pages.

Name
Title
Organization
Address
Aurora, IL Zip

Re: Leadership Team Meeting

Dear _____,

We would like to formally invite you to attend our Leadership Team Meeting so that you can stay informed of our planning efforts and present any of your thoughts and suggestions to us. The meeting will be on DATE & TIME at LOCATION.

We hope you can join us!

Sincerely,

The Leadership Team of NAME OF NEIGHBORHOOD

Name of Neighborhood

Neighborhood Expo

Date & Time
Location

Come to the expo to review and endorse your Neighborhood Plan!

- Meet your fellow neighbors
 - Learn about local groups & organizations
 - Pick up information on City programs
 - Promote your own organization's programs
 - And more!
-

See you there!

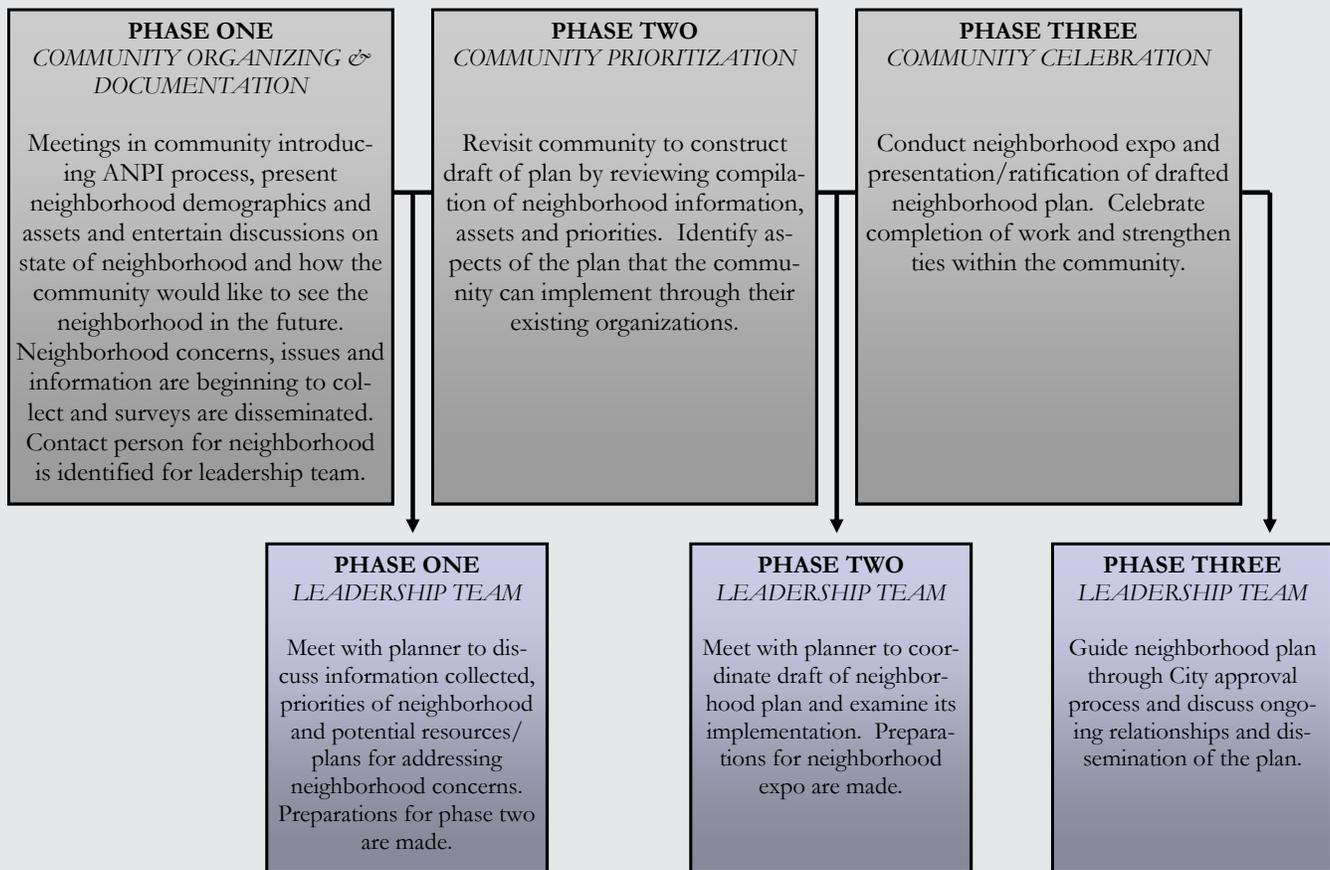
Appendix 2 Neighborhood Meeting Materials

Why Plan?

There are advantages for cities and neighborhoods that work together to plan for the future. Plans will be adopted by the City and used to provide direction for all city departments and their programs/projects that affect the neighborhood. City departments that provide services to the neighborhood will work closely with neighborhood residents in order to improve services and effectively address issues raised by the neighborhood. The City and each neighborhood will have a clear vision of its priorities and needs as well as an agreement on things that need to be done. The neighborhood will have greater visibility as a cohesive unit, and planning activities designed to increase citizen participation will have a lasting effect in many cases. A more involved citizenry is an added plus for the City and the neighborhood.

ANPI Planning Process Phases

ANPI PLANNING PROCESS PHASES



Note: The ANPI planning process phases are flexible and may be modified to fit the specific needs of each neighborhood.

Appendix 2 Neighborhood Meeting Materials

ANPI Neighborhood Planning Roles

Stakeholders

- Assemble leadership group
- Identify key stakeholders
- Publicize/promote meetings
- Attend/participate in meetings; encourage others to do the same
- Engage all members of the neighborhood and provide avenues to access special needs of some populations
- Host meetings associated with the planning process
- Consider adopted citywide goals from the Comprehensive Plan and elsewhere
- Provide information on existing conditions
- Review/comment on consultant ideas in order to shape the plan
- Prioritize improvement ideas
- Agree that implementation is also the responsibility of the neighborhood
- Act as stewards of the planning process and final plan recommendations

City Staff

- Identify key stakeholders
- Agree to provide staff and resources; establish an inter-department team to review work
- Manage consultant contract
- Publicize/promote meetings
- Document meetings
- Attend and participate in meetings; bring other staff as necessary
- Engage all members of the neighborhood and provide avenues to access special needs of some populations
- Provide resources to communicate with a broad range of stakeholders
- Clearly define citywide goals and their relationship to the neighborhood
- Provide information on existing conditions
- Review/comment on consultant ideas in order to shape the plan
- Incorporate recommendations into budgeting and service delivery systems
- Provide a funding source for the process

Consultants

- Become familiar with the neighborhood; review all materials describing the area
- Advise City and neighborhood on activities
- Prepare work according to established timeline
- Forward information to City/neighborhood to help publicize/promote meetings
- Design meeting format and activities; attend meetings and lead discussions
- Assist with meeting documentation
- Listen to neighborhood/City concerns
- Review existing conditions information; draw conclusions; and make recommendations
- Translate meeting activities into planning documents
- Revise work based on neighborhood/City comment
- Develop an action plan to help insure implementation

Appendix 3 Neighborhood Connectivity with City Principles

Existing Principles

Physical Development Principles

- 10.0 To provide for the orderly, balanced and efficient growth and redevelopment of the City through the positive integration of land use patterns, functions, and circulation systems. To protect and enhance those assets and values that establishes the desirable quality and general livability of the City. To promote the City's position as a regional center.
- 11.0 To guide the growth of the City in an orderly and structured manner.
- 11.1 (5) To guide and promote development to areas where public utilities, public roads and municipal services are either available or planned.
- 11.1 (3) To encourage new development contiguous to existing development.
- 12.0 To plan and provide for the growth of the city through the integration of land use patterns and functions that promotes complementary interactions between different land use components.
- 12.1 (5) To encourage a graduation from high density residential areas to low density residential areas.
- 12.1 (6) To promote the buffering of low density residential areas from high intensity uses with higher density residential when appropriate.
- 12.1 (7) To protect residential development from the negative effects of high volume traffic corridors and incompatible land uses.
- 12.1 (9) To guide development and redevelopment into energy efficient land use patterns.
- 14.1 (3) To protect, preserve and restore the historical and architectural heritage of the City.
- 14.1 (4) To encourage quality site design throughout the City.
- 14.1 (5) To provide for the visual enhancement of the City through attractive landscaping, quality signage and diverse building design and arrangement.
- 22.1 (1) To achieve appropriate zoning protection for residential areas designated in the land use plan.
- 22.1 (2) To protect designated areas of existing conventional single-family development from inappropriate highly intensive land uses.
- 22.1 (3) To consider conversions of old Aurora homes to higher densities only in areas where housing standards would be met and where the neighborhood would not be negatively impacted.
- 22.1 (5) To recognize the unique characteristics of individual neighborhoods and promote their positive attributes.

Appendix 3 Neighborhood Connectivity with City Principles

- 30.0 To promote and plan for the location of commercial centers, based on their functions and interrelationships, in order to provide a balanced distribution of commercial development and redevelopment.
- 31.1 (3) To promote the development of commercial facilities in existing or planned commercial areas.
- 32.1 (1) To discourage new strip commercial development and prevent the intrusion of inappropriate commercial activity into residential areas by providing for the clustering of commercial activities in existing or planned commercial areas.
- 32.0 To enhance the positive and minimize the negative impact and relationships that the location, design and appearance of commercial activities have on traffic patterns and on the stability and vitality of surrounding neighborhoods, other commercial centers, and the City as a whole.
- 40.1 (1) To attract and encourage industrial, office and office-research development to planned sites where requisite public facilities are either present or proposed.
- 40.1 (7) To encourage improvements in existing industrial areas that minimize industrial blight and reduce incompatibilities with neighboring land uses.
- 70.1 (1) To locate and direct urban growth to areas where municipal services are available or proposed
- 70.1 (4) To locate utility lines and structures so there is compatibility with existing or planned developments and sensitivity to the protection of natural resources.
- 80.0 To promote adequate and convenient Openspace and recreation facilities for all segments of the City's population.
- 80.1 (1) To cooperate with the Fox Valley Park District, the school districts and the County
- 80.1 (3) Preserve Commission in meeting the open space and recreational needs of the City.
- 80.1 (5) To require the adequate provision of useable open space in areas of new development.
- 80.1 (10) To encourage the use of non-acquisition techniques, such as scenic easements, to supplement the public ownership of existing or planned open space.
- 90.0 To discourage the installation of utility lines or other public improvements where such installation would disrupt or infringe upon acquired or designated open space in a manner that leaves such open space unsuitable for its intended purposes.
- 91.0 To assure the protection, conservation and improvement of the quality of air, water, land and aesthetic resources within the City.
- 91.1 (3) To enhance the quality of the environment by identifying, protecting, and preserving those natural resources elements that serve important environmental functions and contain valuable or unique natural features.

Appendix 3 Neighborhood Connectivity with City Principles

- 91.1 (5) To encourage the maintenance and enforcement of Federal and State environmental quality standards.
- 91.1 (7) To protect drainage ways and potential reservoir site to provide for management of storm water runoff, over bank flooding, and ground water recharge.
- 93.1 (1) To preserve streams and other bodies of water, as well as unique vegetation and wildlife habitats for their ecological, recreational and aesthetic values.
- 93.1 (2) To encourage the use of aesthetically pleasing urban design, architectural styles, and landscape architecture. To work toward improved signage and street furniture.

Wildly Important Goals (2008-09)

Make It Happen: Wildly Important Goals

Dramatically improving the quality of life in Aurora, Illinois

1. Customer Service - To improve the citizen's customer service satisfaction rating X% by December 31, 2009.*.
2. Public Safety - To improve the citizen's public safety satisfaction rating X% by December 31, 2009.*.
3. Economic Development - To attract and expand development through approved development agreements or submitted land use petition values of \$95M by December 31, 2008.

* The percentage for WIG 1 and WIG 2 will be determined after a baseline is established through a customer satisfaction survey.

Sustainability Initiatives

The City of Aurora focuses on sustainable solutions to help foster a viable environment using best management practices. Through the approval of the Seize the Future Master Plan, Riverfront Vision Plan, RiverEdge Park Master Plan and the concentration on downtown revitalization and historic preservation, Aurora has demonstrated a desire to continue development in a sustainable manner. Having been identified as a regional leader in sustainable practices, the City is motivated to continue and progress its sustainability initiatives through neighborhood planning. Aurora maintains connectivity with regional green initiatives through membership and endorsement of the U.S. Mayor's Climate Protection Agreement, Clean Air Counts, Chicago Area Clean Cities and the Illinois Recycling Association. In October of 2008, the City took a proactive approach to sustainability initiatives by establishing a City Green Team and hosting the 2008 GreenTown: The Future of Community conference.

Comprehensive Plan

The City of Aurora's Comprehensive Plan is a valuable document that helps guide the formation of City policies. An online version of the Comprehensive Plan is available at the following web address:

<http://www.aurora-il.org/documents/gis/Comprehensive%20Plan.pdf>

Appendix 3 Neighborhood Connectivity with City Principles

Emerging Principles

In addition to existing principles, the City also has some emerging principles that particularly stem from the current 6 neighborhood plans resulting from the ANPI process. While this list is still evolving, some emerging principles include:

- To maintain a community-based planning process by engaging neighborhood stakeholders via existing neighborhood groups and organizations.
- To maintain and work within the existing network of neighborhood groups and organizations rather than creating new ones.
- To explicitly state the intended outcomes of each meeting to ensure participants understand the meeting's objective and formulate their comments and suggestions accordingly.
- To keep the neighborhood aware of how its planning efforts fit together with City initiatives.
- To allow the neighborhood to determine the group, organization or agency that would most effectively implement a project.
- To form partnerships with local groups, organizations and agencies that support proposed projects and have the capacity to implement them.
- To maintain a planning process that is welcoming to all members of the community, regardless of age, gender, race, ethnicity, culture, or sexual orientation.
- To present data and information in a clear and understandable manner so that neighborhood stakeholders can make informed decisions.
- To provide an ongoing source of data and information to ensure late-comers to the planning process can easily catch up and participate.

Appendix 4 Glossary of Neighborhood Planning Terms

Appendix D provides definitions for common elements of neighborhoods and neighborhood plans. Some neighborhoods may choose to focus greater attention on certain elements over others as they prepare their plan; however, the following glossary can be a useful tool for communicating and for describing a neighborhood and its objectives in a plan report. Topics are arranged alphabetically.

Barrier

A physical or psychological element that acts as a separation or divider within a neighborhood. A barrier could be a railroad crossing, a wide and well-traveled street, or even a change in building type/use that acts as a separation.

Business Corridor

A nearly continuous row of commercial enterprises that line both sides of a street and acts as service center for the neighborhood and residents beyond.

Capital Improvements

Physical improvements that need to be funded such as park improvements, new streets and sidewalks, or buildings that house recreation programs. Capital improvement projects may take several years to be budgeted and scheduled for completion.

Community Development Block Grant (CDBG)

Federal grants received by cities based on a formula that considers population, extent of poverty, and housing overpopulation. CDBG funds can be used for a variety of community development activities.

Community Development Corporation (CDC)

Entrepreneurial institutions combining public and private resources to aid in the development of disad-

vantaged areas. A CDC is typically a nonprofit entity that focuses on providing affordable housing.

Community Facilities & Services

Services provided to residents at no or low-cost such as public open space, fire stations, libraries, schools, churches, and community meeting/recreational space. An assessment of the adequacy of community facilities for the neighborhood currently and in the future may be a component of a neighborhood plan.

Connecting Street

Corridors that carry traffic from outside the neighborhood through the area to destinations beyond the boundaries of the neighborhood.

Demographics

Information on population characteristics by location, including age, employment, earnings, and expenditures. The Aurora Planning Department can provide demographic information from Census data. Data is also available from the U.S. Census website.

Density

The average number of persons, households, or dwellings per acre of land.

Design Guidelines

A set of design criteria for development which apply to a particular area. The guidelines are adopted

public statements of intent and are used to evaluate the acceptability of a project's design.

Economic Activity

Jobs, businesses, and development that create and/or spend revenue in a neighborhood.

Floodplain

Land adjacent to rivers and streams subject to overflow and flooding. State laws regulate construction activity within floodplains.

Focal Points

Highly visible locations that are centers of activity for residents or that have a distinctive identity as landmark locations. Schools and churches are often neighborhood focal points because they serve as places of meeting or congregation; but unique physical features or structures can also act as focal points for the community.

Gateways

Clearly recognizable entrances to the neighborhood—or to sub-areas of a neighborhood. A gateway can be a physical entry marker or an area of transition between areas with different characteristics.

“Hot Spots”

Specific locations that create trouble for the neighborhood—could be a dangerous traffic intersection, a bothersome business, etc.

Appendix 4 Glossary of Neighborhood Planning Terms (continued)

Infill

Construction on scattered lots in developed neighborhoods as opposed to new buildings on large parcels of vacant land in relatively undeveloped areas.

Infrastructure

Utilities and basic services, such as roads and sewers, essential for the development, operation, and growth of a city.

Key Connection

An important physical relationship between two (or more) sites in a neighborhood that helps to link the areas.

Land Use

The way in which land is used. Land uses generally fall into one of the following categories: vacant land, open space, single-family residential, two-family residential, multi-family residential, institutional, vehicle sales/service, office, retail sales/service, manufacturing/production, and warehouse/distribution. Activities not directly associated with land, such as housing construction, population growth, traffic, and job creation are influenced by the way land is used.

Market Analysis

A study of the general demand for a real estate product. A market analysis may also include a study of the needs of groups of people and their purchasing characteristics (for particular types of goods and services) in order to determine an economically appropriate use for a building or site.

Needs Assessment

Process that can be used to identify short-term issues, evaluate resources available to solve problems, and develop a prioritized list of needs and/or an action plan. A needs assessment can be an end in itself or it may be the first step in a larger planning process.

Neighborhood Framework

A diagram or other graphic representation of the physical characteristics of a neighborhood. A framework can be used to better understand the neighborhood by breaking the complexity of the area into simpler parts. Working with a neighborhood framework can help participants see the pieces of their community, relationships between the pieces, and how they add up to a unique whole. Typical components of a neighborhood framework include: gateways, open space, neighborhood streets, connecting streets, pedestrian paths, business corridors, barriers, transition areas, strong areas, weak areas, stable areas, “hot spots,” focal points, and key connections. Preparation of neighborhood frameworks (both the existing conditions framework and the desired conditions framework) are particularly useful when a neighborhood is confronted with the opportunity/likelihood of significant physical change.

Neighborhood History

A description of the key events that have shaped the neighborhood and resulted in conditions that are present today. Oftentimes, a neighborhood’s history serves as a starting

point for planning activities—particularly if there are marketing or business recruitment opportunities that are presented as a result of the history of an area. The Aurora Preservation Commission and the Aurora Public Library may be sources for information on a neighborhood’s history.

Neighborhood Street

Traffic corridors that are mainly used by those in the neighborhood to get to destinations within the neighborhood—as opposed to connecting streets described above.

Open Space

Parks, greenways, etc. that are available for passive or active recreational use and generally do not include a substantial amount of buildings or structures.

Owner Occupied

Residences in which the owner of the property is also the resident of the property, i.e. the property is not wholly rented out to another person or family. The City estimates levels of owner occupancy through tax bill records: a property with an address identical to the address where the tax bill is sent is presumed to be owner occupied.

Pedestrian Path

Well-utilized pedestrian walkways—could be established and constructed paths or unconstructed paths that represent a desired direction of movement.

Property Conditions

General assessments of the maintenance and upkeep of properties in order to determine which are in need

Appendix 4 Glossary of Neighborhood Planning Terms (continued)

of “no improvements,” “minor improvements,” or “major improvements.”

Traffic Volumes

The number of vehicles traveling on certain streets as counted by the Street Maintenance Department. Traffic volumes are usually calculated in average daily traffic numbers (ADT).

Transition Area

Areas, typically at the edges of neighborhoods, where uses and conditions are changing from the

predominant neighborhood character or condition.

Urban Design Character

An aspect of a community’s physical condition that focuses on the functional and visual relationships between people and their physical environment. Urban design studies address ways that those relationships can be improved. Urban design encompasses streetscape improvements, street layout, transportation networks, open space, and connections/transitions between different land uses.

Vision Statement

A description of what an area or neighborhood would be like in the future when the goals and objectives of a plan are achieved.

Zoning

A means of classifying land according to uses that are legally allowed by the City of Aurora. Zoning classifications are typically similar to land use categories and specify use/construction constraints such as: building height, setbacks, parking, etc.

Appendix 5 Additional Tools

Additional Tools

Proposed activities during the first phase of the planning process are designed to solicit information and ideas on existing conditions and a vision for the future; also documentation of these issues and potential strategies for moving forward. In Chapter Three, three commonly used tools were described, namely the One Word Game, SWOT Analysis, and Surveys.

Note: The first version of the ANPI Handbook provides additional tools that may be considered during different parts of the planning process. Tools pertinent to phase one are provided on pages 23-30. Tools pertinent to the other phases are provided on pages 33-39 and pages 43-48.

Appendix 6 Neighborhood Survey

The Neighborhood Quality of Life Survey for the ANPI process is provided on the following pages.

NEIGHBORHOOD QUALITY OF LIFE SURVEY

Please note that an asterisk (*) indicates a subject where the City of Aurora would expect to work in collaboration with others in order to make improvements.

CATEGORY #1: TRANSPORTATION

1.1 It is easy to get around my neighborhood with a car. (*)
 Strongly agree Agree No opinion Disagree Strongly disagree

1.2 It is easy to get around my neighborhood on a bicycle.
 Strongly agree Agree No opinion Disagree Strongly disagree

1.3 It is easy to get around my neighborhood by walking.
 Strongly agree Agree No opinion Disagree Strongly disagree

1.4 I have good access to public transportation in my neighborhood. (*)
 Strongly agree Agree No opinion Disagree Strongly disagree

1.5 There is enough on-street parking in my neighborhood.
 Strongly agree Agree No opinion Disagree Strongly disagree

1.6 There is enough off-street parking in my neighborhood.
 Strongly agree Agree No opinion Disagree Strongly disagree

1.7 There is not too much traffic in my neighborhood.
 Strongly agree Agree No opinion Disagree Strongly disagree

COMMENTS: _____

Category #2: Housing Choices

2.1 I have housing choices in my neighborhood regardless of my age, economic status, race/ethnicity, or physical/mental abilities.
 Strongly agree Agree No opinion Disagree Strongly disagree

2.2 I currently have family members living in my neighborhood.
 Strongly agree Agree No opinion Disagree Strongly disagree

If I had relatives over the age of 65, they could find housing in my neighborhood.
 Strongly agree Agree No opinion Disagree Strongly disagree

COMMENTS: _____



CATEGORY #3: LIFELONG LEARNING

- 3.1 I am satisfied with the education my children are receiving. (*)
 Strongly agree Agree No opinion Disagree Strongly disagree
- 3.2 I am able to find job training/retraining opportunities in my neighborhood. (*)
 Strongly agree Agree No opinion Disagree Strongly disagree
- 3.3 I can find opportunities to get an education in my neighborhood, no matter how old I am. (*)
 Strongly agree Agree No opinion Disagree Strongly disagree
- 3.4 I can easily get information about City of Aurora services, programs, and policies.
 Strongly agree Agree No opinion Disagree Strongly disagree
- 3.5 I am satisfied with the availability of library services in my neighborhood.
 Strongly agree Agree No opinion Disagree Strongly disagree
- 3.6 I have access to affordable, high-speed Internet service in my neighborhood.
 Strongly agree Agree No opinion Disagree Strongly disagree

COMMENTS: _____

CATEGORY #4: CULTURAL/ENTERTAINMENT OPPORTUNITIES

- 4.1 I am satisfied with the cultural events and entertainment opportunities available in my neighborhood. (*)
 Strongly agree Agree No opinion Disagree Strongly disagree
- 4.2 I am satisfied with Aurora Community Access Television (Channel 10).
 Strongly agree Agree No opinion Disagree Strongly disagree

COMMENTS: _____

CATEGORY #5: OPEN SPACE AND PARKS

- 5.1 I am satisfied with the recreational opportunities in my neighborhood. (*)
 Strongly agree Agree No opinion Disagree Strongly disagree
- 5.2 My family has access to a public playground and equipment in my neighborhood. (*)
 Strongly agree Agree No opinion Disagree Strongly disagree
- 5.3 I can enjoy nature in my neighborhood. (*)
 Strongly agree Agree No opinion Disagree Strongly disagree

5.4 I use the parks in my neighborhood.

Strongly agree Agree No opinion Disagree Strongly disagree

COMMENTS: _____

CATEGORY #6: SAFETY

6.1 I feel safe walking in my neighborhood at any time of day or night.

Strongly agree Agree No opinion Disagree Strongly disagree

6.2 My children or grandchildren can play safely in my front or back yard.

Strongly agree Agree No opinion Disagree Strongly disagree

6.3 I have a working smoke detector in my home.

Strongly agree Agree No opinion Disagree Strongly disagree

6.4 I have a working carbon monoxide detector in my home.

Strongly agree Agree No opinion Disagree Strongly disagree

6.5 I feel safe using my neighborhood parks.

Strongly agree Agree No opinion Disagree Strongly disagree

6.6 I feel safe walking and bicycling in my neighborhood.

Strongly agree Agree No opinion Disagree Strongly disagree

6.7 I feel safe driving in my neighborhood.

Strongly agree Agree No opinion Disagree Strongly disagree

6.8 My neighbors and I call the police when we need help.

Strongly agree Agree No opinion Disagree Strongly disagree

6.9 My neighborhood has an active Neighborhood Watch Group.

Strongly agree Agree No opinion Disagree Strongly disagree

COMMENTS: _____

CATEGORY #7: ECONOMIC HEALTH AND NEIGHBORHOOD SERVICES

7.1 My family and I can find jobs in Aurora.

Strongly agree Agree No opinion Disagree Strongly disagree

7.2 I could open a business in Aurora.

Strongly agree Agree No opinion Disagree Strongly disagree

7.3 I am satisfied with the grocery stores in my neighborhood.

Strongly agree Agree No opinion Disagree Strongly disagree

7.4 I am satisfied with the restaurants in my neighborhood.
 Strongly agree Agree No opinion Disagree Strongly disagree

7.5 I am satisfied with the medical services available in my neighborhood.
 Strongly agree Agree No opinion Disagree Strongly disagree

7.6 I am satisfied with the dental services available in my neighborhood.
 Strongly agree Agree No opinion Disagree Strongly disagree

7.7 I am satisfied with the financial services available in my neighborhood.
 Strongly agree Agree No opinion Disagree Strongly disagree

7.8 I am satisfied with the drugstores available in my neighborhood.
 Strongly agree Agree No opinion Disagree Strongly disagree

7.9 My neighborhood has affordable and accessible day care.
 Strongly agree Agree No opinion Disagree Strongly disagree

7.10 Businesses in my neighborhood are well-maintained.
 Strongly agree Agree No opinion Disagree Strongly disagree

COMMENTS: _____

CATEGORY #8: ENVIRONMENTAL HEALTH

8.1 My neighborhood has clean water. (*)
 Strongly agree Agree No opinion Disagree Strongly disagree

8.2 My neighborhood has clean air. (*)
 Strongly agree Agree No opinion Disagree Strongly disagree

8.3 My family recycles its garbage.
 Strongly agree Agree No opinion Disagree Strongly disagree

8.4 I am satisfied with the garbage collection service in my neighborhood.
 Strongly agree Agree No opinion Disagree Strongly disagree

8.5 The catch basins in my street are clean.
 Strongly agree Agree No opinion Disagree Strongly disagree

8.6 The streets in my neighborhood do not flood.
 Strongly agree Agree No opinion Disagree Strongly disagree

8.7 My house does not flood.

Strongly agree Agree No opinion Disagree Strongly disagree

COMMENTS: _____

CATEGORY #9: NEIGHBORHOOD IMAGE AND PERCEPTION

9.1 Properties in my neighborhood are well-maintained.

Strongly agree Agree No opinion Disagree Strongly disagree

9.2 Streets in my neighborhood are in good repair.

Strongly agree Agree No opinion Disagree Strongly disagree

9.3 Sidewalks in my neighborhood are in good repair.

Strongly agree Agree No opinion Disagree Strongly disagree

9.4 Alleys in my neighborhood are in good repair.

Strongly agree Agree No opinion Disagree Strongly disagree

9.5 Streets in my neighborhood are well-lit.

Strongly agree Agree No opinion Disagree Strongly disagree

Streets in my neighborhood are lined with trees.

Strongly agree Agree No opinion Disagree Strongly disagree

9.7 There are buildings in my neighborhood that are architecturally interesting and significant.

Strongly agree Agree No opinion Disagree Strongly disagree

9.8 I know my neighbors.

Strongly agree Agree No opinion Disagree Strongly disagree

9.9 I would recommend my neighborhood to others.

Strongly agree Agree No opinion Disagree Strongly disagree

9.10 I am proud of my neighborhood.

Strongly agree Agree No opinion Disagree Strongly disagree

9.11 I am proud to live in the City of Aurora.

Strongly agree Agree No opinion Disagree Strongly disagree

COMMENTS: _____

RESPONDENT PROFILE

Answering these questions will help us understand some things about you. We appreciate your help!

My name: _____

My mailing address: _____

My phone number: _____

My age: ____ (0-12) ____ (13-25) ____ (26-35) ____ (36-50) ____ (51-75) ____ (76+)

My racial group/ethnicity: ____ White
 ____ Black
 ____ Hispanic or Latino
 ____ Asian
 ____ American Indian and Alaska Native
 ____ Native Hawaiian and other Pacific Islander
 ____ Two or more races

My gender: ____ Female
 ____ Male

My annual household income: ____ (under \$10,000)
 ____ (\$10,000 - \$25,000)
 ____ (\$26,000 - \$40,000)
 ____ (\$41,000 - \$75,000)
 ____ (\$76,000+)

My highest level of education: _____

My occupation: _____

My primary language is: _____

My secondary language is: _____

I have special needs (describe): _____

Which best describes your household make-up? Check all that apply:

I live by myself.

I live with a spouse/partner.

My children (age 0-18) live with me.

My children (age 19+) live with me.

My parent(s) live in my home.

I live in my parents' home.

Do you rent or own your home? _____

How long have you lived in your neighborhood? _____

How long do you plan to stay in your neighborhood? _____

Do you own a computer? yes no

What is your primary means of transportation? Please check one.

walking

bicycling

automobile

public transportation (bus or train)

Have you had contact with any City departments in the past year? If so, please name the department(s) and describe your experience:

Do you have any general comments about living in your neighborhood that you would like to make?

Do you have any general comments about living in the City of Aurora that you would like to make?

Use this space for any other comments:

Please submit your completed survey by mail, email, or fax:

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