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# Strategic Action Plan

for

Concerned Citizens of Precinct 12  
East St. Louis, Illinois

in partnership with



East St. Louis Action Research Project  
University of Illinois, Urbana-Champaign  
Champaign, Illinois

by

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Spring 2007

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## CONCERNED CITIZENS OF PRECINCT 12 MISSION STATEMENT

The mission of the organization shall be to create an outstanding urban neighborhood characterized by a diverse population living, working and playing peacefully in an atmosphere of trust, respect and friendship.

October 26, 2002

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## Preface

This Preface serves as an academic explanation of the plan, why I wrote it the way I did, and how it should function. Although the ideas in this Strategic Action Plan can be applied to other community organizations, the specific issues addressed within the plan are specific to the Concerned Citizens of Precinct 12 and the issues they face.

This Strategic Action Plan has two main sections and a third minor one. The first section is the 'Action' part of the plan. It defines some of the major issues the area faces and proposes techniques to address those issues, giving recommendations for the future. The second section is comprised of several subsections which contain data and background information for the organization. The third minor section is where future goals are discussed and further ideas should be added.

Only a few copies of this Plan were bound to preserve its original form, the rest of the copies were placed into three-ring binders which were intended to be altered. Additionally, a CD-ROM was created to accompany the Plan. It was designed to be a reference and to give digital access to all the documents herein for easy alteration.

The Plan was set up in this format for several reasons. By making this Plan a working document, one that can be added to and changed, the organization can truly take ownership of the Plan. This feature also allows the Plan to stay current, getting updated when new events take place or a new board is elected, for instance. Additionally, the functionality allows new issues that may not have been addressed in this Plan to be added and discussed in the appropriate section.

In order to be productive, it is important to be organized. Having all the documentation assembled in one place allows greater efficiency with less effort. Looking up needed information about the organization will no longer be time consuming. Further, extra inserts in the Appendices allow organization members to use the Plan as a resource, literally pulling information from it to apply for a grant, for instance.

The Concerned Citizens of Precinct 12 is at a stage in which it can become a stronger more productive organization with a little effort. The rationale for creating this Strategic Action Plan for the organization is just that, to move the organization forward in all its endeavors. The organization has strong leaders and good membership. It has the potential to be a recognizable force in East St. Louis and this document is designed to push it in that direction.

This Plan additionally fulfills my final requirement for graduation from the Master's Program in the Department of Urban & Regional Planning at the

University of Illinois. Beyond that, it has become a way for me to send a message to the Concerned Citizens of Precinct 12, a message of hope, confidence and belief.

I would like to thank all that helped in the making of this document; Meg Glynn for being a sounding board, Vicki Eddings for the trips to East St. Louis, Janni Sorensen for her support and ideas, Stacy Harwood for her guidance and especially the Concerned Citizens of Precinct 12 for a wonderful two years and the passion, inspiration and dedication the members have shown.

Leah Ostenberg  
Champaign, Illinois  
Spring 2007

## **Intro**

This Strategic Action Plan (Plan) has been created through collaboration between the Concerned Citizens of Precinct 12 (CCP12) and the East St. Louis Action Research Project (ESLARP). It has been prepared by Leah Ostenberg, an ESLARP Research Assistant (ESLARP RA) and Community Liaison to CCP12. The CCP12, an active neighborhood organization in East St. Louis, has been in existence since 2002.

The need for this Plan arose from the growing momentum of the organization. CCP12 has been successful in its endeavors thus far and with this document, the organization will continue this trend at an accelerated pace, taking the next important steps to become more productive. Furthermore, this document will aid CCP12 in its goal to be a model for other communities and a catalyst for improvement in the surrounding neighborhoods. CCP12 has been leading by example and this document can help others follow in their wake.

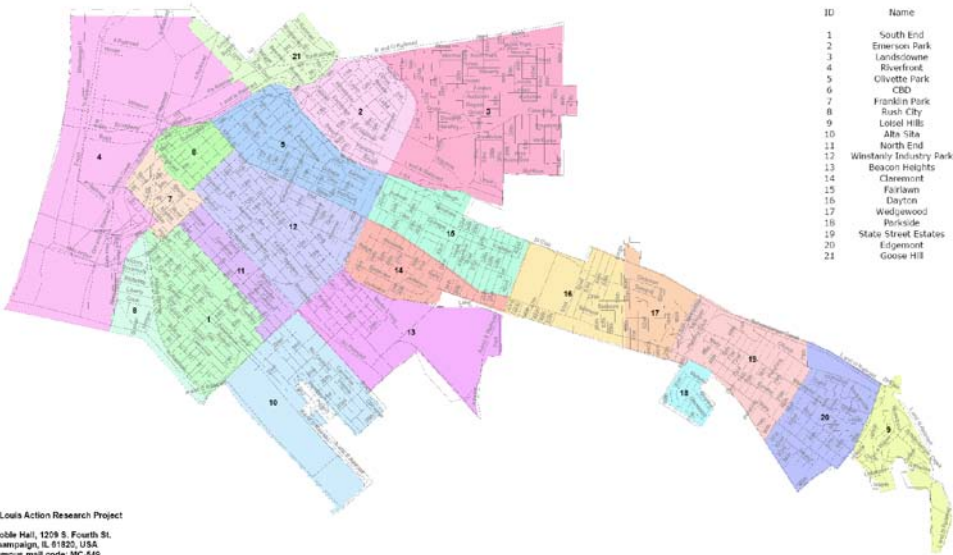
This document could not have been created without the assistance of CCP12 and its members. All the topics discussed herein come from nearly two years of listening to the organizations needs during executive board meetings, community meetings and various events.

## ***The Neighborhood***

East St. Louis, Illinois is a mid-sized town in the mid-west, just east of the Mississippi River and St. Louis, Missouri. As of the 2000 census, the City of East St. Louis had 31,542 residents in the city and 12,899 housing units. Ninety-seven percent of the population is African American. Thirty-three percent of households have children under 18 living with them. There are 41% female-headed households. Thirty-three percent of the population is under 18 years old. The median household income is \$21,324 and thirty-five percent of the population is below the poverty line.

The following two maps show the City of East St. Louis with Precinct 12 in the Lansdowne neighborhood which is on the north side of the city. Precinct 12 is one of 42 precincts in East St. Louis and covers approximately 16 acres.

NEIGHBORHOOD IN THE CITY OF EAST ST. LOUIS, IL

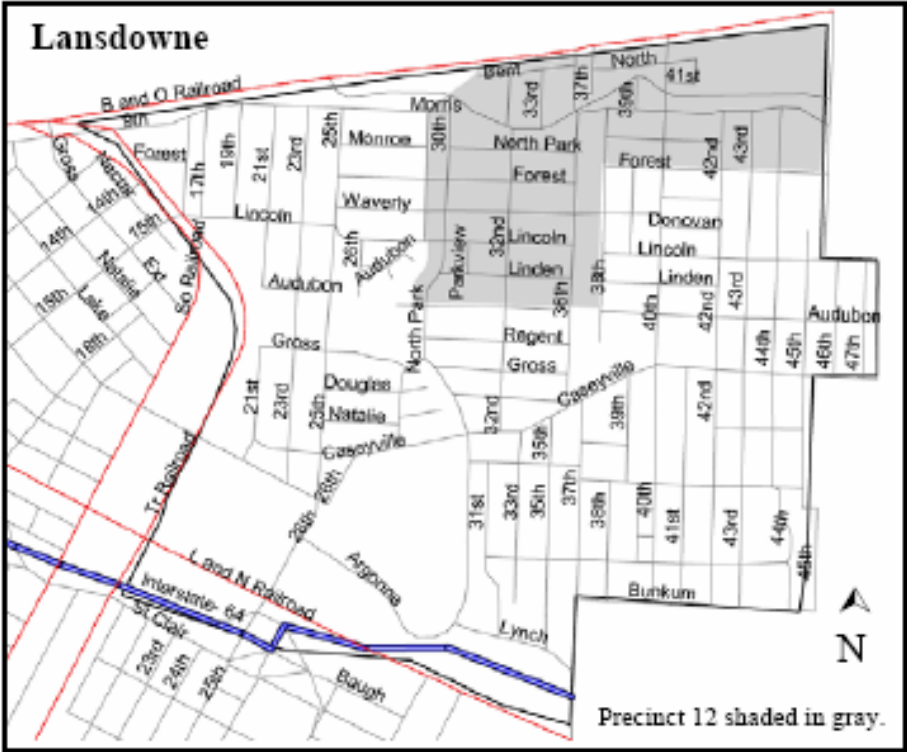


ID	Name
1	South End
2	Emerson Park
3	Lansdowne
4	Riverfront
5	Olivette Park
6	CBD
7	Franklin Park
8	Rush City
9	Lolet Hills
10	Alle Site
11	North End
12	Wintaway Industry Park
13	Beacon Heights
14	Clermont
15	Fairview
16	Dayton
17	Wedgewood
18	Parkside
19	State Street Estates
20	Edgemont
21	Goose Hill

East St. Louis Action Research Project  
 328 Noble Hall, 1209 S. Fourth St.  
 Champaign, IL 61820, USA  
 Campus mail code: MC-549  
 Phone: 217.255-0222  
 Fax: 217.244-0227  
 Website: <http://www.eslarp.uiuc.edu/>  
 Email: [eslarp@uiuc.edu](mailto:eslarp@uiuc.edu)  
 College of Fine and Applied Arts  
 University of Illinois at Urbana-Champaign

References:  
 East St. Louis Street Data is originally derived from the US Geological Survey 1:100,000 Digital Line Graph files, transportation layer, 1980-1986. Publication dates of the USGS maps used as sources range from 1980 to 1986. The maximum estimated error in horizontal position based on National Map Accuracy Standards is 167 feet. The data was first developed in 1994 by IL Natural History Survey and was last reviewed by ESLARP in 2006.

The neighborhood boundary file represents neighborhood boundaries of East St. Louis in the year of 2005. It was updated and finalized in December, 2006.



### ***How to use this Plan***

What is usually a formal document, bound and static, has been placed in three-ring binders to promote and facilitate research and updates. This document was designed to be a flexible and growing document; it should not remain static. The Executive Board will have several copies of this Plan, as will ESLARP. As the years go by, the document should be edited periodically to reflect the changing landscape of the organization and the neighborhood. This should be done by creating new documents or altering the electronic documents provided on the CD-ROM which has been included for easy access to editable digital files.

This Plan serves as a resource book to the organization and ESLARP. It allows the reader quick access to specific information desired. Although this document should not be read like a regular book, it is important to be familiar with the entire Plan as there is important information in each section. Often there are links of information from one section to another that may not be apparent from simply looking at the table of contents.

Under each objective, initiatives are split into four categories; short-term, mid-term, long-term and those not designated. The short-term initiatives are projects that the organization could feasibly do with ease, requiring little to no funding. These are explained most thoroughly and generally do not need much research. Mid-term initiatives will take some planning by CCP12 and ESLARP. These projects typically need some type of funding and additional research. Long-term initiatives are projects that will take the most time, funding and research. Often, these are suggestions and only discussed in brief, leaving the topic open for further discourse. The last category contains initiatives with no specific designation; these are to be done on a continuous basis. This is because those initiatives have no timeline, and are to be done consistently throughout the life of the organization. Finally, if there is no information regarding a certain topic or issue, the Executive Board should look into the topic or ask their ESLARP RA to research it, adding the new information to the Plan. The update should be initiated by CCP12 with the support of ESLARP RAs

### ***Suggested Protocol for Changes***

When someone changes a part of one Plan, there should be a set procedure for alerting other parties in possession of the same. Communication should occur between the board members and ESLARP. Correspondence should convey which information was altered or added and contain an electronic file of the new document.

One idea for this process is to have only two contact points for simplicity; CCP12's address in East St. Louis and the ESLARP office. Communication regarding the changes would involve printing out a copy of the new document and mailing it along with an electronic copy saved to a disk to the two addresses. Another idea is to use email exclusively. This would merely involve emailing the new document to the secretary of CCP12 or to the ESLARP RA. Either way, the two contact points will be responsible for distributing the necessary information to all parties; the CCP12 secretary to the Executive Board and the ESLARP RA to the ESLARP office.

As email addresses will change, those have not been specified. Mailing addresses as of May 2007 are as follows:

**ESLARP:**

326 Noble Hall  
1209 S. Fourth St.  
Champaign, IL 61820  
Tel: 217-265-0202  
Fax: 217-244-9320

**CCP12:**

3218 Lincoln Avenue  
East St. Louis, IL 62204  
Tel: 618-274-6670

## **Part I: Strategic Action Plan**

## **I. Strategic Action Plan**

The following focus areas have been identified as significant topics of interest for the organization. Over the past two academic years (2005-6 and 2006-7), these issues have been brought up in discussion during Executive Board meetings, community meetings and informal meetings with residents and members of the organization.

Each focus area has related goals, objectives and initiatives. Each goal is a general concept that is designed to focus the organization in the direction it is headed. These goals are broken down into different sections with corresponding objectives, as often times there are many different ways to achieve the singular goal. Under each objective there are initiatives, activities that can be done by the organization designed to reach each objective.

### **A. Organization Structure**

An organization is only as strong as its leaders. By addressing issues related to the function of the organization itself, CCP12 can become even more efficient and effective. The benefit of having a strong organization is to ensure the subsequent parts of this Plan *can* be implemented. Once some of the short-term initiatives are completed, the organization will become more competent and vice versa. By increasing the organization's capacity, more things can be accomplished.

#### ***A.1. Goal: Capacity Building***

Building the capacity of the organization will enable CCP12 to increase its reach in the neighborhood; getting more done and doing bigger projects. CCP12 started its capacity building when it formed the organization creating its Mission Statement and By-Laws. CCP12 needs to continue building on this capacity. This may include getting more residents involved, obtaining grants, and working with politicians. By focusing on community collaboration, CCP12 can do a lot more as a group than as individuals.

##### **A.1.a. Objective: Empowerment of Leaders**

Who is a leader? How do leaders act, think, and get things accomplished? What does it mean to be a leader? Many people in leadership positions ask themselves these questions all the time. The aim of this objective is to help the leaders of CCP12 hone their skills and realize their potential. By engaging in empowerment

activities, the Executive Board and active members can gain the inspiration for continued action, creating a more capable organization.

### **Short-term Initiative: Leadership Summit of East St. Louis Organizations**

The intent of this initiative is to create a dialogue between sister organizations within East St. Louis. This will help create rapport between organizations as well as facilitate a support system for all. Additionally, this communication allows for easy networking outside the neighborhood.

ESLARP could host and facilitate the event. The activity would require finding a venue large enough to hold the meeting then contacting all the community organizations in East St. Louis and invite them to the event at a predetermined date, time and place.

The first meeting could consist of an introduction of each organization and their mission, a discussion regarding the purpose of the meetings, why they are important and what each organization could take home from the meetings. The first meeting could start the discussion of the problems organizations face in East St. Louis and in what ways they are being addressed.

This meeting series could be hosted bi-monthly by ESLARP and should focus on the empowerment of the leaders. ESLARP could facilitate leadership focus groups which highlight a variety of subjects dependent on specific current issues. The sessions should be inspiring and invoke a sense of collaboration. The neighborhood organizations are not islands, but a network and they should see themselves in such a way.

### **Mid-term Initiative: Leadership Conferences**

One step beyond the previous initiative is professionally run leadership conferences. To continue and advance the empowerment of leaders, it is important to attend seminars and conferences which are hosted by different agencies and organizations so as to get different perspectives and learn cutting-edge leadership skills.

There are different types of conferences and seminars, so it is important to always be on the look out for new and upcoming events. Often, there are scholarships associated with conferences and seminars and it is worthwhile to look for them while researching.

The following is a list of organizations that regularly host seminars or list them on their web pages. It is best to frequent their websites for the most updated information.

- \* Library Centers for Effective Nonprofits (<http://nonprofitcenters.lcls.org>)  
Their webpage has a wealth of information and resources for nonprofits. It also mentions that the East St. Louis Public Library features services and materials geared at nonprofits.
- \* Illinois Coalition for Community Services ([www.time-to.org/index.html](http://www.time-to.org/index.html))  
They are committed to empowering people to determine the direction of their communities through education, advocacy and grassroots organizing.
- \* Midwest Community Development Institute ([www.midwestcdi.org/](http://www.midwestcdi.org/))  
They are a comprehensive professional training program in community and economic development designed for development professionals, community leaders, and elected officials. CDI provides hands-on practical training that can be immediately applied to improving the economy and quality of life in communities.
- \* Lewis and Clark Community College ([www.lc.cc.il.us/](http://www.lc.cc.il.us/))  
This is a local college which periodically hosts seminars and even classes on various topics related to community development.
- \* University of Illinois, Department of Community and Human Resources ([www.hcd.uiuc.edu](http://www.hcd.uiuc.edu))  
This webpage lists upcoming events and conferences under the News item.
- \* Midwest Academy ([www.midwestacademy.com](http://www.midwestacademy.com))  
This organization provides training and consulting for progressive organizations.
- \* ACORN ([www.acorn.org](http://www.acorn.org))  
This is a community organization which aims to win power for low and moderate families.

### **Long-term Initiative: Managing Volunteers**

Learning how to manage volunteers is a tricky, yet important task. There are questions with delicate answers; how to get people engaged on different levels, and how to hold people accountable even though volunteering their time? These questions are very difficult to address and often take specialists to answer them. By working with an organization which has expertise in this area, CCP12 can gain some insight to how to work with their volunteers. Handling these issues will be central to CCP12s success in recruiting and retaining neighborhood volunteers.

### **A.1.b. Objective: Communication with Residents**

An important task of a neighborhood organization is to communicate to its residents. Communication is akin to free advertisement; it informs the community what the organization is doing, promoting its activities and successes. Potentially, these announcements could inspire residents to become active in such a productive organization.

There are many ways to communicate to large groups of people. Word of mouth is often the most effective form of communication in a grass roots organizing movement. CCP12 has relied on this method and the method of posting and delivering fliers most often. Additional valuable ways to communicate are described below.

#### **Short-term: ESL City Website**

The City of East St. Louis is updating its website as of May 2007. A goal for the website is to start highlighting one precinct a month. Obviously Precinct 12 is a perfect candidate for this project. This opportunity would give CCP12 widespread exposure to those who have internet access, particularly to younger populations.

This short-term initiative simply involves contacting the person in charge of the webpage, James Tyus <[James.tyus@cesl.us](mailto:James.tyus@cesl.us)>. He is eager for information and would be a great resource. All that would be required is to provide James with information about CCP12 and keep in email contact with him regarding this information. He is also likely to ask for feedback on the website he is designing and the information he posts.

#### **Short-term Initiative: Maintain Mail List**

This list would be used to send organization announcements and fliers to neighborhood residents. ESLARP could help set this up by entering address information into an excel spreadsheet. The information would initially come from the active members of the organization. However, the issue with only using an active membership list is the fact that non-members in the neighborhood are not included in the list. In order to remedy this, a list of non-members should be created, possibly from the current Parcel Data. The list should also include renters in the neighborhood. For these addresses, a name label such as “Current Precinct 12 Resident” would be sufficient. Once set up, CCP12 could take over management of the list, seeking ESLARPs assistance for technical training.

### **Mid-term Initiative: Newsletter**

Often, a conversation or a simple flier cannot convey to residents all the necessary information CCP12 has to give. One step up from the flier is a newsletter. Fliers are typically one page, one-sided quick information sheets. A newsletter contains more text, often an additional insert, and is to be read thoroughly rather than skimmed. It can provide pertinent information to residents regarding reminders for organizational sponsored events, meetings and various announcements.

Though it takes some planning and persistence, this initiative is very manageable. The organization could start out with a seasonal newsletter, and then increase it to a bi-monthly and finally monthly newsletter. Initially, the newsletter could be printed and mailed by ESLARP. The newsletters would simply be printed in the ESLARP office and mailed via bulk rate. A new board position or subcommittee should be created to manage, produce and distribute the newsletter, using volunteers to distribute the letter door-to-door.

The coordinator would collect short articles or editorials from the executive board and other members, putting them into a newsletter template. A template could be created from scratch, from a software program, or it could be modeled after another organizations newsletter, such as SENDOs newsletter.

Additionally, it is important to realize the opportunity for networking outside the neighborhood via a newsletter. This can be done by coordinating with other East St. Louis organizations to put CCP12 information in their newsletters, and to put their information in the CCP12 newsletter. This sharing of information allows for greater attendance to events, greater awareness to issues and creates a stronger sense of city-wide unity.

### **Long-term Initiative: Absentee Landlord Notices**

As mentioned in a previous initiative, CCP12 can create a mailing list for absentee landlords by using the Parcel Data. This would allow the organization to communicate with landowners who do not live in the neighborhood. CCP12 could issue notices, warnings or send a separate newsletter to the absentee landowners. Sending these notices is one way to address code violations and problems with absentee landlords as an organization.

### **Long-term Initiative: Phone Tree**

Another way to communicate with residents is through a phone tree. However, this technique requires second and third parties to be invested in the organization enough to call the next person down the line. This initiative has to be pre-established with the phone tree printed and available for those in the 'tree.' This

may work best for emergency situations or other instances where immediate action is required.

### **A.1.c. Objective: Networking**

As mentioned throughout this Plan, creating, maintaining and expanding connections, collaborations and partners are good ways to effectively expand the capacity of an organization.

### **Initiative: Strategic Networking**

This is an ongoing initiative in which the organization members strive to make connections during every possible opportunity. Building relationships during both personal and business interactions help facilitate cooperation on many different levels and for different situations. CCP12 should identify ways it can work with partners to accomplish the initiatives of this plan.

### **A.1.d. Objective: Local Awareness**

In addition to communicating with residents, communication with people outside the community is just as important. Publicly announcing initiatives hosted and issues supported by the organization allows those efforts to gain momentum either through greater local and regional support or by alerting the general public to inequities occurring in the area. This is an often overlooked task, but it is important to constantly advertise the organization and its projects.

### **Short-term Initiative: Media Outreach**

When hosting events and meetings, CCP12 should always be thinking how to get the word out about its actions. One way to do this is by alerting the local media and the University of Illinois media to projects, clean-ups and special events. The University of Illinois media contact is well connected throughout Illinois and could be a very good advocate.

A press release is a good way to alert the media. To do one, simply write up an article on the event or announcement and submit it to local newspapers. It is best to call them and make contact regarding whether or not it was received. The Contact Database, in Appendix P, has detailed information for several area newspapers and reporters. In the past couple of years, CCP12 has only focused on working with newspaper reporters, but television newscasts and radio are the next step.

The second part of this initiative is to keep track of the media attention CCP12 does receive. Include article clippings and copies of articles posted on the internet. This provides direct proof that the organization is making an impact in their community.

### **Mid-term Initiative: T-shirts**

Making T-shirts may seem like an irrelevant initiative, however it has dual purposes. T-shirts are an easy form of advertising and can be used as a fundraiser. They can be worn during meetings, cleanups and even at special events. By charging a nominal amount above what CCP12 pays for them, the organization can make a profit on this initiative. T-shirts do require money upfront for purchasing the shirts; however, Professor Stacy Harwood has grant money that is for this specific issue and is interested in doing this in Fall Semester 2007 with her Urban Planning 260 class. Her information is in the Contact Database in Appendix P.

Probably the most difficult part of doing T-shirts is picking a color and design. However, even this process can be turned into an organizational activity by holding a neighborhood contest to come up with designs schemes. All this would require is to pass out fliers containing the competition details which should include the design rules (what information is to be on the shirt, how large the design can be, colors to choose from, etc.), final date to turn in a design, where to submit them and any other pertinent information.

### **A.1.e. Objective: Increase Membership**

CCP12 currently has had a steady membership base. In order for the organization to grow and undertake more projects, it will need to increase its number of participants. Although several of the projects discussed in this Plan will help in this objective, the following initiatives deal explicitly with increasing membership.

### **Short-term Initiative: Grass-Roots Recruitment**

How does any organization get more members? One tactic is to simply talk to people. Talking to neighbors while outside gardening or on a walk around the neighborhood is an effective way to get people aware and interested in the organization. Going beyond this casual encounter, Executive Board members could go door-to-door to talk about CCP12 and its activities. A good idea would be to take copies of the organization's Short Profile for residents to review at their leisure.

### **Mid-term Initiative: Block Captains**

Once the organization has members on each block, potentially even before this stage, it can institute a Block Captain program. Block Captains are like individual liaisons to the organization. A sub-committee could be formed from these positions, which would report to CCP12 when there are issues that arise on certain streets.

### **Mid-term Initiative: Recruit Youth**

The youth of the neighborhood is an underutilized population. Often, the activities organizations host are to better the youth, but they do not participate in them. Getting young people involved with the organization in different aspects allows them to learn skills and gain knowledge and confidence in a variety of ways. They are the future and should thus be a part of the movement towards the future.

One way to recruit the youth is to actively invite them to meetings and report on youth specific agenda items during the meeting. If they don't respond to regular meetings, create a specific youth meeting held after school or on weekends. Create a sub-committee of young people, with an adult to supervise, that addresses specific youth issues such as peer pressure, saying no to drugs, stealing and more. CCP12 could host youth 'conferences' that address these issues and ask a Pastor or another respected role model to talk. Also, CCP12 could partner with the local schools and hold specific events geared towards the younger populations.

### **Long-term Initiative: Retaining Volunteers**

Once an organization has the volunteers it needs, how does it work with them so that their time is enjoyable, ensuring they volunteer again? What is the balance between the need to get work done with the idea that the volunteers are there on their own good will and free time? These questions are very difficult to address and often take specialists to answer them. By working with an organization which has expertise in this area, CCP12 can gain some insight to how to work most effectively with their volunteers.

### **A.1.f. Objective: Funding**

Although last, raising funds for projects is vital to any successful community organization. Funding can be found in an array of areas, one just has to be creative when looking for it. Also, funding doesn't always have to be in the form of money. Often, a donation of service or materials is far better than money.

### **Short-term Initiative: Networking**

This initiative is simply using the networking CCP12 has done with other organizations and people to its advantage. Do this by working with community groups to get joint funding for a project that needs to be done in both neighborhoods. Also, CCP12 can partner with agencies which may provide funding for specific needs. For instance, when working with green space in the neighborhood or if weeds need to be removed, partner with the Park District. When looking into projects involving the youth, ask the school district to participate. Often agencies need to work with community partners to apply for grants. Also, CCP12 could work with different organizations to exchange in-kind services.

### **Short-term Initiative: Grant Seminars**

This initiative involves getting ESLARP to host and run a single, or a series of grant seminars. By using ESLARPs connections with the University of Illinois, it is possible to get speakers who are knowledgeable in how to partner with agencies, and how to write and apply for grants. This event could be a part of the Leadership Seminar Series discussed in Objective A1a and could be open to all East St. Louis neighborhood organizations.

### **Mid-term Initiative: Fundraising**

Fundraising means more than just finding money. It means being creative in supplying the need of the organization, whether this means finding housing materials for a home maintenance seminar or to print and mail the newsletter. For example, getting surplus supplies from Home Depot to rebuild someone's roof or to build a shed for neighborhood lawn cutting equipment. When fundraising, it is good to specify for what the money is needed and go after the funds with a plan in mind.

Additionally, it is important to learn how to do the smaller fundraising activities before jumping in for a large grant. This is because the larger grantors will appreciate seeing how the organization can handle a grant for \$500 or \$1,000 and will feel more comfortable giving the grant to the organization. An example of a good small fundraiser is to make neighborhood t-shirts or hats as a small way to gain revenue, see Objective A.1.d. for the t-shirt initiative.

### **Mid-term Initiative: Grant Writing**

This initiative is intended to be a 'how to' section for grant writing. This will require more research but below are a few helpful hints for starting out. There are

useful resources throughout this document that relate to grant writing often mentioned.

Some small things one can do to ensure success with grant writing includes following the directions, this seems so simple, but it is often overlooked and the reason many do not get the desired grants. Also, by including all the information the grant asks for as well as the background information for the organization will give the grantors a better idea about the organization and its goals.

There are many different types of grants and it is critical to find a grant that fits the project CCP12 is looking to accomplish. It is vital to know what CCP12 needs to fund first and then go and find the particular grant. One can not simply look for grants in general, they are very specific.

Additionally, CCP12 should work with ESLARP on grant proposals. Appendix A provides several examples of grant letters written by Professor Stacy Harwood's Spring Semester 2006 Community Development Seminar class.

## ***A.2. Goal: Asset-Based Community Development***

Asset-Based Community Development involves using the skills found in a neighborhood and reinvesting those talents back into the community. There are different areas of ability which are valuable to communities; skills of the head, the hand and the heart. The first category includes knowledge and information. Talents of the hand involve practical and vocational skills. The heart involves passion, listening and other human relation skills.

### **A.2.a. Objective: Identify Community Strengths**

When asked, "What are you good at?" one may draw a blank on their own capabilities. Whether they know it or not, every community member has something to offer the neighborhood. After a few simple questions, they may realize that they are actually really good with children or they know how to fix engines. To them, these seemingly easy skills take little thought. However, these talents may not come as easily to others, thus they become an asset to the neighborhood.

### **Short-term Initiative: Neighborhood Wide Survey**

In order to reveal the hidden talents in the neighborhood, CCP12 should implement an asset-based survey. This survey will highlight the skills of residents. It will discover different ways members can be involved. For instance, the morning walkers could deliver CCP12 fliers or report illegal dumping.

This survey is easy to implement. Simply use the example of SENDO's Asset Based Survey, attached as Appendix B. This should be modified to use specifically for CCP12, even the questions can be customized to CCP12. The survey should be printed and distributed throughout the neighborhood by hand. Personal delivery with a flier like this is more effective than a mailing because talking about the questions helps people know what the survey is asking.

This initiative could also potentially be completed with Professor Harwood's Urban Planning 474 class.

### **A.2.b. Objective: Create jobs in the Neighborhood**

One way to use the assets of a community is create jobs. A residential neighborhood may not have any economic viability. After discovering the skills of the neighborhood, it is possible to create economic opportunities for residents. Care should be taken when proposing this however, as sometimes there are laws and zoning ordinances that prohibit certain types of businesses from residential areas. It is best to look into the local restrictions for such cases. These new businesses and in-home ventures could be advertised in the newsletter as a "Classified Section".

### **Short-term Initiative: Home Maintenance Help**

An easy way to start a trend of using skills for work is to pair up those residents who are knowledgeable about home maintenance and repair with residents who need the repairs. This initiative correlates with Section I, C. Housing Stock and the Maintenance and Repair Objective. Please see that section for additional information.

This initiative could happen in two ways. After conducting the Asset-Based Community Survey, contact those who are skilled laborers. Hold a seminar where the skilled laborers give sessions about specific desired topics. There could be a small charge for attendees which would be given to the presenters. The other way is to find homeowners willing to pay the skilled laborers for their services.

### **Mid-term Initiative: In-home Daycare**

This initiative may take more research and work than the previous one. This is due to the permits required for the in-home care of children. Generally, the same process, an Asset-Based Survey, would be taken to identify those good with children and those in need of day care.

**Long-term Initiative: Other Neighborhood Businesses**

When was the last time Precinct 12 had a corner grocer that people felt comfortable walking to? Was it owned by someone living in the neighborhood? This is a long-term goal which will be achieved through continued improvements to the neighborhood's physical features, safety, and growth.

**B. Neighborhood Conditions**

East St. Louis is an aging city with a lot of history. Its infrastructure is no different. The infrastructure of a city acts like its skeleton and vital organs. Insufficient infrastructure leads to a city which does not function correctly or efficiently. The residents of East St. Louis witnessed this first-hand in 1987 when the City could no longer afford city-wide trash pick up. This devastated the city and it is still trying to recover today.

Taking care of the city infrastructure is the job of the local government. However, when a city can no longer do it on its own nor does it efficiently, something has to be done. The CCP12 is committed to making its neighborhood the best it can be and this includes making physical improvements. Such improvements can be extremely expensive, however there are steps that the community can take to either help the city or alert the city to specific problems.

***B.1. Goal: Control Trash Conditions***

The presence of trash in East St. Louis is no new occurrence. It has been illegally dumped in the area for decades. As previously mentioned, illegal dumping reached a highpoint in the late 80s when the City fell behind on payments to its trash collection service. During several years without trash pickup, residents and businesses either burned their trash or dumped it in vacant lots and alleys. Today, the situation is very similar. Alleyways and vacant lots, even vacant structures, are targets for unwanted trash.

There are many factors that contribute to the continuation of illegal dumping. By identifying these issues, the organization can take its first step toward minimizing and controlling the trash problem in the area. Simply cleaning it up is a short-term fix. Stopping illegal dumping requires a multi-faceted approach. A grass-roots effort to clean up the area and report dumping on a citizen level coupled with a political push of code enforcement by the city will create the needed catalyst. It will involve addressing each issue through active solutions to specific problems.

**B.1.a. Objective: Minimize Illegally Dumped Trash**

Illegally dumped trash is one of the larger problems CCP12 currently faces. It is a tough issue because, as indicated above, no matter how much trash is removed from the neighborhood, it keeps coming back. This section will address this issue by the trash itself, how to get rid of it and how to potentially keep it away.

**Short-term Initiative: Sponsor Neighborhood Cleanups**

As any good neighborhood organization would do, CCP12 has hosted numerous cleanups. Despite the reappearance of the trash over time, cleanups do a lot in the way of community morale and neighborhood cleanliness. They are important as visual reminders showing the community as a whole that the organization is active and productive. Cleanups also help the community by reminding neighbors they should clean up their yards and houses instead of leaving stuff to accumulate. They also reinforce a sense of community pride, which is discussed later in Section I, C. Housing Stock.

There are different levels of cleanups the organization can host; from a simple flier reminding residents to clean out their yards and basements to a neighborhood wide cleanup involving numerous public entities. Below, each type of cleanup is outlined giving a short 'how to' description. Please note that most of the cleanups build on the previous one.

**Spring/Fall Yard Cleaning Flier**

This type of cleanup encourages residents to work on their houses and yards on the same day to garner community bonding. Although a small gesture, this initiative goes back to simply reminding residents these actions should take place and creates more communication between the organization and the residents.

In order to do this type of initiative, a board member or ESLARP RA would create a flier stating the date and time of the scheduled cleanup. It is also important to mention in this flier why residents should be cleaning up their own properties. Reasons can vary from season to season and can be geared toward the CCP12 current goals. Spring cleaning reasons can include ridding the neighborhood of winter debris, preparing yards and gardens for spring plantings and summer growth or a simple 'Spring Cleaning' of basements and household items. Reasons to clean in the Fall include 'winterizing' houses and removing yard waste and debris before winter months.

The flier can be printed by an ESLARP RA. Distribution of the flier could either be done through the ESLARP office, by volunteers on an ESLARP outreach weekend or by members of CCP12. The flier should be distributed two weeks prior to the event with a 'Save the Date' postcard or mini-flier sent out the month before. On the day of the cleanup, CCP12 signs should be posted on heavily

trafficked corners and organization members should support the event by cleaning out their houses and yards themselves (even if it is not that necessary!). This show of member support shows the non-active members of the neighborhood that the active members of the organization whole-heartedly believe in their events.

### **Small Cleanup with Dumpsters**

This cleanup is slightly more involved yet is still on a smaller level, which would not take a ton of work by CCP12. This initiative includes the support of Waste Management by donating dumpsters as well as using the flier from the previous cleanup initiative. This cleanup is similar to the first one but it includes an extra incentive for residents – a free place to dump their trash.

In order to do this type of cleanup, Waste Management should be contacted more than a month prior to the scheduled day (see the Contact Database in Appendix P for contact information). If the scheduled cleanup day is less than a month away, Waste Management cannot put in the proper paperwork to get the requested dumpsters donated. Once CCP12 or the ESLARP RA has coordinated with Waste Management, determining the desired number of dumpsters, it is helpful to Waste Management for CCP12 to provide either address information, street intersections or a map highlighting the desired dumpster locations. These locations should also be added to the flier alerting the neighborhood of the event.

Most often, it is best if this cleanup be a one-day event. If dumpsters are left overnight, they are often too full and overflowing the next day, making pickup difficult. Due to the working schedule of Waste Management, they will likely want to drop off the dumpsters on a weekday morning and pick them up that afternoon/early evening. If working residents are to take part in this event, however, a different time schedule may be requested. The dumpsters can also be dropped off very early Saturday morning and picked up mid-afternoon. Since this is a short timeslot for busy people to take advantage, a good idea may be to have dumpsters dropped off two Saturdays in a row.

### **Site Specific Cleanups**

There are times when specific areas are more trash-ridden than others. This concentration of trash may mean it is time for a Site Specific Cleanup. This cleanup could be a result of analyzing the Neighborhood Assessment maps, located in the Map portion of Section II, or a resident identifying a trouble spot to the organization.

In order to do this type of cleanup, it is important to have a definite goal in mind. For instance, if there is one spot which deserves attention, is the goal to only remove the trash from the site or to also cut the weeds and grass, or beautify the area with plantings. Having a goal will determine the type of equipment needed by the volunteers. This cleanup should utilize fliers and Waste Management as before. Additionally, this cleanup will involve ESLARP for the use of its

volunteers and equipment including gloves, garbage bags, trimmers, cutters and more.

**Large Multi-Entity Cleanup**

This cleanup is the largest effort CCP12 and ESLARP could organize. This refers to the level of cleanup done in April of 2006. As mentioned in the History portion of Section II in the discussion on that cleanup, it took months of planning and requires the close attention of an ESLARP RA. For ideas on how to do this type of cleanup, please see Section II, History under Cleanup for a detailed description.

**Short-term Initiative: Document Illegal Dumping**

A small initiative that has been evolving since the fall of 2005 is to have residents anonymously document illegal dumping when it occurs. Since the city's Code Enforcement staff is small, it cannot catch all the code violations. This is an opportunity for CCP12 and the neighborhood residents to help. By recording information about a new dumping, the residents are aiding the city in doing its job. Although initially this initiative may not appear to be making a difference with the city, it is showing the city and Code Enforcement Department that CCP12 and its residents are serious about catching the violators.

Essentially this program involves very little. Residents would receive several copies of a document which would be used when they notice either the appearance of new trash or if they see the violation taking place. When this occurs, they would fill out the document to the best of their abilities, noting as much detail as possible. If they did not see the actual violation, the resident would only write the date and time (an approximate guess is okay), the street address of the site and the items that were dumped. If the resident does see the person committing the violation, then they would write as much information as they can about that person and their vehicle. Residents must know that this is an anonymous reporting so they don't feel as though they would ever be in danger.

A portion of this document is below; this portion highlights the questions asked on the form.

<p><b>TO REPORT ILLEGAL DUMPING IN PROCESS</b>  <b>CALL 618-482-6700</b></p>	<p>Illegal Dumping Documentation          Concerned Citizens of Precinct 12</p>
Date of illegal dumping: _____	Time of dumping: _____ am/pm
Car's License Plate Number: _____	Car's License Plate State: _____
Vehicle Make: _____	Vehicle Model: _____
Vehicle Color: _____	Unique characteristics: _____
Street address or street and description of location illegal dumping occurred: _____	
_____	
Items dumped: _____	
_____	
Description of person dumping: _____	
_____	
<p><small>*Please put this half in the illegal dumping box at the next Concerned Citizens of Precinct 12 meeting*</small></p>	

The document above was created in early 2006 and is still in draft form. The three versions can be found in Appendix C. It was never decided as to how the document would be collected, thus the backside of the document, where the directions are located, was not completed. There was discussion about simply collecting them at CCP12 monthly meetings or getting a drop-box installed either outside or inside the Community of Christ Church on Waverly and 36<sup>th</sup> Avenue. Another thought was to send it directly to the Director of Regulatory Affairs, which was Myron Cason at the time the first document was created. Yet another option that surfaced in summer of 2006 would be to send it to Robert Easton, the East St. Louis Township Supervisor. Whichever way the document is to be collected, the document in Appendix C in its various forms should be revised before the final version is copied and distributed.

A final thought about format would be to remove the information from the back of the document and to make it a separate sheet of paper, allowing the information to be elaborated. Then, put the self-addressed section on the back side of each half-sheet, thus making every copy self-sustaining, only requiring a stamp. Again, whichever way is chosen, it must work for the residents who are using it. It may be useful to try a test batch before printing copies for the entire neighborhood.

In order to initiate this project a decision as to how and where the document will be collected should be made first. The next step would be for an ESLARP RA to revise the document and to print a predetermined number of copies to be distributed to neighborhood residents. Once residents have the Illegal Dumping Documents, it is important to remind them through the newsletter or fliers to use them whenever they can.

**Mid-term Initiative: Code Enforcement**

Code enforcement is typically done by the city. Since there is only a small enforcement staff for the City of East St. Louis, they may not be aware of every violation. Thus, it is important for the citizens to take this serious matter into their own hands. Without being drastic, this initiative takes simple steps to tackle a large problem. As with a lot of the mid- and long-term initiatives, visible results may not be seen straight away.

**Education**

One way to begin addressing this issue is through education. Often codes are enforced by different agencies (municipalities, county, state, etc.) and in different manners. By looking up and researching codes, who manages them and how they enforce them, the organization will better understand how to alert those agencies of violations. Once CCP12 figures out what the codes are for and who manages them, it can keep track if the city is enforcing them.

**Alert City Officials**

Another way of addressing code issues is to simply attend City Council meetings and alert them of specific violations. The constant presence and obvious concern for these issues will eventually catch the ear of someone who can act on the violation. Additionally, sending the Code Enforcement Department letters with details on specific code violations (address, owner, the violated code) gives the department the information they need to take care of the matter. If it is not remedied in a timely manner, repeated letters would eventually get the point across (one would hope!). Appendix O contains the schedule for Local Government meetings.

**Specific Ordinances**

Investigating specific local ordinances and encouraging the city to concentrate on enforcing those ordinances could have a step-by-step effect, allowing them to focus their energy. Furthermore, CCP12 could propose new ordinances that are not on the books and for which problems exist.

**Neighborhood Liaison**

Since the Code Enforcement Department can not know about every violation, it is important that they get notified by the neighborhood. One way to do this is to have a person designated as the Neighborhood Code Enforcement Liaison who would work directly with the code enforcement department to alert them of violations in the neighborhood.

**B.1.b. Objective: Remove Vacant Structures**

Having unoccupied buildings in a neighborhood takes away from the sense of pride and commitment one might have toward their neighborhood. They are also

targets for vandalism, illegal dumping and crime of various kinds. It is important for a neighborhood's image to have these run-down, dilapidated and unsafe buildings removed.

### **Short-term Initiative: City Tear-down Program**

This is one of the seemingly easier tasks to accomplish because currently, spring 2007, there is a political push to remove derelict vacant buildings. However, CCP12 still needs to show its support for this program and make sure it does not fall through the cracks. In order to do so, it is important to attend city meetings and voice opinions regarding these buildings. If a timetable of when the structures will be torn down is not created in a timely fashion, it is suggested that CCP12 continue to attend council meetings for this issue.

This program requires the addresses of unoccupied buildings to be sent to the city. The CCP12's consultant, Frank Smith, will know where they should be sent. The Neighborhood Assessment recorded unoccupied buildings on a map entitled 'Building Occupation.' Building addresses have been approximated by correlating this map with the parcel map. A special version of the Building Occupation map was created, numbering each vacant building. The approximate address list and a numbered Building Occupation Map should be sent to the city. These documents can be found in Appendix D.

### **B.1.c. Objective: Improve Lighting System**

One way to prevent illegal dumping is to address the actual areas that are being targeted for dumping. Street lighting not only provides the obvious, light in dark areas, but it is also a form of protection from illegal acts that occur in the dark. By making the high dumping areas less dumping-friendly, those looking for an inconspicuous and 'safe' place to dump will be more inclined to find another place to commit their violation. Residents will also be able to see them more easily and report the dumping when it happens.

### **Short-term Initiative: Report to Ameren**

This first initiative is on a grass-roots level. It involves creating a subcommittee to monitor the condition of street lights then reporting the broken lights to the electric company, Ameren. This initiative could also potentially be done with Professor Harwood's Urban Planning 260 students.

The reporting system could be done by either walking or driving around the neighborhood. The pertinent information to record includes the street name, approximate street address and the identification number for the light, which can

be found directly on the light pole. Additionally, poles which do not have a light currently on them could be cited as a potential location for a future light. The subcommittee should check the lights every month or two and send the findings to Ameren or the City.

This survey could also be coupled with a neighborhood assessment of the lighting system one month. This would be done by marking the location and condition of each light on a map. Please see the Neighborhood Assessment in Section II for more information.

More research should be done on this lighting issue as it is possible that neither the City nor Ameren will want to take responsibility of the lights. It is best to know who really owns the lights and who pays for the electricity. Also, research should be done on the exact format that Ameren or the City would like this information reported to them.

### **Mid-term Initiative: Motion-Sensored lighting**

The idea behind this initiative is to buy and install motion-sensored lights on existing poles which are owned by either the City or Ameren, the local electrical company. Not only would this introduce the element of surprise the first time someone tried to dump there, but it would also be an energy-saving, need-based lighting source, making the area a little safer. The targeted areas will be those which are dark and subject to the most dumping. Please see the Neighborhood Assessment Map 'Trash Conditions' in Section II for specific areas in the area. This is a long-term initiative because it will require funding and the cooperation of the City or Ameren. There could be problems getting each entity to agree to putting this type of lighting on their poles and then who would pay the utility and maintenance fees.

The first step in implementing this project would be to research how much the lighting system would cost initially and annually and where CCP12 would get the supplies and labor. Then locate and secure a grant that deals with either community safety and/or health. Please see the Objective A.1.f. on Funding for more information regarding grants.

### **Long-term Initiative: Motion-Sensored Cameras**

This initiative involves installing motion-sensored cameras in areas that have a high percentage of dumping. Coupling lights from the previous initiative with motion-sensored cameras would have an added benefit of potentially catching violators or limiting the dumping in that particular area. An added benefit would be regarding vandalism; these could be placed in areas which are highly targeted. More research is required for this project.

## ***B.2. Goal: Improve Physical Infrastructure***

Properly functioning infrastructure is integral to cities and neighborhoods. CCP12 is focusing on this issue because the neighborhood infrastructure has been in disrepair and is in much need of attention. This is a very large and ambitious goal and one that may not be easily attained; persistence is requisite.

The Neighborhood Assessment, discussed later Section II Neighborhood Maps, is one way to keep track of infrastructure conditions. This assessment will be referenced throughout this goal and is critical in a majority of the initiatives herein. Most of the following initiatives will mention getting an outside public entity involved. By using the assessment maps as documented proof of the conditions, the added visual tool will help persuade those entities to help.

This goal can be linked to Goal C.1.: Greater Pride in Community; Objective C.1.c.: Increasing Homeownership. Often before building new housing in an area, infrastructure will be repaired or completely rebuilt. Promoting new housing helps facilitate new infrastructure and vice versa.

### **B.2.a. Objective: Maintain and Repair Roads/Sidewalks**

Portions of the roads and sidewalks in Precinct 12 are in desperate need of fixing. This becomes a problem when residents and emergency vehicles find it difficult to access properties and households on the damaged streets. In order for the neighborhood to be passable to vehicular and foot traffic, and thus safe, action should be taken.

#### **Initiative: Notify Decision Makers**

Informing those who are directly responsible or who have a significant impact on the project is the basis of this initiative. It involves several concurrent tasks. Consistently having CCP12 members attend City Council meetings is one way to express the organization's interest in local affairs. Moving beyond this, presenting the neighborhood's situation to the City Council at their monthly meetings is an effective way to catch attention. It is required to get on the agenda prior to the meeting. In preparing for such a presentation, it would be helpful to have information backing up the request for repairs. Giving each council member a corresponding Neighborhood Assessment map, from Section II would be an effective visual aid in highlighting the worst areas. Contacting the media informs residents on a wide-reaching scale of the issues and also makes politicians take note of the organizations efforts.

**B.2.c. Objective: Fix Broken Signage**

Precinct 12 has many signs that are either broken or missing. Signage is important in conveying pertinent information to road users, without them, violations are more likely to occur. They also can convey unity about the neighborhood or indicate that the neighborhood is serious about certain issues such as illegal dumping.

**Initiative: Notify Decision Makers**

Informing those who are directly responsible or who have a significant impact on the project is the basis of this initiative. It involves several concurrent tasks. Consistently having CCP12 members attend City Council meetings is one way to express the organization's interest in local affairs. Moving beyond this, presenting the neighborhood's situation to the City Council at their monthly meetings is an effective way to catch attention. It is required to get on the agenda prior to the meeting. In preparing for such a presentation, it would be helpful to have information backing up the request for repairs. Giving each council member a corresponding Neighborhood Assessment map, from Section II would be an effective visual aid in highlighting the worst areas. Contacting the media informs residents on a wide-reaching scale of the issues and also makes politicians take note of the organizations efforts.

**Mid-term Initiative: Funding to Independently Repair Signs**

One way to potentially expedite the repair of the neighborhood signage is to do it independently of political processes. This would require either locating grants which specifically deal with improving neighborhood safety and appearance or to raise the funds through neighborhood- and city-wide fundraisers. Please see the Objective A.1.f., Funding under Organization Structure. Before attaining funding, it would be wise to talk with Public Works to garner collaboration for this project.

**Long-term Initiative: Get IDOT Involved**

IDOT stands for the Illinois Department of Transportation. This initiative would only be effective if IDOT's jurisdiction includes City of East St. Louis roads, this should be researched. They would be interested in this effort because they are responsible for care and maintenance of all Illinois roads. Contact them in an amicable manner to let them know that there are faulty signs in this neighborhood and their assistance would be appreciated. Providing them a map with the location and condition of each sign would help with persuading them there really is a problem. This map is available in the Neighborhood Assessment Section.

**B.2.d. Objective: Remove Dangerous Trees**

East St. Louis often sees storms that are very destructive. This was apparent in the summer of 2006 when a storm felled many trees and caused a massive power outage which lasted over a week in some areas. Many trees in Precinct 12 are old and in danger of falling down with the next strong wind. In order to prevent this, hazardous trees should be cut down before they do damage.

**Initiative: Notify Decision Makers**

Informing those who are directly responsible or who have a significant impact on the project is the basis of this initiative. It involves several concurrent tasks. Consistently having CCP12 members attend City Council meetings is one way to express the organization's interest in local affairs. Moving beyond this, presenting the neighborhood's situation to the City Council at their monthly meetings is an effective way to catch attention. It is required to get on the agenda prior to the meeting. In preparing for such a presentation, it would be helpful to have information backing up the request for repairs. Giving each council member a corresponding Neighborhood Assessment map, from Section II would be an effective visual aid in highlighting the worst areas. Contacting the media informs residents on a wide-reaching scale of the issues and also makes politicians take note of the organizations efforts.

**Short-term Initiative: Collaborate with the East St. Louis Park District**

As the park district cares for all the green spaces in East St. Louis, they are well equipped to recover from a major storm. They may be willing to partner with CCP12 to remove unsafe trees. Providing them a map with the location and condition of each tree would help facilitate this partnership and project. This map is available in the Neighborhood Assessment Section.

**B.2.e. Objective: Build Community Center**

Creating a central location for community activities and organization meetings is a big step for CCP12, one that takes substantial planning. However, with determination, it can be accomplished. There is a lot of preparation work to be done before building starts; funding, programming and logistics just to name a few. Other issues may come up as CCP12 will also be responsible for property taxes, utilities, insurance and keeping the building secure.

This objective is tied to the Capacity Building goal as this will create capacity for the organization by adding to its responsibilities and creating a place to meet and hold other activities.

**Initiative: Partner with Local Church**

CCP12 has already partnered with the Community of Christ Church on Waverly; it is simply being mentioned here so that the records are kept. The details about the partnership and the agreement that has been set up should be documented and put into this Plan.

**Short-term Initiative: Hold a Community Charrette**

This initiative and the one below are similar but vary on the approach to the same solution. In order to find out what the residents want from a community center, a good idea is to have ESLARP set up a charrette. A charrette is an intense planning and design period intended to seek out ideas from neighborhood stakeholders. It is essentially a community meeting where ideas about what the residents would like to see are shared, explored and designed at the meeting.

When doing this initiative, an ESLARP RA could take the lead, organizing designers, planners, and architects from the University of Illinois to be in attendance with the residents. They could set up the date and advertise through the CCP12 newsletter, fliers and/or the media.

**Short-term Initiative: University Class Participation**

This and the initiative above are similar but vary on the approach to the same solution. Being connected through the University of Illinois has its benefits. One is having access to classrooms full of college students with the time and energy to work on specific tasks. This initiative uses these resources available. Simply ask ESLARP to connect CCP12 with an interested class. An urban planning class could develop a conceptual design and programming while an architecture class could create designs for the building. As of May 2007, Bob Selby of architecture was potentially interested in starting such a project.

**C. Housing Stock**

The first thing an individual sees when driving through a neighborhood is the houses. The type, quality and condition of the housing stock thus give the first impression of the area. These factors determine how a person perceives the neighborhood and, ultimately, how they might react to it. Maintaining features of the housing stock to portray the area's sense of character is therefore important in preserving the true quality of the neighborhood.

### ***C.1. Goal: Greater Pride in Community***

Creating a greater sense of pride in one's community is no small task. As with most things in this Strategic Action Plan, this will be achieved with hard work, dedication and patience. Community pride will come slowly only after a combination of the initiatives in this plan is accomplished.

When one enjoys the place in which they live, they tend to take care of it more and vice versa. This goal's aim is to foster pride by facilitating care and maintenance to the places in which the residents live, no matter if an owner or renting. Renters are included in this effort because often when one is a long-term renter, a sense of place attachment can occur. They become a part of the community, taking action in the local neighborhood organization and having pride in the garden they may grow or the repairs they have done to their housing unit.

#### **C.1.a. Objective: Structural Maintenance and Repair**

The importance of maintaining and repairing ones home goes beyond aesthetics. Maintaining proper upkeep helps secure the investment on the home and property. Often residents in the city do not keep up a level of maintenance for their buildings. Possible reasons include the inaccessibility of home loans for repair or inability to maintain one's home themselves. The problem is not that the residents don't want their properties to be well maintained, but that they may not have the resources or ability to do so.

#### **Short-term Initiative: Insurance Photos**

Sometimes, damage to a home happens without warning. Such as a severe thunderstorm where trees are knocked over, potentially falling into a roof or fence. Another example is when heavy equipment comes into the neighborhood to do work on a road or sewer and the machinery's weight and force cracks either a driveway or a foundation. In these instances, it is best to have proof of what the possession looked like prior to the incident for insurance purposes. By taking photos of valuable items, the owner has assured that if damaged, they have proof of its condition.

This initiative is simply to remind community members to take photos of all their valuable items, making sure to get several angles and all sides. The reminders could be in the newsletter, during regular CCP12 meetings or through a specialized flier created for this initiative.

This is applicable to both homeowners and renters. For renters, it is important to take photographs of the condition the apartment or house is in prior to moving day. This gives the renter leverage and proof if a landlord falsely claims damages

by the renter. For homeowners, it is important to show what condition the house was in before something happens such as

### **Mid-term Initiative: Home Improvement Seminars**

This initiative could happen in several ways. Seminars could be hosted by local residents that have experience in specific areas as discussed earlier in the A.2. Goal, Asset-Based Community Development, under Home Maintenance Help. Another option would be to have an ESLARP sponsored seminar, where skilled professionals would present. A third option is to request a donation from Home Depot, or another large home-improvement store, in the form of a free seminar. Finally, there are organizations, such as the Illinois Coalition of Community Organizations, which could potentially give a presentation to CCP12 and several of its sister organizations (contact information under Chris Miller in the Contact Database). All of these options may be more feasible if CCP12 does work with one or more partnering neighborhood organization. Additionally, CCP12 would have to advertise these seminars to the neighborhood, possibly targeting specific people who may need extra help or who have asked for assistance.

### **Long-term Initiative: Group Contracting**

There is an opportunity for collaboration if there are larger, more extensive projects that homeowners need done. For example, if someone needs their roof fixed, they could come to CCP12 and ask if there are other homeowners that need their roofs fixed. CCP12 could put an “advertisement” in the newsletter that asks the community if anyone else needs the same. The group of people could search for contractors who would be willing to give a discount for a contract of 8 houses all together. Often, contractors would prefer to do a lot of roofs in one area and give them a deal rather than do one house here and there.

### **C.1.c. Objective: Increasing Homeownership**

CCP12 has a desire to attract and retain new families and homeowners. This is one way to create a pride in the neighborhood; to increase the number of people who would be dedicated to keeping their neighborhood a friendly and safe place to live. The opportunity is there as the neighborhood has a lot of vacant lots, many owned by public entities, which could be sold and built on.

### **Long-term Initiative: Land banking**

Land banking is a huge topic and will need a lot of research, including legal research. In order to be successful, it may be wise to partner with another organization. An article regarding land acquisition by Community Development Corporations is attached as Appendix E.

It is important to note the following according to the incorporation of CCP12:

“The incorporation of CCP12 does not entitle it to a property tax exemption. This must be applied for through the Board of Review in the county where the real estate is located.”

In order to gain property tax exemption, CCP12 should apply for this exemption through the St. Clair County.

When thinking about land banking, one needs to think about the future and which land will be the most beneficial in which to invest. What’s the big picture? What is the neighborhood dynamics? In what areas would the CCP12 be interested in land banking and which properties are seen as the good vacant lots? These are all questions to keep in mind when researching land to bank.

**Long-term Initiative: Infill**

As with land banking, infill projects require a lot of research. Furthermore, it will require capital and initial funding. Infill projects will most likely require partners willing to invest in this endeavor. Also, CCP12 could consider partnering with local developers to create infill projects.

## **Part II: Concerned Citizens of Precinct 12 Background**

## **II. Background**

### **A. Organizational Documents**

Following are the founding documents of CCP12. They represent the purpose and ambitions of this organization. Most of these documents were created before partnering with ESLARP and truly show the hard work of the members in the organization.

In this three-ring binder form, there should always be several copies of each of these documents so that the person using this Plan can use them when the need arises. Whether it is for grant writing purposes, securing donations, advertising the actions of the organization or simply telling someone about the organization.

#### ***By-Laws***

The By-Laws of this organization were adopted on October 26, 2002. They were amended on March 17, 2003 and May 19, 2003. They were put onto CCP12 letterhead on April 11, 2007.

**[See Appendix F for Copy of Document]**

#### ***Mission Statement***

The Mission Statement of this organization was created on October 26, 2002 and is stated in the By-Laws. The Mission Statement was put on letterhead on April 11, 2007. This statement represents the overall goals of CCP12 and what it plans to achieve over time through all its activities and efforts. This can be used on fliers and for media purposes to promote the organization.

**[See Appendix G for Copy of Document]**

#### ***Incorporation Letter***

The Articles of Incorporation were sent to the Secretary of State, Jesse White, on October 26, 2002, the same day the By-Laws and Mission Statement were created. The incorporation was filed by the Secretary of State on November 12, 2002 on Book 3744, Page 1976.

According to the letter, the corporation (CCP12) is required to file an annual report each year. Forms are to be sent to CCP12 annually by the Office of the Secretary of State 60 days prior to its original date of incorporation, November 12.

According to the Secretary of State's website, last referenced on April 29, 2007, CCP12, a not-for-profit corporation, was in good standing. In order to find this updated information, go to ([www.sos.state.il.us](http://www.sos.state.il.us)), click on 'Departments' then 'Business Services' then 'Corporate/LLC Search/Certificate of Good Standing.' Then click the phrase 'Search the Real Time Corporate/LLC Database/Certificate of Good Standing.' You may try the following link [www.ilsos.gov/corporatelle](http://www.ilsos.gov/corporatelle) if it has not changed. This will take you to a page where you type in 'Concerned Citizens of Precinct 12' under Step 3, then click submit. Click 'Concerned Citizens of Precinct 12' on the following results page and you will come to the updated Corporation File Detail Report. CCP12 is under File Number 62520868.

The following does not entitle CCP12 to a property tax exemption. This must be applied for through the Board of Review in the county where the real estate is located. This may be worth considering if CCP12 would like to start land banking.

**[See Appendix H for Copy of Document]**

### ***501c3 Status Letter***

The CCP12 applied for 503c1 tax exempt status and was approved on February 26, 2005. Contributions to CCP12, a public charity, are deductible under section 170 of the Code. CCP12 is also qualified to receive tax deductive bequests, devises, transfers or gifts under section 2055, 2106 or 2522 of the Code.

Also, CCP12 needs to re-file 501c3 documentation every year to maintain good standing. If the organization doesn't file, it can back file, but this process is complicated and not recommended. If the organization doesn't file up to three years, it will loose its standing as a 501c3.

**[See Appendix I for Copy of Document]**

### ***Past and Present Executive Board***

Listing the past and present Executive Board of CCP12 is a way to keep track of the history of the organization. This document should be updated when there is a change in the Board.

One way to expand the usability of this document is to develop bios for each board member. This is important because in certain situations, writing grants for instance, it is good to include some background information about Executive Board members.

**[See Appendix J for Copy of Document]**

### ***Membership List***

The following is the list of members from both August 15, 2005 and from July 17, 2006. Keeping track of the members is useful when trying to recruit additional and committee members, as it tells CCP12 who has been involved and who keeps up with membership dues. It also is important when applying to grants and other funding as a way to show the active and dedicated community members.

**[See Appendix K for Copy of Document]**

### ***Meeting Agendas***

The following is a compilation of the CCP12 meeting agendas since inception. This is not a complete list, but it shows the progression of issues from meeting to meeting, year to year. Featured guests are also listed in the agendas. It is important to keep track of the agendas in the future so as to continue this ability to analyze the organization's growth.

The information in these agendas can be used in a range of situations. It can be used in grant writing and fund raising, community outreach and promotion, and in the media, to name a few.

Every meeting is additionally documented through minutes taken by the Secretary. These minutes are a more detailed record of the meetings and can be referred to if necessary. At some point, it may be beneficial to type the minutes up each month and keep them in this document as well.

**[See Appendix L for Copy of Documents]**

### ***Short Profile***

This one-page, double-sided document is a summary of the organizations history, activities and accomplishments. This document was specifically designed to be used for a wide range of informational needs, such as grant writing, securing donations and as a quick background for the media if putting a story in a

newspaper. Also, there are extra copies of this document in the back pocket of this binder to be used as handouts to grantors or other interested parties.

**[See Appendix M for Copy of Document]**

### ***Meeting Schedule 2007***

CCP12 holds their General Community Meetings every third Monday of the month at 6:00 pm. The Executive Board Meetings are the week before on the Thursday at noon. It is important to note that sometimes the Executive Board meetings are on the second Thursday and other times they are on the third Thursday, depending on what day of the week the month starts. Appendix N contains a calendar for 2007 for ease of remembering meetings. This calendar also has the local government meetings.

**[See Appendix N for Copy of Document]**

### ***Local Government Meeting Schedule***

It is crucial for CCP12 members to attend local government meetings and represent the neighborhood. Attached is a list of local government entities and their meeting times. This document is always on the back of the CCP12 community meeting agendas.

**[See Appendix O for Copy of Document]**

### ***Partners and Affiliates***

Networking is important in getting ahead in any area of life and it is extremely useful for organizations. Keeping track of the partnerships and affiliations the organization is associated with is vital to staying connected. Whenever the organization or a member makes a new connection, the contact information for that individual or organization should be entered into the Contact Database.

The Contact Database is attached as Appendix P and is also on the CD-ROM. When entering information into the database, please add it to the excel worksheet labeled "Add Info Here." This worksheet is linked to the other worksheet called "Print From Here," which formats the information into a printable document.

**[Documentation attached as Appendix P]**

## **B. History**

This organization has been operating since late 2002 and the momentum of this organization has been in the works long before then. In the time since its inception, CCP12 has accomplished many things. It is important to record the events and activities in which CCP12 is involved, either hosting or by partnering with other organizations, so as to use these events as marketing tools for new ventures and to continue the momentum.

### ***Events and Activities***

The intention of this sub-section is to be a timeline detailing the events of each year with a narrative about each event. This section will require more research by an ESLARP RA which would enhance the strength of this section and the organization.

Activities Summarized:

1. Children's Easter Egg Hunt
2. Safe Halloween Trick-or-Treat
3. Christmas Baskets
4. Leadership Conference
5. Cleanups

### **Survey**

The Executive Board was surveyed on April 20, 2007 regarding the activities of CCP12 since its incorporation. The survey was a two-page document with five questions which was mailed directly to the members for completion. The questionnaire asked the board members to recall the past of the CCP12. It was to record the history, frequency and success of activities it has completed. The survey was done this way specifically to include personal references to the past activities of CCP12 in this Plan. Research has been started with the following survey but much more can be done.

**[Documentation attached as Appendix Q]**

### ***Recent Event Fliers***

The following event fliers, like many of the documents from the previous section, are useful in documenting the history of the organization. They can be used as templates for future community outreach and communication. They can also be used to show the different ways the organization is affecting and benefiting the

neighborhood to foundations and other financial providers. Also, photos should be kept from each activity to additionally document impact.

**[Documentation attached as Appendix R]**

### ***Detail of Past Events***

Writing a detailed description of events the organization participates in or hosts is crucial in keeping track of how things were done and how to potentially do them again in the future.

#### **April 2006 Cleanup**

The neighborhood-wide cleanup on April 7-8, 2006 was a huge success. CCP12 collaborated with ESLARP to host what was quite possibly the most comprehensive cleanup in the area in many years. The cleanup effort would not have been as far-reaching and effective without the support and donations of several key players. Waste Management was central to this operation and was the first entity on board with the project, without them, this cleanup would not have been nearly as effective.

The earlier the organization can get groups involved in the process, the better. They have more time to think about the commitment and prepare to participate. However, it is good to keep in mind with a long preparation time, things are bound to change, so be prepared for things to adjust, planning logistics at a later time.

First contact with Waste Management occurred six months prior to the cleanup. The main person CCP12 worked with at Waste Management was Joe Duraco [see the Contact Database for information]. Though still unsure of his title, he is one of the top decision makers at the Milam Landfill site in East St. Louis. Waste Management donated seven 20-yard dumpsters and one 40-yard dumpster for tree limbs, an end-loader to move piles of trash, numerous trucks, a friendly and helpful crew as well as plenty of free dumping. Five other entities became involved after using Ownership Maps which outlined properties each entity owned in the neighborhood as persuasion. Meetings were set up beginning in late February, starting with the largest owner, St. Clair County. Meetings were conducted in person at the offices of each entity.

Donations for the cleanup were as follows. St. Clair County agreed to remove 500 tires from the precinct, donated dump trucks, and an end-loader with crew. The City of East St. Louis also donated dump trucks, an end-loader with crew and stored the surplus tires (over the 500 the County removed) in the City Garage until the following Monday. The East St. Louis Housing Authority loaned new

equipment to the volunteers, including gloves, wheelbarrows, rakes, shovels and lots of garbage bags. The East St. Louis Park District donated their trash truck, two Johnnies-on-the-Spot, as well as crew with chainsaws to cut down dead trees. A private land owner also graciously donated a truck and trailer for moving tires to the City Garage, a riding lawn mower with his own crew as well as a Bobcat with a bucket for loading the dump trucks which he personally operated. However, he asked to remain anonymous if mentioning this effort to the press.

Let's not forget the volunteers! Students from University of Illinois and Principia College in Elsah, IL, worked side by side with residents to remove illegally dumped trash, tires and scrap metal as well as to beautify several lots by removing tree limbs and mowing the grass. Photojournalism students from Principia College were also at the clean-up documenting the event through photographs and interviews with students and residents. These photographs can be found on the CD-ROM included in this document. Principia students are always looking for volunteering opportunities, so it is good to keep them in mind for future projects. Also, the photojournalism professor, George Cooke, showed interest in bringing his class for similar projects; his contact information, along with other Principia contacts is in the Contact Database.

On Friday, as the end-loaders were busy at work and dump trucks were roaring by, volunteers began making piles of tree limbs at one site, 'swamping' another site, which means preparing it for mowing by removing all the trash from the lot, and picking up what the end-loader couldn't get at yet another site. The volunteers worked at several other sites on Saturday. In the morning, another lot was 'swamped' and mowed by volunteers, while more limbs were removed from a different lot. At lunch, the volunteers and crew got a break from work with food provided by the CCP12 as well as a resident of the precinct. After lunch and a presentation of gratitude from the CCP12, the volunteers returned to work, tackling the main road that runs through the precinct. They picked up trash along the side of the road, removing large items from the back of several lots and cutting and mowing down large weeds on another lot.

In the end, more than five hundred tires and one hundred and fifty-two tons of illegally dumped trash were removed from the precinct during this cleanup. The organization was very grateful to all that were involved to help make this such a successful event.

Appendix S contains an information sheet which was handed out to volunteers as well as the flier which was distributed to the neighborhood before the cleanup.

**[Documentation attached as Appendix S]**

## June 2006 Leadership Training Conference

On June 7, 2006, members of the Executive Board and other community members attended the Eighth Annual Leadership Conference: Leadership in the Real World. This conference was held in Champaign, IL by University of Illinois Extension and the Department of Human and Community Development ([www.communitydevelopment.uiuc.edu](http://www.communitydevelopment.uiuc.edu)).

The seven members who attended all received scholarships through the Department of Human and Community Development. Anne Silvis is the point person for these scholarships. Her information is in the Contact Database. Overnight hotel stay was arranged and provided by ESLARP. Transportation was the only cost to the attendees.

The one day conference consisted of the following sessions:

Opening Talk: Unlocking the Power of Communities

1<sup>st</sup> set of Concurrent Sessions:

Planning for the Future: Homeland Security

Tools and Skills: Facilitation – Helping people work together better

Building Community Involvement: Cultural Differences as a Mirror of our Similarities

Leadership Learning: The Leadership Evolution

Lunch Talk: Leading, Learning, and Unleashing Potential: Youth Leadership in the Real World

2<sup>nd</sup> set of Concurrent Sessions:

Planning for the Future: Using Community Foundations to Build Community

Tools and Skills: Building Consensus – Finding Common Ground

Building Community Involvement: Innovation and Action – Strengthening Real Time, Real World Youth Leadership

Leadership Learning: Leading without Power

Summary Talk: Mark Homan

A survey was given to the two Executive Board members in attendance so they could relay what they learned in their own words. These surveys are attached as Appendix T along with a copy of the scholarship letter written to Anne Silvis to obtain scholarships for each attendee. In order to obtain the scholarships, a similar letter is required for each person attending the conference.

**[Documentation attached as Appendix T]**

## **C. Neighborhood Maps**

The following documents were created specifically for CCP12 in partnership with ESLARP. They are referred to in Section I of this Plan and are designed to be referenced often when dealing with related issues. The majority of these documents involve maps which have been explained and discussed within their subsections. Each has an explanation of how to utilize the information contained within each map and in the type of projects they will be useful.

### ***Parcel Data & Map***

The Parcel Data and Parcel Map are the two documents from which the following Ownership and Neighborhood Assessment Maps have been created. The Parcel Data is an Excel Spreadsheet with parcel numbers, site addresses, and parcel owner names and addresses. Since the Parcel Data is quite extensive, it has been attached as Appendix U. The Parcel Map is from the plat map book created and used in the St. Clair County Assessor's Office. There are also plat map books in the ESLARP office.

### **Purpose**

Having access to this information is crucial in dealing with absentee landlords and delinquent property owners. Knowing exactly who owns the property and how to get a hold of them allows the organization to take control of otherwise hopeless situations. It is also vital when requesting help from public entities which hold ownership of land in the neighborhood. By giving them a list of the parcel numbers they own and the problem with those parcels, it helps them address the situation. Other reasons for having this information are highlighted in the discussion of the Ownership Maps and Neighborhood Assessment.

### **Getting the Data**

The information was obtained through the Office of Gordon Bush, the St. Clair County Assessor. It is unclear exactly how the 2003 data was obtained, but it was most likely through the Assessor's Office. To obtain the most current 2006 data, Dr. Gordon Bush's office was contacted and through a series of correspondence, the spreadsheet was emailed to ESLARP. Dr. Bush's email is [drgordonbush@co.st-clair.il.us](mailto:drgordonbush@co.st-clair.il.us) and his phone number is 618-277-6600 ext. 2500. More detailed information is in the Contact Database.

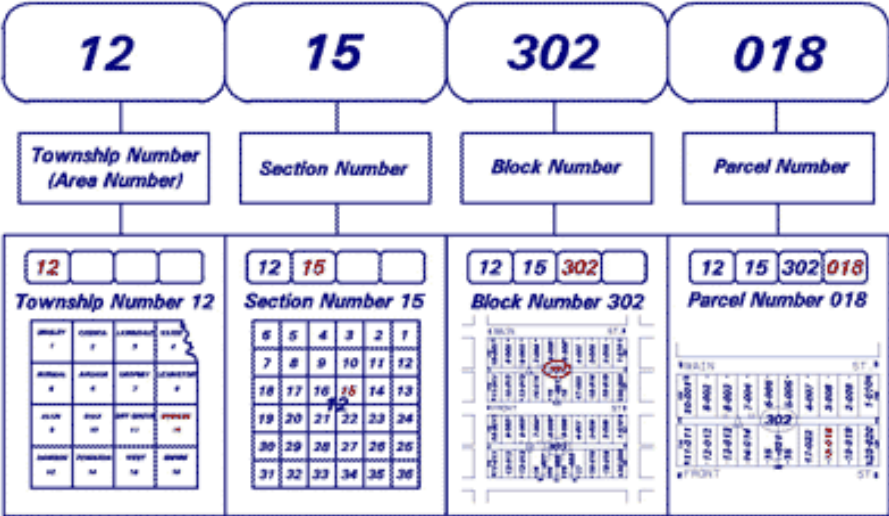
**How to use this Data**

It is important to be familiar with the Parcel Data, specifically the electronic Excel file. By sorting all the data by a particular column, the file organizes the entire set of information into alphabetical order by that column, allowing one to look up specific property addresses, owners or even particular parcel numbers. When using this document, it is important to never save the changes made so as to preserve the original information. The printed version of this document, in Appendix U, is organized by the Parcel ID number.

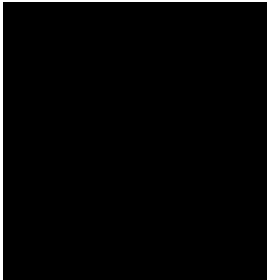
**How to use the Map**

The Parcel Map is best used to look up parcel numbers and to reconcile and verify parcels with addresses. They have been scanned and assembled in Photoshop for this Plan. The electronic copy of this map is highly detailed and can be zoomed in to read the parcel numbers.

This map is very old and has been altered many times over numerous years; therefore, it is difficult to read. A parcel number has a set of four numbers divided by dashes, below is a diagram. The first number is the township number; every county is divided into a set number of townships. Precinct 12 is in East St. Louis Township, there for the numbers are all the same. The second number is the Section Number, as every township is divided into sections. There are two different sections in Precinct 12. The third number is the block number, meaning each neighborhood block has its own designated number. A block is one piece of land, bounded by roads on all sides. Blocks are divided into parcels. The final number is the individual parcel number. This is a unique number to the specific plot of land. As mentioned before, the plat map has been revised many times and often, there are numbers that seem to be out of order or incorrect. Often what has happened is that smaller lots have been grouped together to make one larger lot.



Below is a portion of the following Parcel Map



## ***Ownership Maps***

Ownership Maps utilize both the Parcel Data and the Parcel Map. They were created by reviewing the Parcel Data, looking for public entities which owned parcels, this list includes East St. Louis Housing Authority, Park District, the City of East St. Louis and St. Clair County. Also, owners holding 10 or more parcels were recorded, in which only one landowner came up, Bi-State Trucking. All this information was color-coded digitally onto a map in Adobe Illustrator. This was done using both the 2003 and 2006 data. The following two pages contain these maps, respectively.

### **Purpose**

The reason for making these maps and using this information is two-fold. Initially, CCP12 was able to use the first set of 2003 maps as leverage to persuade the County, City and other entities to agree to provide assistance with the 2006 cleanup. These maps proved to be powerful visual tools to show each entity exactly how much property they owned in the area, for which they were to be held responsible. In the time since then, they have been updated and the new 2006 maps are used as continual reminders to entities to keep their property maintained.

The Ownership Maps, as they stand now, are best used for the public entities highlighted. This is because no alterations would need to be made to point out which entity owns which property. CCP12 could send them to the entities or use them in public meetings. They are easy visual aids for the properties an entity owns and needs to maintain.

Correlating these maps with the Neighborhood Assessment Maps allows one to quickly see who may own overgrown lots, for example. They can be very persuasive evidence of the neglect and liability on the part of the public entity. If an area is high in trash and is overgrown, look at the ownership map and see which entity may be responsible. Also, in conjunction with this, if parcels are not owned by one of the highlighted entities, then a quick address search in the electronic copy of the Parcel Database will reveal the delinquent owner.

## ***Neighborhood Assessment***

A neighborhood assessment, in this case, is referring to a physical survey of the neighborhood. It looks at selected aspects of physical features in the neighborhood and catalogues them in their current condition. These conditions are represented through a map which details each parcel and its condition.

There are many categories of physical features in a neighborhood which can be assessed; buildings, land and landscape, land use and activity, design and artifacts. Buildings can be assessed by their architecture, age, size, level of maintenance, vulnerability to change and occupancy status. Assessing land and landscaping includes documenting the type of land and how it is maintained. Land use and activity refers to recording whether the land is used for residential, commercial or office space and how often this land is used and for what purposes. The design of a neighborhood can be documented through the street pattern and layout as well as the condition and appearance of sidewalks, curbs, streets, lighting and even the presence of trees along the street. The artifacts of a neighborhood refer to signs and their condition, number of cars per household, anti-crime devices, and objects in yards. Although somewhat extensive, the above is not an exhaustive list of neighborhood characteristics that can be recorded. The characteristics chosen are based on an understanding of what is most important to the neighborhood residents to address at this point in time.

Each survey conducted has a different goal, thus it covers different aspects of the neighborhood. Some assessments will be an in-depth look at the neighborhood, being very detailed in the data collection. Others will be more general, simply looking at a few aspects or collecting general data across the board. The last survey done in the Lansdowne area was the survey which was prepared in 2001 by ESLARP. This survey was fairly detailed, recording property condition and amount of trash, obstructions of and trash on the public right-of-way and five building features; occupancy, condition, material, number of stories and improvements.

The following survey, which was conducted specifically for CCP12 in February and April of 2007, was designed to be a general assessment, looking briefly at a range of factors. These factors include building occupation and design issues including road and sidewalk conditions. Additional factors are land and landscaping conditions, which include the presence of trash, and artifacts such as signs, street lighting and the state of unstable trees.

### **Purpose**

Although general, this assessment is designed to pinpoint the main problems and problem areas in the neighborhood. These maps are intended to be used as

resources when approaching a public entity for help or to submit with a grant to show conditions. It was also done on a general level so that it would not be too complex and could be replicated by the organization with the help of an ESLARP RA. Some surveys are extremely detailed, making interpreting the data very complicated and even more difficult to replicate. The data here should be fairly easy to interpret for all.

These maps keep track of the neighborhood conditions, identifying places which are in need of repair. Thus, it is additionally important to update the assessment every couple of years to keep its information current.

### **How to use these Maps**

The Neighborhood Assessment can be used for a variety of initiatives, grants and projects. By analyzing each map as well as using them in conjunction with each other, CCP12 can make a case for why a cleanup is necessary or why the roads should be fixed, for example.

The Executive Board and CCP12 members are already familiar with the area and may already know what each map says. However, this information is helpful in showing others outside the neighborhood what the conditions are as well as familiarizing ESLARP RAs and other volunteers.

In grant writing, it is one thing to describe the extent of which the trash is a problem. However it is even more powerful to show a map and include pictures of what each category indicates. By supplying this information with the grant application, it may make the case stronger and more likely to receive the funds requested.

Initiatives, such as the unoccupied building teardown program, will benefit from the building occupancy map, which highlights the vacant housing. Projects will benefit from this information because it will be easy to determine where cleanups should occur, where dumpsters should be placed or where

### **Descriptive Analysis of each Map**

Each of the following has a short description and analysis preceding the map. These paragraphs will discuss what was being measured and to what degree. Each map can be used for specific projects and there will be a discussion on this for each.

It is important to note that these maps can and are designed to be used in conjunction with each other. This could show relations between poor streets and

high dumping, or vacant lots and overgrown weeds. An analysis can be done by overlaying them in Illustrator or simply comparing the paper version.

### **Building Occupancy**

This map shows whether there are occupied buildings or unoccupied buildings on the lots or if they are vacant. This map has been used for the City-wide tear down initiative which has been recently initiated. It can also be used when looking at the property condition and even the trash conditions.

### **Property Condition**

This map highlights properties and how well they are maintained. The categories for this map were mowed and/or landscaped, partially overgrown and completely overgrown. This map can be used to show the public entities with property in the area which of their properties are not properly mowed. It can also be used to send letters to absentee landowners who do not keep up their property. Additionally, the map can be used to request the Code enforcement charge the owners who do not properly take care of their land.

## **Trash Conditions**

This map shows the extensive illegal dumping which occurs in the neighborhood. It has three categories which are little to no trash, limited trash and extensive trash. This map can also be used to show public entities where the problems are and request to help fix those problems. It can also be used as a public awareness aid to let residents know where the dumping is occurring and to be on the look out for more occurrences.

## **Road Conditions**

This map traces the roads with color indicating those which are impassable from those that are well maintained. There are three categories of conditions; good, fair and poor. The poor roads are those with large potholes and are somewhat impassable. The fair category indicates roads that have large swells or bumps but are sill passable, while the good roads are simply that. This map is extremely useful to use at City Council meetings to point out that the neighborhood has roads which should not be overlooked.

### **Sidewalk Conditions**

This map traces the sidewalks with color indicating those which are non-existent and not walkable from those that are well maintained. There are three categories of conditions; whole, covered by grass or cracked, and completely missing. This map is also extremely good to use at City Council meetings to point out that the sidewalks should not be overlooked and that they should be repaired.

## **Signage**

Signage is something that is vital to a neighborhood, without it, the area can be somewhat unsafe. This map shows where the broken and missing signs are located. This map can be used to garner support for replacement of the damaged signs. By sending it along with a grant application for improving safety of the neighborhood, it may persuade the grantors that this well deserved.

## **Hazardous Trees**

When storms hit the area, old trees can easily fall down. This map highlights where the dangerous and potentially dangerous trees are located. This is a very important map which can be given to the Park District or the City to show where they need to concentrate their efforts.

## **Part III: Future Goals**

### III. Future Goals

This section will highlight several of the goals and ideas that CCP12 would like to tackle at some point in the future. It will also be a discussion of other issues that may come up, leaving it open for future ideas and exploration. Further, future Executive Board members and ESLARP RAs will have the opportunity to take these ideas and work towards handling them. This section could also be used as a depository for ideas which are to be considered in the future.

Additionally, as mentioned throughout, if this document isn't complete enough, it should be continually added to. If a better history is needed to aid in getting funding, interview people and get more information; research topics in which the surface was only scratched. The Executive Board, other interested members and ESLARP RAs should research into areas of interest and concern.

Issues that are a currently a concern and may continue to be so in the future include some of the following; crime prevention, programming of community-wide recreational activities, economic development, job creation, greater access to jobs and work-related and vocational training.

Crime has always been a problem in East St. Louis, but recently the issue has become more of a problem with the appearance of gangs. This affects the neighborhood in serious ways, making homeowners feel unsafe and creating a waterfall of effects. Community-wide events can be as simple as a block party to a neighborhood festival. This could actually be looked into for potential shorter-term goals. Economic development relates to the final three future goals. By having greater access to jobs, whether in the neighborhood or through transit system, having the training to get the jobs which have been created all work towards greater economic stability for the neighborhood.

A lot of these issues are too large to tackle with simple initiatives; however, by steadfastly adhering to this Strategic Action Plan, residents will feel safer, have more pride in their community, maintain their homes and love the place in which they live.

The Concerned Citizens of Precinct 12 is an ambitious and inspiring organization. The initiatives, objectives and goals contained herein are only the beginnings to what the organization can and will achieve. The future is bright for CCP12 and its members and this author is proud to have been a part of their history.

## **Appendices**

## Appendices:

- Appendix A: Grant Examples
- Appendix B: SENDO Asset-Based Survey
- Appendix C: Illegal Dumping Documentation
- Appendix D: Map and List for City Demolition
- Appendix E: Land Banking Research
- Appendix F: By-Laws
- Appendix G: Mission Statement
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- Appendix J: Past and Present Executive Board
- Appendix K: Membership List
- Appendix L: Meeting Agendas
- Appendix M: Short Profile
- Appendix N: Meeting Schedule 2007
- Appendix O: Local Government Meeting Schedule
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- Appendix Q: Surveys of Past Activities
- Appendix R: Recent Event Fliers
- Appendix S: Cleanup Information Sheet and Flier
- Appendix T: Leadership Conference Surveys and Scholarship Letter
- Appendix U: Parcel Data

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