University of Kentucky Community Engagement and East End Lexington

Recommendations to Create a Signature Partnership

Prepared for
University of Kentucky’s Office of Provost
Office of Community Engagement

Prepared by
Cassia Herron

August 2011
Introduction

In May 2011, the University of Kentucky’s Office of Community Engagement hired Cassia Herron to serve temporarily as the Community Development Coordinator to assess how the University could create a Signature Partnership between the University and Lexington’s East End community. The Partnership would intentionally facilitate the development of relationships and programs and also coordinate activities useful to improving the quality of life for residents of East End. The Partnership would also provide an extended laboratory for University students and researchers wishing to do work that directly impacts the lives of Kentuckians every day.

This report is a culmination of 12-weeks of field observation and interaction with various University associates and community stakeholders (see box below for definitions). Principal research methods included key informant interviews and reviews of secondary data and reports (mostly from non-residents of the East End). Most of this report’s data is qualitative information from interviews or author’s own observations. When appropriate, sources are referenced; otherwise, identities are excluded to protect interviewees’ privacy.

<table>
<thead>
<tr>
<th>University Associates and Community Stakeholders identified and/or interviewed to assess potential for Signature Partnership</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>UNIVERSITY ASSOCIATES</strong></td>
</tr>
<tr>
<td>students, faculty or staff</td>
</tr>
<tr>
<td><em>Work could be beneficial to Partnership</em></td>
</tr>
<tr>
<td><em>Expressed interest in Partnership</em></td>
</tr>
<tr>
<td><em>Work past or present in East End</em></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

*(See Appendix I for a list of University Associates)*

The following report provides insight into the environments of both the University and the East End community and serves as a primer in helping to assess existing relationships and programs between the University and community stakeholders of the East End. This framework helps inform the University how to move forward in creating a **UK-East End Lexington Signature Partnership**.
East End Lexington Context

For the purpose of this document, the East End is defined as the area northeast of Lexington’s Main Street and downtown, slightly larger than the area designated in the East End Small Area Plan (depicted below). The triangular-shaped area represents over 400 acres of land with Winchester Road/Midland/Third as the southeastern boundary; the area between Elm Tree and Martin Luther King Boulevard to the west; Louden and the railroad tracks to the north and east.

Lexington’s East End community developed around a park that included the Kentucky Association Race Track - the city’s premier equine racing venue until it closed in 1933. The track’s activities and the migration of Blacks from the South contributed to the area’s growth during the late 1800’s through the 1940’s. The community was mixed-income and included professionals – doctors, teachers, small business owners – as well as jockeys, trainers and workers who contributed to the region’s equine industry.

As a result of integration and the city’s overall outward growth, Lexington’s East End - like many other urban communities - has suffered from disinvestment, abandonment and a decline in population since the 1960’s (EHI, 2009). The area has been a target of discussion and planning as evidenced by the number of local government commissioned studies and plans over the years – 1960, 1967, 1980 and 1983. Most recently in 2009, the Lexington-Fayette Urban County Government (LFUCG) adopted the East End Small Area Plan as part of the city’s Comprehensive Plan. The plan (discussed in detail below) serves as a play book for an operational structure to coordinate redevelopment initiatives in the area (see Appendix II for the plan’s goals).

---

The EESAP reported the following demographic information based on the 2000 U.S. Census:

- **Racial composition**
  - 72% Black/African-American
  - 26% White
  - 5% Hispanic
  - 3% other

- **Of 1,561 households:**
  - 19% married couples
  - 33% with children under age 18
  - 36% female head of household
  - 39% non-families

- Median household income $14,570 as compared to $39,813 for Lexington-Fayette County
- 47% households live below poverty level
- According to Fayette County PVA with 2009 data, 26% of housing is owner-occupied and 57% tenant-occupied.

As noted in the EESAP, these numbers are expected to change significantly with 2010 Census data due in part as a result of the Bluegrass-Apsendale HOPE VI project completed summer 2011 (discussed later). This project and many other initiatives make East End Lexington poised to be a choice neighborhood where people choose to live and invest their time, talents and resources to improve the quality of life for East End residents.
The East End Small Area Plan

In 2009, the Lexington-Fayette Urban County Government adopted the East End Small Area Plan (EESAP) as an amendment to the city’s comprehensive plan. The EESAP is a very thorough document that stands as the framework to help guide future development. According to those involved in developing the plan and residents who participated, the planning process was very inclusive, participatory and transparent as residents and stakeholders participated in setting a vision and goals for the plan (see Appendix II).

The plan crafts design standards for future development, identifies over $1 million in traffic and infrastructure improvements and suggests various public funding sources to fund the plans implementation. The most overarching recommendation is the creation of a community development corporation (CDC) to coordinate plan implementation.

CDC’s are non-profit organizations incorporated to provide programs, offer services (EHI, 2009) and are engaged in community development activities in partnership with neighborhood residents. Many CDC’s work on housing development, and can also serve as a vehicle to stimulate economic and workforce development through bricks and mortar development initiatives. The EESAP lays out the purpose, structure and funding opportunities for the creation of a CDC in East End Lexington.

The plan also discusses tracking implementation of the plan. However, the plan does not identify who will actually lead the implementation efforts. A local CDC or collaborative organization could play this role.

...every action item listed in this plan will require separate and specific implementation. Adoption of the plan does not, on its own, begin the implementation of any item. Approval of the plan does not legally obligate the City to implement any particular action item. The implementation will require specific actions by the neighborhood, the City and by other agencies (EHI, 2009 – page 86).

The William Wells-Brown Neighborhood Association has identified a number of priorities from the plan and though the group may not be the body responsible for implementation, they are tracking those projects (see Appendix III for list of priorities).

The Association and 1st District Councilman Chris Ford hosted a “plan update” meeting in early May 2011. The meeting was well attended by representatives of various neighborhood groups, non-profits, city officials/staff and UK faculty who have an interest in East End. However, very few residents were in attendance. Speakers reported about the work in which they were engaged in the neighborhood, but the gathering illustrated some lack of coordination amongst groups and stakeholders across various projects and programs about a vision moving forward. Should it exist, a CDC could be beneficial in developing a comprehensive approach to community development efforts in East End in a way that engages residents and stakeholders together based on shared visions and coordinated planning.
Bluegrass HOPE VI Revitalization Plan

Located in East End Lexington, the original Bluegrass-Aspendale public housing project consisted of 963 units on 82.3 acres of land. Beginning in 1989 in efforts to eliminate crime and de-concentrate poverty, the Lexington-Fayette County Housing Authority (LHA) had been working for some time to redevelop this portion of the neighborhood and replace the old public housing with housing for residents of mixed-income. LHA had already razed two-thirds of the old units, when in 2005 it received a $20 million HOPE VI Revitalization Grant for the entire site. LHA was able to leverage HOPE VI funding to $80 million to be used to revitalize the site and create additional off-site replacement units. In addition to the housing component, the HOPE VI grant was also used to provide a comprehensive array of resident services, including but not limited to support related to displacement.2

To implement the Community and Support Services programmatic component of the HOPE VI Revitalization Plan, LHA partnered with LFUCG’s Department of Social Services (DSS). DSS brought an additional 40 partner organizations to the table to tend to the needs of the former Bluegrass/Aspendale residents as well as a number of new families moving into the new housing development. The CSS program provided case management, skill assessment and referral services to help residents move towards housing self-sufficiency and the other goals based on individualized case plans (LHA, 2011). These services have been available to residents since the start of the grant (2005). As the HOPE VI grant comes to a close, LHA and DSS realizes that it is critical to continue some aspects of the CSS program and have begun planning accordingly - particularly for residents approaching their five-year subsidized housing term limit (a mandate that will potentially be eliminated) and for those whose medical conditions warrant intensive on-going case management. However, due to budgetary cuts DSS will no longer be able to keep its Clinical Services Manager (who is a licensed clinical social worker) to continue working with HOPE VI clients.

LHA staff and CSS Team have identified a few options to address this void of service provision. They include:

1. Moving LHA’s Family Self-Sufficiency (FSS) program in-house (LHA currently contracts with Community Ventures Corporation to run their program) and folding HOPE VI CSS sustainability efforts in with the operation of the FSS program. The Authority currently receives grant funds for the FSS position and may also seek a ROSS Service Coordinator grant to allow for expanded resident services.

2. Tying HOPE VI sustainability efforts into LHA’s new Moving to Work Demonstration. LHA has proposed two initiatives in its first years MTW Plan that are targeted to Bluegrass HOPE VI residents. This idea is subject to the approval of HUD staff.

3. Working with the University’s Office of Community Engagement to develop a multi-disciplinary initiative focused on Lexington’s East End neighborhood. LHA is looking to this report to provide some insight as to how the University resources could provide support to HOPE VI and other LHA clients.

---

Additionally, two University faculty members are preparing an Evaluation Report of the Bluegrass HOPE VI Revitalization Plan. Dr. Retia Walker and Dr. Hazel Forsythe have been surveying and interviewing residents since 2006 in order to:

A. Determine the economic and social impact of plan on residents;
B. Determine nature of economic development impact on businesses;
C. Measure the short and long-term effects (residents); and
D. Analyze the success of delivery of social services.

LHA is anticipating this evaluation report in September to help inform how CSS work should move forward. LHA officials also seemed interested in pursuing a Choice Neighborhoods grant with HUD to continue efforts to revitalize the East End.
William Wells-Brown Elementary and Community School

As part of the Bluegrass HOPE VI Revitalization Plan, the Fayette County Public School (FCPS) system and LFUCG built a new elementary school. The William Wells Brown Elementary School opened its doors in 2008. In addition to classroom, a cafeteria and administrative suite, the $15 million school facility includes a full, high-school regulation basketball court with a stage, two computer labs, a health clinic and a kitchen classroom.

The school is the District’s only community school (see box below for more information) in that a community center operates at the school in the evening hours to provide programming for students and their families. The Community Center Director is an employee of the city’s Parks & Recreation Department and has an office in the school. The Director utilizes the community room and other school space for an array of activities and classes providing a safe space for children, youth and adults.

The Community School has been a topic of much debate in the past year, particularly as it pertains to use of the community space for non-students. Residents have expressed their concern that the facility is not available to the public until after 6pm on weekdays. For safety reasons, the school is available only to students during normal school hours. After school, the gymnasium is utilized for the Parks and Recreation/FCPS sponsored afterschool program until 6pm. It is only at this time that the facility is open to non-students.

The Community Center is understaffed. The Director has a challenging task of developing programs suitable to a number of different groups of the Center’s users. Not only does the Director develop programs, she finds volunteers and resources to support them and oftentimes runs programs and activities herself.

In addition to staffing needs, there seems to be a need for space and other enhancements to the Center. There is one community room that is in need of a TV, furniture and bookshelves (books). The kitchen classroom is used and could be utilized more for cooking and nutrition classes if it were accessible to non-students during expanded hours. During the 2010 summer the community school was not open and the Director was sent to with Parks & Recreation sponsored camps across Lexington. At the behest of many, this year the Urban County Council allocated funds to make sure the community center is open through the end of July.

According to the School Report Card for the 2009-2010 school year, the mission of William Wells Brown Elementary School is to “educate

---


UK Signature Partnership – East End Lexington
Herron
revised January 2012
all students to proficiency in all content areas...” Each of the 296 students participates in music, art, physical education, and library classes each week. The Healthy Kids Clinic provides a wide variety of health related services to students and families. There is also a Family Resource Center to help families deal with issues that affect the students’ ability to remain and be successful at school. The school spends about $600 more per student than other FCPS and has an 8:1 student to teacher ratio (lower than the district and state ratios). There are two computer labs in the school used by teachers and students daily. In this year alone, the school reported a 94.9% attendance rate (higher than the district and state numbers) and there were no incidents reported or students suspended or expelled for assault, drugs or weapons violations.

However, the academic achievement level for the students is low. The goals set for No Child Left Behind are for all students to reach proficiency or distinguished in all core content areas by 2014. WWBE students scoring proficient or distinguished in reading represent 54.8% as compared to district averages at 77.8% and the state at 71.9%. Mathematics scores were significantly lower with only 48.9% of the students scoring proficient or distinguished (73.4% district and 64.1% state). No fifth grader scored distinguished on the on-demand writing component. Some of the scores did improve from the previous school year, unfortunately there were no improvements across the board.

Parent involvement is low at William Wells-Brown. According to the Report Card, two parents voted in the School Council elections and only two served on the Council or its committees.

Conversations with stakeholders and residents indicate some level of pride in the new school and belief that the partnerships that were created to build the school have to be strengthened in order to have it function as a true community school. The community school operating at its full potential has everything to do with improved academic achievement in addition to other positive indicators. In a review of 20 community school initiatives across the country, the Coalition for Community Schools reports that improvements in 4 areas: student learning, family engagement, school effectiveness and community vitality are factors attributed to successful community schools. Specific to student achievement, 75% of the initiatives reported improved grades in school courses and/or scores in proficiency testing. The box below shows other proven outcomes based on the Coalition’s findings.

---

## Coalition for Community Schools

### 4 areas of improvement based on the review of 20 Community Schools Initiatives

<table>
<thead>
<tr>
<th>Student learning</th>
<th>Family engagement</th>
<th>School effectiveness</th>
<th>Community vitality</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community school students show significant and widely evident gains in academic achievement and in essential areas of non-academic development.</td>
<td>Families of community school students show increased stability, communication with teachers and school involvement. Parents demonstrate a greater sense of responsibility for their children’s learning success.</td>
<td>Community schools enjoy stronger parent-teacher relationships, increased teacher satisfaction, a more positive school environment and greater community support.</td>
<td>Community schools promote better use of school buildings, and their neighborhoods enjoy increased security, heightened community pride, and better rapport among students and residents.</td>
</tr>
</tbody>
</table>

### Other Outcomes

- Improved attendance
- Reduced behavioral or discipline problems; suspensions/expulsions
- Greater contact with supportive adults
- Greater classroom cooperation, completion of homework and assignments, adherence to school rules, and positive attitude
- Improved communication with schools and teachers
- Greater attendance at school meetings
- Decreased family violence
- Increase in civic participation
- Increased parent participation in children’s learning
- Growth in nonpartisan support for public education and increased resources through increased community partnerships
- Teacher recognition of parent participation as an asset*
- Services well-integrated into the daily operation of schools
- Increased community knowledge and improved perception of initiative*
- Increased community use of school buildings, more family awareness of community agencies, and greater community access to facilities previously unknown or unaffordable
- Improved security and safety in surrounding area

*Indicates an outcome evidenced in the Kentucky Family Resource and Youth Services Program*

---

5 Family Resource and Youth Services Centers are designed to help families and children solve nonacademic problems that interfere with student learning. Core services at elementary and middle schools include full-time preschool/child care for 2- and 3-year-olds; after-school and summer child care for 4- to 12-year-olds; home visits and new parent support; parent literacy and education programs; support and training for child care providers; and direct provision or referral to health services. Youth Services Centers offer referrals to health and social services; employment counseling, training and placement for older youth; counseling for drug and alcohol abuse; family crisis management; and mental health.
University of Kentucky Context

In 1997, the Kentucky State Legislature instituted a statute that challenged the state’s public institutions of higher learning to achieve goals related to research emphasis that value scholarship, academic achievement and a commitment to addressing issues related to Kentuckians quality of life. This has been a guide for the University of Kentucky’s growth and enhancement plans over the last decade and a half.

At the direction of President Lee T. Todd, Jr. and under the leadership of Provost Kumble Subbaswamy, the Deans’ Council and the University Committee on Academic Planning and Priorities led the crafting of this Strategic Plan for 2009-14. The five goals of this Strategic Plan identify the principal areas of activity in which the talents and resources of the University will be invested over the next five years. Under each goal are several objectives, strategies, and metrics that make specific the intentions of the University of Kentucky.

The University expresses its desire to remain relevant as Kentucky’s flagship land-grant university and has already demonstrated that along with its ability to work with many residents of the Commonwealth through the array of projects, programs and partnerships and has recently come to embrace engagement. The University of Kentucky subscribes to the nationally recognized definition, University-Community Engagement: the “collaboration between higher education institutions and their larger communities for mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity” (Carnegie Foundation, 2005), is a relatively new and still evolving concept.

Through the four units comprising University Engagement—University Engagement, Community Engagement, the Japanese Saturday School, and Japanese Programs—are committed to advancing the people of Kentucky and the university through engaged research, teaching and learning, and service that create, discover, translate, apply, and disseminate, knowledge, solving problems and advancing lives through mutually advantageous university-community partnerships.

The Office of Community Engagement recognizes it is vitally important for the University to have a comprehensive understanding of the community in which it engages. The University seems to be genuine in its efforts to strengthen and establish relationships with individuals and organizations with special emphasis on trust and respect which are the heart of our relationships.

The community of Lexington its East End neighborhood has many great assets and combining its knowledge and strength will bring even greater value and meaning to its relationships and how Kentuckians live.

Through the values of trust and respect, the University has identified opportunities to become more engaged and active in Lexington’s East End community and by assessing its current impact and potential opportunities illustrates its desire to be much more active and intentional in East End Lexington.
Historic Race Relations and Campus Diversity

The University and the Black community have had a fragile relationship that dates back to the mid-1900’s. It wasn’t until Lyman T. Johnson’s lawsuit in 1949 that the University was desegregated and opened its doors to Black students. During that time, the racist manner of four-time NCAA Championship Coach Adolf Rupp was part of the University’s brand and has been a dark cloud over the University. This well-known and documented racist past has wedged a wall between Blacks and the University not just here in Lexington, but across the state and nationally. Referencing the outcome of the 1966 NCAA Championship when Kentucky was defeated by the all-Black Texas Western team, a Washington Post journalist writes, “…Rupp never recovered from that. And for many, many black Americans neither did Kentucky.”

Over the years, the University gradually worked on diversifying its basketball and athletic teams in addition to enhancing the overall climate for Blacks and other minorities. With the hiring of Provost Kumle Subbaswamy and dedicated university staff, diversity numbers among Deans, faculty, staff and administrators has increased over the past five years. The most notable commitment was in 2008 when the University hired Judy “J.J” Jackson as Vice-President of Institutional Diversity. Jackson’s role is to lead the University in creating a diversity plan and executing its goals.

At the end of the 2008-09 Academic Year, 82% of the University’s faculty were White, only 4% (89) of the 2,165 faculty members were Black and the remaining 14% represent other minority groups (this includes tenured and non-tenured track faculty). The following chart shows that there has been a slow, but steady increase in the number of non-White full-time faculty in the past 10 years.

---

7 University of Kentucky – Institutional Research, Planning and Effectiveness (http://www.uky.edu/IRPE/faculty/booklet/demographics.html), June 18, 2011.
Current students of the University are a generation removed from Rupp’s UK, but certainly their parents know and understand that history as do faculty, staff and community members. In the last 2 years, there have been several racial incidents on campus that make evident the need for more diversity and internal processes to deal with incidents of a sensitive and racial nature. With that said, the University still has some way to go in transforming the public perception about its commitment to Kentucky’s Black community, diversifying its outreach to prospective students and creating a more inclusive campus community. The Signature Partnership provides an opportunity for the University to work in collaboration with leaders of Lexington’s Black community and others to not only enhance quality of life for East End residents and the broader community, but to enhance the University’s environment to ensure student success – some of whom hopefully will come from the East End community.

---

8 University of Kentucky – Institutional Research, Planning and Effectiveness (http://www.uky.edu/IRPE/diversity/faculty/race_ethnicity.html), June 18, 2011.
University’s Local Relevance

Based on interviews with University associates, professors, students and staff are hungry for meaningful involvement in the Lexington community, specifically in the East End. Though there is a plethora of existing university-community partnerships and projects, many associates find it difficult to identify and implement work with community partners in a way that benefits both the associates and community. University faculty members are keenly sensitive to the perceptions about the University’s past and the “elitist” brand it carries. Faculty and researchers want to engage the community in a way that is respectful to residents and also helps find new ways to address relevant and current problems. Simultaneously, students want to learn in real-world environments working on real-world issues while community residents and service organizations are in need of support and capacity-building.

Community engagement, mutual understanding and agreement between universities and communities going through significant change – especially low-income communities of color - can be challenging for many. What the Signature Partnership can do is provide a structure by which the University and members of the community are creating plans and making decisions together based on mutual respect and the understanding that the University and the East End community can teach each other.

The University’s Polk-Dalton Health Clinic

The Polk-Dalton Health Clinic located on Elm Tree and Third Streets in the East End provides comprehensive health care services for an array of patients. The clinic is a family practice with physicians specializing in both internal medicine and pediatrics. OB-GYN services are available and other services specific to women’s health. Health professionals offer a Young Parenthood Program (YPP) for teen parents, with an emphasis on mothers. The YPP encourages mothers to get fathers to attend routine prenatal visits and offers support for first-time, young patient parents. The clinic also has a social worker to help patients connect with various services. There is a dietician on staff, a doctor and nurse team who operate a memory clinic as well as dental and pharmacy staff.

The clinic has two pharmacists who handle medicine access and vaccinations. The other pharmacist, Melanie Mabin, provides clinical pharmacy services – particularly for diabetes patients. She works with the nurse practitioner to supplement patient visits with diabetes education for up to 5 patients at one-time. Mabin reports having limited space at the clinic for the educational component of the clinic’s services. Other issues related to the clinic involve having inconsistent providers. Physician turn-over is relatively high and enough to possibly affect patient comfort and consistency. The University will soon implement changes that involve having attending physicians and their residents at the clinic on a more regular basis.

East End and area residents do use the clinic, but the number is unknown. Mabin suggests 30-40% and that the numbers could increase with more space and medical programming in the community (that would possibly increase visibility). Mabin is interested in resident engagement to learn more about how the clinic’s staff and the College of Pharmacy could be more useful, particularly in terms of patient follow-thru with physician orders and issues related to drug and substance abuse.

Together the Signature Partnership and Polk Dalton Clinic could:
- Expand outreach and grow educational programs
- Increase access to preventive healthcare services
- Identify and find ways to fill gaps in healthcare services
Reactionary-Neutral Convener

The Office of Community Engagement has been intervening in issues related to the East End over the past few years. Entities that directly represent the community, such as the William Wells-Brown Neighborhood Association and District 1 Council leadership, including those doing work in the East End (i.e. Lexington Housing Authority) have all called upon the University to convene meetings or be a neutral intermediary or supporter of programs/projects. This role has at times been favorable, but often has put the University in an awkward, precarious situation. Ideally, the University would like to be proactive in its efforts to enhance the development of East End Lexington and work with as many relevant partners as possible. To do so, would enable the University to stand as a strong change agent in the East End while leveraging University and community resources efficiently.

The University and Faith Pharmacy

Faith Pharmacy is a non-profit pharmacy located in the East Seventh Street Center that helps patients access drugs who can’t afford them. Patients can get prescriptions filled up to 3 times on Saturday mornings on a first-come, first-serve basis. No anti-biotics or drugs like insulin are provided. The pharmacy sometimes has sample meds to offer, but tries not to do so regularly. Volunteers staff the pharmacy and are University pharmacists and students (mostly pharmacy but some medical and life sciences). The pharmacy also provides assistance connecting patients with longer term drug assistance programs for those with financial problems permitting continued access to needed medicine. Faith Pharmacy is going through a review and assessment process to improve its services. Faith Pharmacy’s Director has sought fundraising support from the College of Pharmacy’s Development staff in developing a capital campaign to upgrade the pharmacy’s building.
Lexington’s Local Food Scene

Communities across the country are beginning to see the importance of supporting local businesses, specifically local food businesses. Food related illness and dietary concerns have made people more aware of issues related to food and where it comes from and customers are flocking to farmers markets and finding ways to access local food. Further, the federal government over the last few years has been investing in supporting states and local communities wishing to address local food system activities, particularly as related to farm-to-school programs, eliminating food deserts and encouraging healthy lifestyles.

On the ground, there has been this grassroots effort of people coming together to grow food, harvest it, cook it and eat as a way to help foster community and address food insecurity. This work is happening in Lexington and focusing on the East End. Neighborhood leaders have expressed much interest in local food and how addressing food access and needs can be a part of the community’s overall redevelopment strategy.

In 2009, the Health Equity Team of the Lexington-Fayette County Health Department conducted a Healthy Equity Assessment of Lexington. They chose 4 different Census tracts in 4 geographically different locations across the city to assess the environments related to nutrition and physical activity. For the nutrition assessment, the Team visited and assessed food retail locations. For the physical activity assessment, the Team determined the availability of exercise and recreational facilities as well as the built environment (parks, streets, sidewalks, etc). Census tract 4.0 is located in the East End community (part of the study area for this report). The Team was surprised at what they found in this tract. The report concluded:

*Census tract 4.0 was a mix of newly renovated houses and smaller “shack-like” houses, which appeared to look like two separate worlds. The community lacked both nutritional and physical resources for people. The sidewalks were unbalanced or non-existent, which forced people to walk in the streets and there was large amounts of trash and debris within the community. However, about one mile outside of the tract was a community center that had a gym but its hours were limited to six o’clock pm. Although there were no grocery stores in the community, several convenient stores were accessible however, the quality of the food was poor; rotted dark meat was being sold, along with expired eggs and flies that surrounded the small amount of fruits and vegetables that were available.*

This is a normal reality for East End residents and work like the Health Department report referenced here has spurred discussion amongst stakeholders and residents to take action to improve the food access issues.

The following summaries illustrate a number of initiatives related to Lexington’s local food work and food access issues in the East End.
Bluegrass Local Food Systems Summit

Organized by Jim Embry with the Lexington Sustainable Cities Network, the Bluegrass Local Food System Summit hosted on April 21, 2011 brought together roughly 100 people to share projects, stories, ideas and resources related to local food systems work in Central Kentucky. Attendees heard from about 20 different speakers about everything from school and community gardens, gleaning projects to workforce training programs.

One of the afternoon breakout sessions discussed the potential for a Lexington Food Policy Council. There were about 10 people in the session lead by two representatives from Louisville’s new Food Policy Advisory Council. Attendees all agreed that they wanted to continue the conversation about starting a council in Lexington.

Embry has a history of being involved in projects related to food and Black culture in Lexington, particularly in East End. He is a great resource to bring a diverse group of people together to discuss and work on food-related projects.

Community Ventures Corporation

Community Ventures Corporation (CVC) is a non-profit that exists to improve the quality of life for Kentucky’s urban and rural residents. CVC’s central mission is to provide individuals and families with the skills, income, and assets they need to achieve financial independence. CVC does this work through small business ownership, home ownership and job creation via business expansion. CVC is organized as a 501c(3), a Community Development Corporation (CDC), certified SBA lender and Community Development Financial Institution (CDFI). CVC has been the recipient of SBA’s Micro Lender of the Year 10 of the past 12 years.

In East End Lexington, CVC has had a presence for some time. The Third Street Exchange located at 560 Third Street is one of CVC’s 3 business incubators. The incubator contains private office space, wireless internet, phone with answering service and free parking with lease rates starting at $550 per month. Currently, the incubator has 3-4 occupants – none of whom are from the East End community. The Plantory is the latest tenant and envisions other non-profits leasing space at the Exchange in order to create synergy, cooperation and partnership amongst each other (see below for more on The Plantory).

CVC’s entrance into the local food work happened in 2010 with the launch of the East End Community Farmers Market. The market had 3-4 vendors in its first season and is on schedule to open again for the 2011 season. Community residents had conversations and meetings with CVC to include ideas to make the market successful. Once the market had opened, residents questioned whether their ideas had been implemented due to the lack of East End customers supporting the market.

CVC is also planning a public market around its Third Street Exchange incubator. In 2009, CVC received a federal brownfields clean-up grant to remediate the property where the Exchange now sits and is the same site as the farmers market. CVC has been purchasing property for some time in the East End and owns many commercial lots fronting Third Street. Earlier this spring Phil Holoubek, a local developer and CVC board member, released a conceptual drawing of a public market district bound by Third Street and Midland Avenue that included a community garden, retail/commercial space, market-rate townhomes and a training center.
The plan became a hot topic for a few weeks, particularly because it included use of the Charles Young Center and had not been vetted with the community. Since then, CVC has moved forward with some aspect of the plan applying for funding from the Department of Health and Human Services Healthy Food Financing Initiative. Specifics of the plan and grant have not been made public.

**Lexington Tweens Nutrition and Fitness Coalition**

The Lexington Tweens Nutrition and Fitness Coalition was formed in September 2003. It is a pilot project of the Florida Prevention Research Center, the KY Physical Activity and Nutrition Program for the Prevention of Obesity and the Lexington Fayette County Health Department. The Coalition is dedicated to making healthy eating and regular physical activity popular and accessible to Lexington tweens (9-13 year olds) in their homes, schools and community.

The Coalition over the years has conducted focus groups with tweens and adults working with them to identify strategies to increase nutrition and physical activity for Lexington area tweens. In 2005, the Coalition advocated for increased funding for the Department of Parks and Recreation and successfully convinced the Mayor and City Council to add an additional $1 million to the department’s budget to facilitate more youth programming and activities as well as staff area pools and enhance park grounds.

Most recently the Coalition has been more involved in nutrition for tweens. This spring they met with 6 City Council members about food access and policy with a focus on East End. What they found is that Council members are very interested in increasing access to healthy food and want to understand what policies local government can enact or change in this regard. Council members were particularly interested in:

- the lack of healthy food sold in existing corner stores and monopolies they have in food deprived neighborhoods like East End;
- streamlining licensing and permitting to help encourage new food retail outlets like produce stands outside of stores and green carts;
- the process to inform other Council members and the public about food policy (they compared it to the campaign for indoor air ordinance)

The Coalition is starting to survey East End corner stores, their owners and residents to create ways to get more healthy and local food into existing stores. The Coalition has invited a representative from the University to work with its members.
The Plantory

Currently housed in CVC’s Exchange building, The Plantory is a social change incubator for non-profits and for profit businesses with social missions. The Plantory offers leasable space to these organizations allowing them to share resources in a professional, shared-use setting. Leaders of The Plantory see the incubator space as an opportunity to foster cooperation and creativity amongst the community’s “do-gooders.” This is The Plantory’s first stage of development and plans to grow as community needs do.

In addition to the incubator space, The Plantory is assessing the potential for a community-based FM radio station run by and programming focused on community groups and issues specific to Lexington and the East End neighborhood. The Knight Foundation has invested funds for The Plantory to engage East End residents to explore this and other ideas.

Local Food Percolator Lunch Meetings

Rona Roberts, longtime East End resident and wife of Councilman Steve Kay, recently started organizing Mondays lunches for those interested in local food. The meetings have been held at 11:30 at Natasha’s Bistro downtown Lexington.

While in the first month a fair amount of attention has gone toward an initial project of locating a fresh produce stand in the lobby of the Government Center building, attendees have been encouraged to discuss other aspects of the food system. The gatherings seem to be an effort to get like-minded people in the same place and organized around a project in efforts to do something to advance Lexington’s local food movement.

Seedleaf

Seedleaf is a non-profit dedicated to nourishing communities by growing, cooking, sharing, and recycling food to increase the amount, affordability, nutritional value, and sustainability of food available to people at risk of hunger in central Kentucky. Seedleaf’s activities include garden education, installation and maintenance, community-wide composting, cooking demonstrations and food preservation workshops.

In East End Lexington, Seedleaf manages 4 community gardens - one on the property of William Wells Brown Elementary School. They also manage the SEEDs program where they work with middle-school students teaching them about business development related to growing and selling food.

Seedleaf has a very small board doing lots of good work with very limited funds. They have received some small grants and most of its funding comes from private, personal gifts. The organization is poised and ready to grow and could use help in expanding its board and staff capacity.
The Bluegrass Community Foundation has been involved in the redevelopment of the East End community for several years. The Foundation provided funding and staff support for the East End Small Area Plan and were a big force in ensuring residents shared their stories, opinions and visions during the planning process. Since then the Foundation has continued its work in being a part of the East End’s redevelopment efforts.

The Foundation is fixed on completing Phase III of the Legacy Trail from the YMCA to the Isaac Murphy Memorial Art Garden. The LFUCG’s Engineering Department will serve as the project manager of constructing the trail and the Foundation has led efforts to secure $2.7 million from federal transportation funds to complete the final phase of the trail.

The Foundation sees itself as a convener and developer of partnerships. Foundation staff wants to help see a CDC birthed and help the William Wells Brown Neighborhood Association follow through on the top 10 priorities from the Small Area Plan.

With help from the Knight Foundation, the Foundation initiated the East End Renaissance Fund to award grants in the amount of $500-1,500 for beautification, forestry and projects embracing and celebrating neighborhood history. The fund just awarded a project to create a historic marker for Kentucky Association Race Track and landscaping around the marker. Additionally, the Knight Foundation awarded the Bluegrass Community Foundation $75,000 for a digital project where youth interview residents about food and create a video to share what they learned with the community.

The Foundation is really interested in conversations with residents about food and very much want to engage in this work in East End. Discussions with Community Ventures Corporations are currently being had to determine how the Foundation can assist CVC with community engagement activities related to food.

All of these local food initiatives could be strengthened with the University’s resources and its land-grant mission.
### Potential Local Food Initiatives

**Bluegrass Local Food Systems Summit to create Lexington Local Food Policy Council** – This collaboration would build upon years of project development and various assessments of local food and food access in the Central Kentucky/Lexington region and move toward policy development to support the local food economy. This work would create other relationships to coordinate program development and the delivery of social services that could support the local food economy – specific to East End and the broader Lexington community. Jim Embry and others connected to the Bluegrass Local Food Systems Summit would be integral to creating a Lexington Local Food Policy Council. Other potential partners in the development of the Council include but should not be limited to: The Fayette Alliance, the Lexington Tweens Nutrition and Fitness Coalition, the Local Percolator Lunch group and local government – the Health Department and Mayor’s Office to start.

**Seedleaf and University’s Sustainable Agriculture Program foster local food system education and career opportunities** – These two groups could connect on a number of projects and priorities related to maintaining Seedleaf’s community gardens and growing the educational program related to teaching children about the business of local food system activities. This partnership could be one model of how to connect with elementary students and set them on a path of higher education – in this example specific to the food industry.

**The Center for Food Innovation to help develop a community kitchen in East End** – East End residents have been organizing around developing a kitchen business incubator as a way to grow and nurture entrepreneurship. The University’s College of Agriculture has a number of resources that could assist in this endeavor, especially the new The University of Kentucky Food Systems Innovation Center (FSIC). The FSIC uses a multi-disciplinary approach to providing applied research solutions to Kentucky’s food businesses and could be a great resource for East End and other entrepreneurs from the region.
Recommendations

It is important to know that this report represents a significant amount of activity in the East End, but does not cover all entities and programs that a university-community partnership could support. This document is a good first step in helping University associates and community stakeholders and residents understand the current state of stakeholder and community engagement in the East End and lays the groundwork for moving forward. Certainly, the Lyric Theater, Lexington-Fayette County Urban League, the YMCA, churches and other civic organizations involved in enhancing the quality of life for East End residents and should be brought to the table in the near future.

The following strategies represent the key recommended next steps for the University in order to create a UK-East End Signature Partnership.

Recommended Strategies

1. **Adopt William Wells Brown Elementary Community School**

   Given all the various issues related to school achievement, lack of parental involvement, family case management needs and the need to enhance the community school concept, it makes sense that the University would invest as much time and resources as possible to enhance the William Wells Brown Elementary Community School. The school should be the Partnership’s primary focus and could result in positive outcomes (overtime) for the school, the students and their families as well as the community. Adopting the school could address the following needs:

   a. **Increase student achievement and family stability** with one-on-one mentoring and case management for students and their parents – see families through high-school graduation. Partnership should focus first on LHA families (both existing and new) with a particular interest on the families who lost and need case management as a result of the completion of the HOPE VI grant.

   b. **Help facilitate the improvement of the community school and use of school facilities** for community residents - forming a partnership with FCPS and LFUCG’s Department of Parks and Recreation. Initial work may include changes in program development and increased staffing for the community center and the development of a plan to expand the facility and enhance safety measures to allow increased use of facility for community residents and activities.

   c. **Enhance school’s curriculum across all disciplines** through partnerships with University associates and community entities (i.e. Explorium of Lexington to enhance science curriculum).

   d. **Develop joint grant proposals with FCPS** to enhance work within the school

   e. **Continue engaging Transylvania University** as a strategic partner of the Partnership – Transylvania associates have exhibited an interest in UK’s Community Engagement work through a number of different channels.

   The Coalition for Community Schools advises communities seeking to create or re-structure a community school must have a motivating vision, connected learning experiences, community partnerships, and strategic organization and financing in order to have a successful model.
2. **Support the creation of a Lexington Food Policy Council**

There is much interest and support for improving Lexington’s and that of Central Kentucky’s food system. While the excitement around local food is trendy and hip, there exists an opportunity to make local food a significant part of the state’s and region’s economy. This work is not simply centered on the supply of local products and the issues around helping local people access it. Moreover, there lies an opportunity to create wealth in rural and urban communities by focusing on the workforce and business development issues of local food system development. All could benefit East End residents.

The Partnership should rally behind forming a Lexington Food Policy Council and make a priority working in neighborhoods and with residents who have poor health outcomes and limited access to fresh, local food. The Partnership would work to develop a community engagement, participatory research process to publish a community food assessment. The assessment would be used to identify local and state policies to support the development of Lexington’s local food system and in particular job and business development in East End. Some data collection and information has already been gathered and needs someone or some persons to review the documents and condense them in one place. There are several professors in the College of Agriculture (and others) who have expressed a desire to do more work in this area and whose research emphasis could be vital to the city’s growing local food economy. The University’s role would be to utilize Partnership staff to be the facilitator of a process to outline how to develop a Council.

See page 19 of this report for potential local food initiatives created through the Partnership.

See Appendix IV for university engagement model directly related to food system development - SEED Wayne at Wayne State University in Detroit, Michigan.

3. **Continue exploring ways to support the creation of a CDC to coordinate community development efforts in the East End**

The concept of the University helping to birth a new CDC was a question asked of many persons interviewed for this report. Residents of East End indicated a strong desire to welcome a new CDC to focus on following through on the recommendations of the EESAP and other community development initiatives. Stakeholders from service provider and civic organizations working in the East End were mixed on their views about a new CDC. Some felt like the CDC would help create a culture of partnership development and supported the idea of sharing resources to help further community development efforts. Others felt like the sharing of resources and having to raise funds to support another non-profit was reason enough to be skeptical. The majority, however, thought a new CDC would move the EESAP’s implementation efforts forward.

The University’s role in the CDC’s development would be within the initial organizational development phase and in providing seed funding. Ideally the University would supply initial staff and some board members. Long-term, the University would be a partner in the CDC as would other community organizations representing East End residents and/or those currently providing services. “Partnering” would depend on the relationship developed between the CDC’s leadership and that of the organization but activities for partners would include and certainly not limited to: serving as board members, contributing to fundraising needs and development efforts, enhancing existing or developing new programs with/for residents.
See Appendix V for more information on how the CDC could function.

See Appendix VI for a case study on how the Ohio State University helped launch Campus Partners and redevelop a neighborhood in Columbus, Ohio.

4. **Develop an aggressive, public fundraising campaign to support Partnership**

In today’s economy where public and philanthropic funds are scarce, it is difficult to imagine creating new programs that need a large infusion of funds. With that said, there are certainly public, education and philanthropic funds available locally and nationally to support community development efforts and the creation of community-university partnerships. Additionally, the University has development professionals who can garner support for the Partnership from underutilized alumni who may be interested in the Partnership for a number of reasons (i.e. young professionals and athletes).

5. **Formalize UK – East End Signature Partnership**

The staff of the Office of Community Engagement with University associates, residents and community partners should develop a process and plan to formalize the Partnership. This process would include adopting the strategies below and/or developing new strategies that would represent the work of the Partnership. A plan would lay out how Partnership participants would develop a structure to enhance relationship building, share decision-making and provide services to residents of East End. There should also be time and resources devoted to a public announcement of the Partnership and development of a communications plan to publicize the Partnership’s achievements and activities moving forward. *This should only be accomplished after evidence of positive outcomes is shown based on existing and new partnerships.*
Partnership Organization

Ideally, the Partnership would have a coordinator/director who is housed in the Office of Community Engagement. This position would be the champion for the Partnership and would represent the University and Partnership in various capacities. The primary responsibilities would be to establish, promote and grow the Partnership. The coordinator/director would be the first point of contact for University associates, representatives from community-based organizations and others wishing to learn more or be connected to the Partnership. The coordinator/director would work with Community Engagement staff and others to raise funds for the Partnership. The Partnership would share administrative staff with the CE team and would possibly host student interns and volunteers throughout the year to support the Partnership’s various activities.

A large contributor to the Partnership includes the use of University students, particularly graduate and Social Work (MSW) students. MSW students would provide case management and other services to residents as part of adopting the school. Additionally, the Partnership would recruit and train volunteers to serve as mentors to students at William Wells Brown Elementary. This has to be very structured and supervised in order to get the best results. There have been several MSW professionals at the University and in the community suggesting they would volunteer to serve as supervisors for MSW students when needed and deemed appropriate. This should all be coordinated with the Dean and staff of the MSW program at the University - who have expressed interest in the Partnership.

Professors want an opportunity to work across disciplines and envision the Partnership as vehicle to develop this idea specific to the East End community. One idea to do this is through a “Summer Residence in East End Lexington” program where they would live, learn and work for 8 weeks on a project developed earlier as part of other course work (see Appendix VII for a similar program at Miami University’s Center for Community Engagement in Over the Rhine). Students, faculty, residents and other service providers would together to develop projects and course work for a group of inter-disciplinary students. This program would need a lead faculty person and possibly graduate assistant to work with the Partnership staff to further develop the program.

Next Steps and Funding Opportunities

Partnership staff would immediately begin working with Community Engagement staff, Partnership members and University development staff (on loan from other departments) to develop a fundraising plan to support the Partnership’s activities. This work includes strategic planning and organizational development of the Partnership. Fundraising activities should focus immediately on Partnership launch plan and identifying national philanthropic resources. Public funds from federal agencies, state departments and local government should also be identified to support the Partnership.
Conclusion

The University of Kentucky is in a great position to expand its impact and utilize its resources in supporting community engagement efforts in East End Lexington. In creating the Signature Partnership, the University is making a gallant commitment to working with East End residents and partners to serve as a catalyst for various programs and projects. To this end, adopting the William Wells Brown Elementary – Community School enables the University to make a significant contribution by working with school age students and their parents and the broader Lexington community. This is a great first step in establishing the Partnership because the collaboration could involve a large number of partners and have beneficial impacts for the school’s families, East End residents and the University’s students, faculty and staff.

The University and Partnership should be very intentional and thoughtful in crafting how engagement takes place. According to experts, the empowerment and capacity-building model of engagement emphasizes “the building of the power and capacity of local community organizations and residents to formulate and carry out their own planning, research, and implementation.”9 The approach should be taken with all the Partnership’s programs specifically the efforts to establish a food policy council and exploration of creating a CDC. Constituents have to be part of the decision-making and planning process for all the Partnership’s work in order to uphold the values of trust and respect that leads to success.

Stephen Sterrett of The Ohio University’s Campus Partners remarks, “…public commitment precedes private investment. The city and the major institutions in a neighborhood – often universities or hospitals – must commit to cooperation with the neighborhood and to using their political and fiscal resources to remove barriers.”10 The East End Lexington community is at the tipping point to absorb major public and private investment – it is already taking place. A commitment from the University of Kentucky could be the spark that catalyzes future investment and places resident decision-making and wealth-building center to community engagement efforts. Further, the commitment of the Signature Partnership means a step forward in addressing the University’s goals of student success, innovative research and improvements to the quality of life of Kentuckians.

---

APPENDIX
### APPENDIX I

#### University Associates

<table>
<thead>
<tr>
<th>Department</th>
<th>Name</th>
<th>Class</th>
<th>Title</th>
<th>Work</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ag</td>
<td>A. Lee Meyer</td>
<td>Faculty</td>
<td>Extension Specialist in Sustainable Agriculture and Marketing</td>
<td>Board member of LFCUG Parks Dept; interest in local food work</td>
<td>ongoing</td>
</tr>
<tr>
<td></td>
<td>Keiko Tanaka</td>
<td>Faculty</td>
<td>Associate Professor</td>
<td>Interested in inter-disciplinary service-learning and food assessment and policy work</td>
<td>in development</td>
</tr>
<tr>
<td>Design</td>
<td>Michael Speaks</td>
<td>Admin</td>
<td>Dean</td>
<td>Interested in engaging residents and students in design specific to community development initiatives</td>
<td>idea</td>
</tr>
<tr>
<td>English</td>
<td>Frank X Walker</td>
<td>Faculty</td>
<td>Associate Professor</td>
<td>Isaac Murphy Youth Bike Club and cultural initiatives</td>
<td>in process</td>
</tr>
<tr>
<td>History</td>
<td>Dr. Kathi Kern, Dr. Gerald Smith</td>
<td>Faculty</td>
<td>Chair, Associate Professor</td>
<td>Collaborative partnership with FCPS to share history of William Wells Brown with students and community</td>
<td>in development</td>
</tr>
<tr>
<td>Law</td>
<td>Danny Murphy</td>
<td>Admin</td>
<td>Associate Dean</td>
<td>Pro-bono legal clinic</td>
<td>idea</td>
</tr>
<tr>
<td>MLK Center</td>
<td>Chester Grundy</td>
<td>Staff</td>
<td>MLK Center Director</td>
<td>Cultural arts and community engagement</td>
<td>proposed</td>
</tr>
<tr>
<td>Medical School</td>
<td>Todd Cheever/Mary Poi</td>
<td>Staff</td>
<td>Assistant Dean for Student Affairs</td>
<td>Jumping Jaguars After-School Program at William Wells Brown Elementary School (College of Medicine)</td>
<td>ongoing</td>
</tr>
<tr>
<td>Pharmacy</td>
<td>Tawanda Lewis</td>
<td>Staff</td>
<td>Director of Development &amp; Major Gifts</td>
<td>Fundraising support for Faith Pharmacy</td>
<td>in development</td>
</tr>
<tr>
<td></td>
<td>Melanie Mabins</td>
<td>Faculty</td>
<td>Clinical Asst Professor</td>
<td>Polk-Dalton Clinic</td>
<td>ongoing</td>
</tr>
<tr>
<td>Social Work</td>
<td>Karen Badger</td>
<td>Faculty</td>
<td>Director, Undergraduate Studies</td>
<td>various possibilities</td>
<td>proposed</td>
</tr>
<tr>
<td></td>
<td>David Royse</td>
<td>Faculty</td>
<td></td>
<td>various possibilities</td>
<td>proposed</td>
</tr>
</tbody>
</table>

**UK Signature Partnership – East End Lexington**

Herron

August 2011
## APPENDIX I

### University Associates

<table>
<thead>
<tr>
<th>Department</th>
<th>Name</th>
<th>Class</th>
<th>Title</th>
<th>Work</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Student Affairs</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Center for Community</td>
<td>Sarah Hermsmeier</td>
<td>Staff</td>
<td>Assistant Director</td>
<td>various possibilities</td>
<td>idea</td>
</tr>
<tr>
<td>Outreach</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Student Involvement</td>
<td>Rebecca Commage</td>
<td>Staff</td>
<td>Assistant Director – Diversity Education and Community Building</td>
<td>various possibilities</td>
<td>idea</td>
</tr>
<tr>
<td><strong>Other departments</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dentistry</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Education</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Health Sciences</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Service Learning</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sociology</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Student Affairs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*UK Signature Partnership – East End Lexington*

*Herron*
APPENDIX II

Goals of the East End Small Area Plan (EHI, 2009)

1. Recognize, restore, preserve, and conserve the historic, ethnic, and cultural character and resources of East End.
2. Create housing that is affordable, accessible, and attractive to a diverse range of people.
3. Promote new commercial development to create a mix of uses that respects and enhances the residential neighborhoods of the East End.
4. Promote opportunities to leverage positive impacts and encourage compatibility from civic investments.
5. Create a neighborhood where daily needs can be met by walking, cycling or transit.
6. Enhance and enliven the streetscape with landscaping, art, and signage.
7. Ensure compatibility and encourage a complimentary relationship between adjacent land uses through strong urban design.
8. Ensure that safety is a top priority.
9. Protect and enhance personal health and the local environment
10. Utilize technology to connect the neighborhood to itself and to the world.
11. Utilize community organizations to increase social capital in the neighborhood.
12. Grow a locally based economy that offers opportunities to all residents.
13. Create a green and environmentally acceptable neighborhood through the recognition of the interdependence of environmental, economic, and social equity concerns.
APPENDIX III

Williams Wells Brown Neighborhood Association
Top 10 Priorities for East End Lexington

<table>
<thead>
<tr>
<th>PRIORITY GOAL</th>
<th>RESPONSIBLE ENTITY/TIME STATUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The designation of a continual revenue stream in support of an Affordable Housing Trust Fund that might also include a land bank for the redevelopment of surplus and vacant properties, support of a Neighborhood Design Plan that would assure sustainability of new housing development, incentives for owner-occupied housing improvements in impoverished neighborhoods and greater accountability for proper maintenance of absentee landlord properties.</td>
<td>AHTF Commission/Task Force</td>
</tr>
<tr>
<td></td>
<td>BUILD/CKHHI</td>
</tr>
<tr>
<td></td>
<td>impact study in process</td>
</tr>
<tr>
<td>2. The establishment and financial support of a Community Development Corporation with a full-time director that will assure the on-going progress of the East End Small Area Plan as a driving force for economic re-development and continued cultural enrichment and preservation of our historic neighborhoods.</td>
<td>BGCF/PNC/CVC</td>
</tr>
<tr>
<td></td>
<td>PVA (David O’Neill)</td>
</tr>
<tr>
<td></td>
<td>community driven plan to Engage citizens</td>
</tr>
<tr>
<td>3. The complete restoration of the Charles Young Center and its return to community programming for youth and other expanding populations of the HOPE VI development and Equestrian View that has brought more than 300 new families to the East End as previously committed to our residents.</td>
<td>Gen Services/Parks &amp; Rec/Building</td>
</tr>
<tr>
<td></td>
<td>CYCC Task Force/Chris Ford</td>
</tr>
<tr>
<td></td>
<td>feasibility study/community discussion</td>
</tr>
<tr>
<td></td>
<td>Spring/2011</td>
</tr>
<tr>
<td>4. The public will and support of the full realization of the intended potential of the Wm Wells Brown Community School/Center as a thriving and inviting center providing full-time and year-round community programming and services as was originally proposed.</td>
<td>FCPS/Parks &amp; Rec</td>
</tr>
<tr>
<td></td>
<td>Stu Silberman (appointee)/DBarnett</td>
</tr>
<tr>
<td></td>
<td>Discussion initiated for reassessment</td>
</tr>
<tr>
<td>5. The implementation of Phase III of the Legacy Trail which includes the development of the trailhead at Isaac Murphy Memorial Art Garden and running through the East End route to Loudon Ave/Newtown Pike connection.</td>
<td>Parks &amp; Rec/Engineering (Keith Loven)</td>
</tr>
<tr>
<td></td>
<td>Dept of Tourism/UK Archeology</td>
</tr>
<tr>
<td></td>
<td>On-going/led by Legacy Foundation/IMAAG Board/Rails to Trails</td>
</tr>
</tbody>
</table>
6. The re-location of Central Sector CLEAR Unit and PAL Center within the HOPE VI development boundaries to assure resident safety, increase property security and provide productive activities by forming a pro-active link between police, residents, neighborhood associations and the LHA focused on prevention efforts and building community cohesiveness.

7. The re-evaluation of the implementation of the East End Small Area Plan, to report progress, re-prioritize specific goals and engage steering committee members, newly elected officials, new residents and other vested partners to continue momentum needed to assure its success. new residents and other vested partners to continue momentum needed to assure its success.

8. The preservation of the cultural and historical significance of the East End, including homes, businesses, persons, events and values supported by efforts such as a Neighborhood Design (ND-1), historical makers and recognition of its long-time contribution to greater Lexington.

9. The solidification of the relationship of the Community Ventures Corporation (CVC) with the East End, clarifying clear objectives as a business incubator to build and support new, small local businesses that will train and employ local residents and utilize locally produced products/services.

10. The oversight of the Lexington Housing Authority in its implementation of the HOPE VI grant proposal and on-going provisions to the East End community and its residents, including an appointed representative that will advocate for community and resident interests.

Police Dept/LHA
Central Sector (Comm Weathers)
prior to June 30, 2011 (grant funds end)

Planning & Development (King/Duncan)
EE Advisory Council
WWBNA
Early Spring

Planning & Development
Downtown Lex Corp
Discussion/grants in process (WWBNA)

private entity with proposed re-development plans (Kevin Smith/ Phil Houlebeck)

LHA admin and advisory board
Chris Ford/Board Appointee
HOPE VI grant (funds end June 30, 2011 Transition Plan
Appendix IV

SEED Wayne at Wayne State University
Detroit, MI

What is SEED Wayne?
SEED Wayne is dedicated to building sustainable food systems on the campus of Wayne State University and in Detroit communities.

How does it work?
SEED Wayne works in partnership with community-based organizations promoting access to healthy foods, urban agriculture, farm-to-institution, and food planning and policy development.

Why is this important to Wayne State?
SEED Wayne embraces core university functions in teaching, research, engagement and operations. Student leadership is central to SEED Wayne’s success.

SEED Wayne Projects
The partnership is engaging soup kitchen guests in workshops related to local and state food policymaking and planning in addition to working with the Capuchin Soup Kitchen and Earthworks Urban Farm to facilitate local residents growing food and making it available through the soup kitchen and other neighborhood retail operations. Current plans include the development of a 4,000 square feet, year-round food production/solar green house. The partnership is also helping to expand the Kitchen’s Growing Healthy Kids program - a program for 5- to 11-year-olds learn the basics of gardening, nutrition, cultural awareness, environmental stewardship and healthy living in weekly classes.

Detroit FRESH is another program which works with corner stores in Detroit's neighborhoods to help them carry (or carry more) fresh fruits and vegetables.

Source
Wayne State University, College of Liberal Arts and Sciences, SEED Wayne
http://www.clas.wayne.edu/seedwayne/

See http://www.youtube.com/watch?v=BOcTlcEsRqA for a video interview about SEED Wayne
APPENDIX V
Community Development Corporation
Programmatic Development

The CDC would manage several program areas. The following list of proposed programs was adapted from the EESAP (EHI, 2009). The list was condensed and program descriptions expanded to capture ideas based on what the consultant heard and learned.

- **Economic Development** program will seek to further local business development in order to create jobs and community wealth. Focus should be on workforce training for green collar, food system and other jobs identified by local residents and business owners.
- **Real Estate Development** program will bring life to abandoned buildings and vacant properties as well as helping to create more affordable housing opportunities, all with an emphasis on green building techniques.
- **Community Organizing** program will work with neighborhood associations, government agencies, and community organizations to empower residents to voice concerns and be partners in the East End’s redevelopment.
- **Beautification and Infrastructure** program will work with city, state, and federal agencies to enhance existing and develop new physical environment to support sustainable neighborhood development. Projects include improve public safety, maintenance and stabilization of vacant lots, creation of green public spaces (with a special interest in preserving the history and cultural aspects of the East End).

Housing services are currently being provided by LHA and REACH. CVC is currently involved in real estate development. The Bluegrass Community Foundations has been leading the development of the Legacy Trail through the city, including East End’s Third Street, and other beautification projects. All of these current initiatives (and others) should all be supported by and coordinated with the CDC. These organizations should all be invited to become a partner in the CDC because of their current activities and commitment to community development in East End Lexington.

The CDC would need a significant, initial financial gift from the University to carry out the aforementioned activities. This gift would ideally come from a major donor committed to the mission and purpose of the CDC and would share in helping the University champion its creation. The University and major donor would use their relationships and social capital to attract other philanthropic funds – focusing on national foundations.
APPENDIX VI

The Ohio State University and Campus Partners
Columbus, OH

The Ohio State University in January 1995 incorporated Campus Partners for Community Urban Redevelopment as a non-profit community redevelopment corporation to promote improvements to the neighborhoods around the university.

The model which Campus Partners has developed with Ohio State:

- Begins with **community-based planning** which identifies a shared vision for the neighborhood, builds consensus for a plan of action and permits trust-building among stakeholders.
- Employs a **comprehensive approach using multiple partnerships** to address key issues, such as housing, education, public safety, employment, and municipal services.
- Emphasizes **market-based revitalization** through programs and projects which are critical to removing barriers to private investment. Ultimately, the public dollars and university commitment are limited and must support efforts which over time will validate private choices to live, work and invest in the neighborhood.
- Identifies **strategic revitalization projects** of sufficient scale and potential to positively alter the underlying market conditions and shift the public and private perception of the neighborhood.
- Engages both the academic and academic support sides of the university with community stakeholders. To sustain these partnerships over time, however, each university unit’s mission should have some alignment with the neighborhood’s goals.
- Focuses on **long-term results** because the issues are complex and require a comprehensive approach.

*The model must be embedded in the university’s culture and in its ongoing relationship with its neighbors. Through this authentic relationship, the university stakeholders will learn much from observation and participation as an agent of change.*
APPENDIX VII

Miami University’s Center for Community Engagement
Over-the-Rhine Residency Program
Cincinnati, OH

What is the Residency Program?
In Fall 2006 Miami University’s Center for Community Engagement in Over-the-Rhine inaugurated the Over-the-Rhine Residency Program in collaboration with leaders and organizations of the inner city Cincinnati neighborhood of Over-the-Rhine. Twelve students from a variety of majors - mostly white and from middle class suburban and small town backgrounds - integrate academics with a full immersion experience to live and work in the "school of social life" for a full semester.

How does it work?
The Residency Program exemplifies the Center’s mission to work collaboratively with neighborhood organizations and residents - through courses, research, and service - in order to help formulate strategies and policies consistent with developing a community without displacement.

What do the Students do?
Students take a full load of courses at the Center for Community Engagement. Architecture and Interior Design majors design and build out spaces for low and moderate income residents. Students from other majors work in various neighborhood institutions that serve the under-served, totaling 24-27 hours per week. They worked at the Drop Inn Center, Venice on Vine, Peaslee Neighborhood Center, the Intercommunity Justice and Peace Center, and Over-the-Rhine Community Housing. Teacher education majors work full-time as student teachers at Rothenberg Preparatory Academy.

Who facilitates this?
The residency program is collaboratively taught by university professors, visiting professors and community members.

Where do the students and faculty live?
Miami University leases out a 19th-century townhouse located in the heart of Over-the-Rhine and right next to Music Hall. It can accommodate up to 10 students, while additional students live in the apartment building caddy-corner to the house. A portion of the faculty live in Over-the-Rhine and Cincinnati in general, and even more commute every week from Miami’s campus in Oxford, Ohio.

Source
Miami University’s Center for Community Engagement in Over-the-Rhine
http://arts.muohio.edu/cce/residency_program.html