

AN EXPRESSION OF NEW CASSEL

Advancing the New Cassel Community Vision



February 2012



Acknowledgements

The leadership of Town Supervisor Jon Kaiman, Councilmember Viviana Russell, County Legislator Robert Troiano, and the active involvement of the many stakeholders, Town Board and Town Staff, Project Steering Committee, church organizations, community groups (such as UNCCRC, the McCoy Center, etc.), the Consulting Team (AKRF, Inc. & Global Arts Media), business leaders, and many, many engaged residents of New Cassel have allowed the process of community revitalization to take hold, and as cumulative successes continue occur in New Cassel, positive change continues to shape a better community for tomorrow.

The Town of North Hempstead gratefully acknowledges the involvement of Nassau County in financially supporting the meetings, focus groups, forums and creation of this document via the Nassau County Visioning Program.

Additionally, the Town gratefully acknowledges the involvement of New York State Departments of State and Environmental Conservation for financially supporting the technical analysis, site work, and planning effort via the Brownfield Opportunity Area Program.

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Background

An Expression of New Cassel

Advancing the New Cassel Community Vision

BACKGROUND

New Cassel is a hamlet located in the Town of North Hempstead, New York. A growing and ever-evolving diverse community in a suburban neighborhood of Nassau County, New Cassel has seen a marked surge of reinvestment, redevelopment, and community revitalization initiatives over the past eight years. This renaissance of community activity comes after a two decade-long period where crime, poverty, drugs, gangs, and lack of public investment eroded what was once a vibrant, thriving neighborhood. The one and one-half square mile area bound by Brush Hollow Road on the northwest, Wantagh State Parkway on the east, Old Country Road on the south, and School Street on the west, is a community of over 13,000 residents made up of primarily Hispanic and African-American ethnicities (see Figure 1).

HISTORY

After centuries of Native American habitation, the area of Long Island today known as New Cassel was settled in the mid-1700s by agriculturalists on the Hempstead plains, namely freed former slaves who set up a farming community next to Hessian mercenaries who had supported the British in the Revolutionary War. By the late 1800s, an influx of German immigrants to the area popularized the place-name “New Cassel”, which was retained as the locality continued to grow and intensify, abetted by an expanding road network and railroad service. Small farms dotted the landscape with both livestock and crops grown throughout.

In Long Island’s post-war suburbanization period, New Cassel continued to see flourishing civic activity and community organizing, which included the establishment of a local Kiwanis group, Boy Scout troops, a business association with members principally made up of minority-owned businesses (among others), and the American

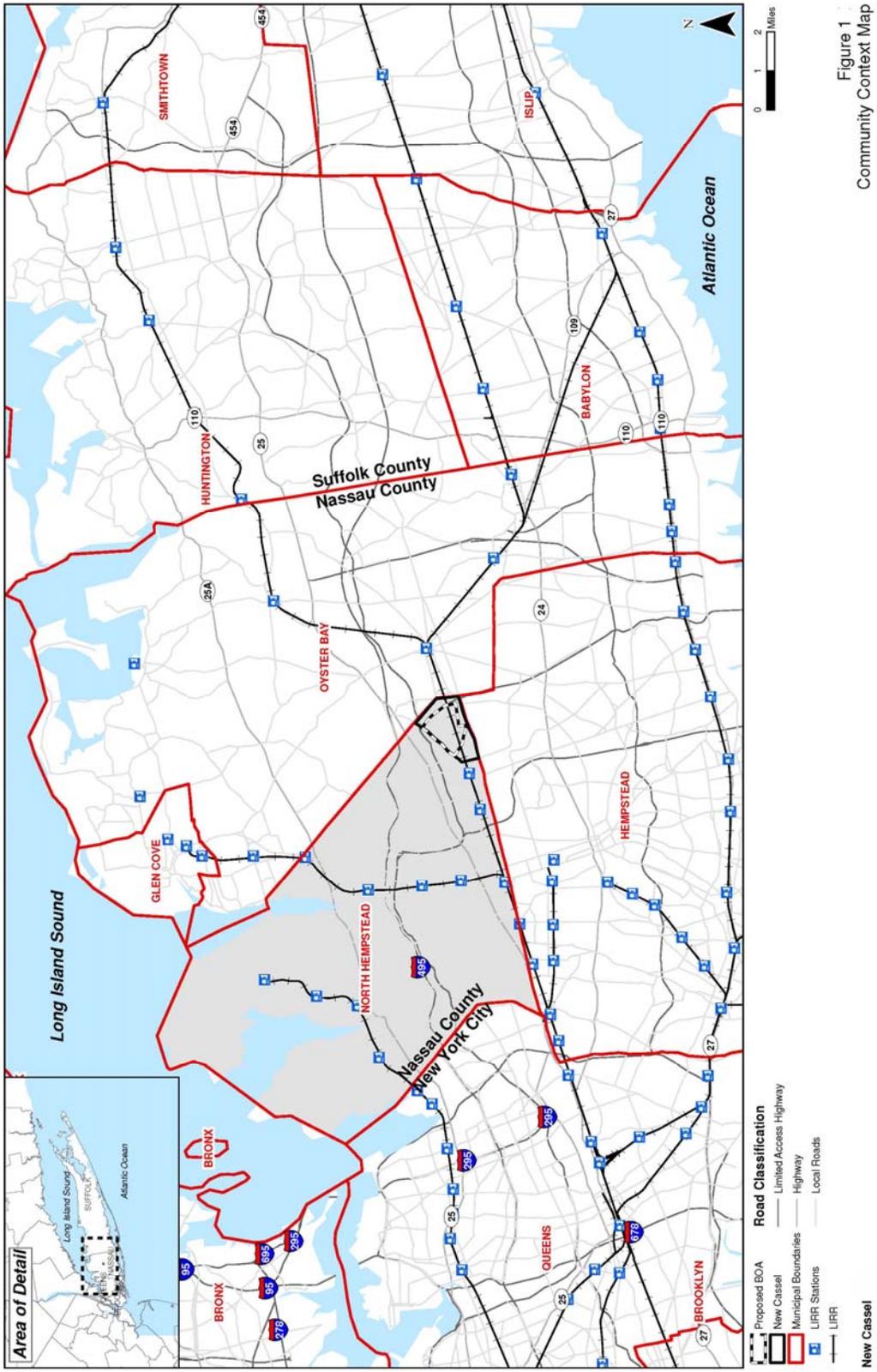


Figure 1
Community Context Map

Legion's veterans association. Through the 1940s and 1950s, the housing boom continued as more people moved into the area, and the existing minority groups – principally Black and later Hispanic groups – made New Cassel a welcoming community for additional minority residents arriving to the region from elsewhere. Open farm land filled-in with residential and commercial development, and land south of the Long Island Rail Road was developed with new light industrial businesses.

The national economic recessions of 1969, 1973-75 and the early 1980s fueled problems of residential overcrowding, increased gang activity, and drug trafficking in New Cassel. Unemployment and economic hardship, in part, caused by an absence of government support and private investment, made for a tumultuous and difficult time in the community; many long-time residents moved elsewhere and crime began to gradually, yet markedly increase. Vacant lots became abundant as building stock aged without desperately-needed money being infused for improvements. Clearly, a coordinated effort to improve conditions was needed from people and resources both within and beyond the community to get New Cassel again moving in a positive direction.

REVITALIZATION EFFORTS

Many of the necessary foundation blocks were in place prior to 2002 to enable New Cassel's steps toward the most recent revitalization. Among the earliest steps toward laying a regulatory groundwork for future improvements was the preparation of the Prospect Avenue Corridor Blight Study by the Town in 1988. The blight study inventoried and evaluated properties and buildings to determine the level of deterioration in building stock and ascertain whether urban renewal actions would be appropriate in the area. As a result, throughout 1990, the Town's Community Development Agency (CDA) created a Prospect Avenue Urban Renewal Area informed by participation from residents and business owners – an instrumental first-step in defining proposed new land uses and appropriate activities throughout the corridor.

The adoption of the Prospect Avenue Urban Renewal Plan by the Town Board in 1991 identified properties for acquisition through eminent domain, problem structures for

demolition, relocation of certain businesses to more commercially-appropriate locations, and rehabilitation of housing stock for work-force, senior, low-income, and other residents. With the completion of a Generic Environmental Impact Statement in 1992, commercial/retail areas and low-to-moderate density residential areas were analyzed and redefined in a land use plan; future possible property acquisitions were prioritized; and zoning amendments for revised commercial and residential areas were proposed. The first rezoning action resulted in designating two nodal sub-corridors at either end of Prospect Avenue – one west of Garden Street to Brush Hollow Road, and the other from New York Avenue east to Bond Street – for future business development. Both corridors allow a mix of retail and residential uses, with a residential seven-block stretch between the two mixed-use zones.

The 1998 Federal Department of Justice Weed and Seed Program designation of the New Cassel area demonstrated a commitment by law enforcement and the New Cassel Neighborhood Advisory Council to press ahead with addressing issues related to crime, gangs, and drug enforcement. More importantly, numerous faith-based groups and civic associations serving as anchors for the public voice throughout the community were already present and functioning within the community, many with their own halls, centers, churches and other meeting spaces. By 1998, these organizations were working with the newly-incorporated Unified New Cassel Community Revitalization Corporation (UNCCRC), the Town's CDA, Nassau County Police, and representatives from the Town of North Hempstead (led by former Supervisor May Newberger) to begin to address the community's concerns. Instrumental in facilitating the community dialogue and assisting UNCCRC with capacity building was Sustainable Long Island, an organization that became an important force in moving New Cassel toward goal-setting, communication between stakeholders, public participation and input, and creation of the first community vision plan.

In 2000, the Federal Environmental Protection Agency (EPA) awarded a brownfield grant to the Town to help facilitate the creation of a nomination list of opportunity sites through which redevelopment could create new anchor businesses and residential tenants.

Because the physical infrastructure already existed in the community – such as sewer, water, electricity, telephone, cable, as well as an established road network, some parkland, and the Park Avenue elementary school – New Cassel had many existing assets on which to capitalize. Subsequent to the EPA award, the Town committed additional funding to support a civic process that aspired to maximize community input and resident participation in a collaborative community-paced vision. Following numerous meetings, focus group discussions, walking tours, site visits, and a comprehensive design charrette, the New Cassel Vision Plan was crafted by the community and adopted by the Town in March 2003 reflecting involvement by approximately 800 residents, business and property owners, civic groups, labor, clergy, seniors, homeowners, renters, governmental officials, and youth.

THE 2002 VISION PLAN

The 2002 Vision Plan informed a revision to the existing urban renewal plan and stated several overarching objectives for New Cassel as offered-up by the widespread community representation. The objectives were:

1. To eliminate substandard conditions within the Project Area as identified in the New Cassel Urban Renewal Area Study (boundaries revised October 2003);
2. To improve the condition of deteriorated or dilapidated buildings within the Project Area;
3. To create new housing opportunities;
4. To redevelop vacant, underutilized, and deteriorated properties;
5. To enhance the aesthetics and overall image of the Project Area;
6. To improve public safety;
7. To help generate economic activity; and
8. To improve community facilities.

Each of these objectives has served as a guiding framework for decisions within the community as new projects and initiatives have been introduced as a result of efforts by community-based organizations, government (local, county, state and federal), non-governmental organizations, and private-sector investment for nearly ten years.

An important part of the New Cassel Vision Plan has been a focus on the problems and possibilities of Prospect Avenue as the main street corridor of the neighborhood. The Plan illustrates many preferred concepts in a design review guide for future development throughout the approximately 1.3-mile long roadway. Additionally, an implementation matrix has assisted with the implementation of community-wide physical improvements during immediate, intermediate, and long-term phases. Progress against the action plan matrix has been measured through analysis of the various changes that have taken place in New Cassel since the adoption of the visioning document. However documented, the changes that have taken place have opened-up new avenues for community growth, identity, and next steps – some of which could not have been envisioned in the original plans nearly a decade ago. As such, New Cassel continues to be a neighborhood in transition, and is actively building, reshaping, and advancing its vision as the community continues to grow and improve.

PROSPECT AVENUE CORRIDOR

The treatment of Prospect Avenue (see Figure 2) was an important focus of the 2002 visioning process because many of the physical upgrades associated with improving the quality of life in New Cassel centered around the corridor and its uses. Through the consensus of the visioning process, it was agreed that the roadway had a width which was conducive to speeding traffic, had unfriendly bicycle and pedestrian conditions, and was a visually uninviting vehicle-dominated streetscape. Poor lighting conditions at night, loitering areas, lack of safe and welcoming public space, and an uncoordinated visual aesthetic all contributed to Prospect Avenue’s absence of “sense of place” and appeal.

As related to Prospect Avenue, the Vision Plan specifically cited and called for:

- traffic studies to determine vehicle speeds, use volumes, number of accidents and types, and appropriate modifications to the street
- the reduction of vehicle travel lanes from four lanes to two lanes – one lane in either direction and reduced in width
- the introduction of medians to buffer the opposing lanes of vehicle traffic and reduce the probability of crashes

- limitation of the number of driveways onto the street to maximize on-street curb parking and reduce the number of conflict points with people on sidewalks
- a more continuous, connected system of sidewalks through the entire community
- planting strips around signposts, utility boxes and other unsightly roadway elements
- sitting spaces to welcome people to both the street as well as the community, and invite them to stay
- new transparent-walled transit shelters with benches, and trash receptacles nearby
- maximized on-street parking to support retail business with buffer zones and bicycle lanes to provide clearance between moving and non-moving vehicle uses
- side-street loading zones, or rear delivery areas for buildings with through-access
- specific intersections to serve as focal points, or activity nodes for new development
- better pedestrian-crossing and vehicle signal timing conditions at certain intersections
- introduction of curb extensions and bulb-outs at intersections to reduce curb-to-curb width for pedestrian crossing at intersections
- discouragement of new off-street parking areas and visual buffering and enhancement of existing off-street parking areas
- minimization of unsightly telephone, cable and electric utilities within the corridor
- creation of a continuous system of street trees to visually enhance the streetscape
- address street lighting conditions on three levels: pedestrian-scale, taller vehicle-scale, and thematic lighting, to make the street vibrant, attractive and safe at night
- harmonization of building facades and adherence to design guidelines for both new and existing rehab construction to promote an ordered, cohesive design consistency
- an increase in the amount of mixed-use development to increase the presence of people residing above ground-floor retail, and enable inhabitants easy access to both mixed-use, as well as existing single use facilities

- increased visibility through unobstructed storefront windows, ensuring that signage, shelving and displays be minimized wherever possible
- low, attractive fences and landscaping features to separate sidewalks from parking lots and yards
- construction of new pocket parks and open spaces for public use
- a community gateway and entrance to the corridor at the apex of the westernmost portion of the street at Brush Hollow Road
- the re-thinking of the eastern gateway to the community, the Bond Street/East Broadway mapped street extension (undeveloped parcel), and future mixed-use development opportunities, and
- creation of a mixed-use, residential/retail node by developing the vacant and underutilized properties at the intersection with Grand Street.



Figure 2:
Prospect Avenue Corridor
New Cassel

ACTION PLAN & IMPLEMENTATION MATRIX

The broader Action Plan and Implementation Matrix from the 2002 visioning process recommended actions to set forth how physical improvements at various locations throughout the neighborhood could be achieved in immediate, intermediate, and long-term implementation steps. In some instances, programmatic implementation was recommended to accompany physical improvements. Over time, improvements have realized different levels of completion due to the varying commitment of resources required, differences in scale, and priorities of stakeholders. Several projects are still being undertaken today guided by the Vision Plan, and some are still moving out of the planning stage toward implementation in the near future. The Implementation Matrix is included as an appendix to this document, but in short summary, the call to action by the community in 2002 included the following recommended actions:

Enforcement – increase presence by both law enforcement officers and inspectors within the community to address matters related to illegal parking, loitering, housing, overcrowding, vandalism, etc. and to send a message that these activities are not welcome in New Cassel.

New Codes and Design Guidelines – modify existing zoning codes, where applicable, to encourage the change and development envisioned and desired by New Cassel residents.

Façade Improvements – establish a façade improvement program and/or work with property owners, businesses, religious institutions to use incentives such as grants or low-cost loans to make façade improvements and advance beautification efforts.

Community Cleanup – volunteer garbage pick-up, street fairs and/or festivals, and trash-free properties and right-of-ways to serve as community-wide examples for neighborhood cleanliness.

Funding – multi-tiered government funding and grants, private sector investment, and non-profit or philanthropic support to spur momentum for projects and programs.

Traffic Engineering Study – propose street re-design for Prospect Avenue to ensure safe, smooth, flows of vehicle, pedestrian and bicycle movements along a two-lane street.

Streetscape Program – fold physical improvement recommendations from the Vision Plan into a workable implementation strategy to create a better sense of place, and involve the community in doing so.

Pedestrian Safety – take steps to improve walkability of streets for pedestrians

Community Art – using the talent from New Cassel’s cultural representation as the artistic palette to produce two- and three-dimensional art to the neighborhood landscape.

Parks – create and develop pocket parks and other larger park sites throughout the neighborhood involving community members and volunteers.

Gateways – develop and better define the entrance points to New Cassel, particularly at both ends of Prospect Avenue.

Community Multi-Use Center – begin the process toward establishing a building program and creation of a multi-use community center on Grand Street that would be open to all and available to residents for multiple purposes.

Youth Civic Program – incorporate the talents and/or commitment of youth from New Cassel into the planning efforts to influence the future of New Cassel.

Building Community Assets – increase training and capacity-building for local business owners to facilitate access to programs to help grow and maintain their businesses.

Because of the many changes that have taken place in New Cassel in recent years and the level of community engagement in the initial visioning process, it is possible to gauge progress that has been made in implementing recommendations, as well as take stock of

intended actions from nearly a decade ago. Sentiments of community members today are captured through community meetings, forums, focus groups, and on-going discussions reviewing the physical and programmatic changes that the neighborhood has already undergone and those still in need of being addressed. Attention to problem-solving by many different stakeholders, as well as investment of resources and human capital are key ingredients that have ensured success and forward momentum of the New Cassel Community Vision to the present. It is the continued advancement of this momentum and energy that New Cassel seeks to maintain so that it may sustain and build upon the positive change started years ago.

Community Building & Expressing Identity

COMMUNITY CHANGE TO THE PRESENT

NEW CASSEL TODAY: WHO LIVES HERE?

New Cassel, the Town of North Hempstead, and Nassau County have all experienced population growth between 1990 and 2009—a trend that is expected to continue until at least 2035. The population in New Cassel experienced a significant increase between 1990 and 2000, when the number of residents grew by 29.6 percent from 10,257 residents to 13,298 residents. During this period the population in North Hempstead and Nassau County grew as well, but at more modest rates of 5.3 and 3.7 percent, respectively. Between 2000 and 2009, population growth slowed in all study areas. As shown in Table 1, the population increased by only 1.3 percent in New Cassel between 2000 and 2009.

Table 1
Comparative Population Change 1990-2009:
New Cassel, Town of North Hempstead, Nassau County

Study Area	1990	2000	2009	Percent Change: 1990-2000	Percent Change: 2000-2009
New Cassel	10,257	13,298	13,468	29.6%	1.3%
Town of North Hempstead	211,393	222,611	226,109	5.3%	1.6%
Nassau County	1,287,348	1,334,544	1,360,126	3.7%	1.9%
Sources: U.S. Census Bureau, Census 1990 and 2000, Summary File 1; 2009 data is from Long Island Power Authority, 2009 Long Island Population Survey.					

The population in North Hempstead is expected to grow between 2010 and 2030, at a rate comparable to Nassau County, but slower than the population growth expected in Suffolk County. LIRPC estimates that North Hempstead’s population will grow from 226,490 residents in 2010 to 237,370 residents in 2030—an increase of 4.8 percent. In comparison, the population in Suffolk County is expected to increase at a faster rate of 11.9 percent during this time period (see Table 2).

Table 2
Projected Population Growth 2000-2030:
Town of North Hempstead and Nassau County

Study Area	2000	2010	2015	2020	2025	2030	% Change 2000-2010	% Change 2010-2030
Town of North Hempstead	222,611	226,490	229,651	232,529	235,104	237,370	1.7%	4.8%
Nassau County	1,334,544	1,362,210	1,378,996	1,394,401	1,408,399	1,421,042	2.1%	4.3%
Suffolk County	1,419,381	1,557,325	1,615,364	1,667,036	1,710,196	1,742,719	9.7%	11.9%

Source: Long Island Regional Planning Council (formerly Long Island Regional Planning Board), 2004.

Age Distribution

As shown in Table 3, New Cassel residents were notably younger than residents in North Hempstead and in Nassau County, when measured as a percentage of total population in each area. For the time period between 2005 and 2009, approximately 28 percent of the population in New Cassel was under 18 years of age. In comparison, 24 percent of North Hempstead and Nassau County was in this age bracket. This under-18 population in New Cassel represented a similar percentage of the population in both 1990 and 2000.

The percentage of New Cassel residents between the ages 18 and 34 decreased from 32 percent of New Cassel’s population in 1990 to 25 percent of the population in the time period 2005-2009. Similarly, this age group also decreased in share in North Hempstead and Nassau County.

New Cassel residents between 35 and 49 have recently increased in share, from 20 percent in 1990 and 2000 to 25 percent during the 2005-2009 time period. While the population in this age group increased in New Cassel, the percentage of residents in this age group in North Hempstead and Nassau County as a whole remained flat.

In 1990, 2000, and the time period 2005-2009, New Cassel’s residents above the age of 65 represented 9 percent of the population. This was low compared with North Hempstead and Nassau County. Further, in all three time periods analyzed, New Cassel’s share of residents between 50 and 64 years of age was lower than the percentage of residents in these age groups in North Hempstead and Nassau County.

Table 3
Age Distribution (1990, 2000, 2005-2009)

Age	New Cassel			Town of North Hempstead			Nassau County		
	1990	2000	2005-2009	1990	2000	2005-2009	1990	2000	2005-2009
0-17 Years	27%	29%	28%	21%	24%	24%	22%	25%	24%
18-34 Years	32%	30%	25%	23%	19%	17%	26%	20%	18%
35-49 Years	20%	20%	25%	22%	23%	22%	22%	24%	23%
50-64 Years	14%	12%	13%	18%	18%	21%	17%	16%	20%
65+ Years	9%	9%	9%	16%	17%	16%	14%	15%	15%

Sources: U.S. Census Bureau, Census 1990 and 2000, Summary File 1; U.S. Census Bureau, 2005-2009 American Community Survey.

Households and Household Size

Reflecting the recent population growth discussed above, the number of households in New Cassel, North Hempstead, and Nassau County all increased between 1990 and 2000, as shown in Table 4. New Cassel’s 14.8 percent increase in households was the most dramatic, while North Hempstead and Nassau County increased by a more modest 3.0 and 3.7 percent, respectively, during the same period.

At 4.46 people per household, the average household size in New Cassel was higher than North Hempstead’s average household size of 2.84 people per household and higher than Nassau County’s average household size of 2.93 people per household (see Table 4).

While the household size increased in New Cassel by 14.4 percent from 3.90 people per household in 1990 to 4.46 people per household in 2000, the average household sizes in North Hempstead and in Nassau County remained fairly constant.

Table 4
Number of Households and Average Household Size: 1990, 2000, 2009

	Total Households			Households %Change		Average Household Size		
	1990	2000	2009	1990-2000	2000-2009	1990	2000	2009
New Cassel	2,588	2,972	NA	14.8%	NA	3.90	4.46	NA
North Hempstead	74,587	76,820	78,097	3.0%	1.7%	2.81	2.84	2.86
Nassau County	431,515	447,387	453,068	3.7%	1.3%	2.94	2.93	2.95

Sources: U.S. Census Bureau, Census 1990 and 2000, Summary File 1; 2009 Long Island Power Authority, 2009 Long Island Population Survey.

Household Income

Between 1989 and 1999 the median household income, after adjusting for inflation, decreased in all study areas (see Table 5). New Cassel’s median household income experienced the greatest decline (15.4 percent) from \$89,105 in 1989 to \$75,427 in 1999 (in constant 2010 dollars). In comparison, the median household income decreased by 0.9 percent in North Hempstead and by 2.1 percent in Nassau County. Between 1999 and the time period 2005-2009, the median household income in New Cassel decreased by 7.2 percent, which was similar to the decrease in North Hempstead as a whole (7.5 percent).

Based on 2005-2009 ACS data, the median household income in New Cassel was \$69,987. This is lower than other study areas by a considerable margin—31.4 percent lower than North Hempstead (\$102,028), and 25.6 percent lower than Nassau County (\$94,027).

Table 5
Median Household Income, 1989, 1999, 2005-2009 (in 2010 dollars)

	Median Household Income			Percent Change	
	1989	1999	2005-2009	1989-1999	1999 – (2005-2009)
New Cassel	\$89,105	\$75,427	\$69,987	-15.4%	-7.2%
Town of North Hempstead	\$111,247	\$110,279	\$102,028	-0.9%	-7.5%
Nassau County	\$100,113	\$98,019	\$94,027	-2.1%	-4.1%

Sources: U.S. Census Bureau, Census 1990 & 2000, Summary File 3; U.S. Census Bureau, 2005-2009 American Community Survey.

At 21.2 percent, the percentage of households earning less than \$30,000 is higher in New Cassel than North Hempstead or Nassau County (see Table 6). In addition, the prevalence of middle income households (\$30,000 to \$74,999) was again higher in New Cassel compared with the other study areas. While 34.8 percent of households in New Cassel had incomes between \$30,000 and \$74,999, approximately one-quarter of households in North Hempstead and Nassau County are within this income bracket. Further, the share of households with incomes above \$125,000 was lower in New Cassel compared with North Hempstead and Nassau County. While 19.7 percent of households in New Cassel had incomes over \$125,000, 38.7 percent in North Hempstead and 33.7 percent in Nassau County had incomes above \$125,000.

Table 6
Household Income Distribution

	New Cassel			North Hempstead			Nassau County		
	1989	1999	2005-2009	1989	1999	2005-2009	1989	1999	2005-2009
Less than \$30,000	29.9%	26.2%	21.2%	22.0%	15.8%	13.4%	23.6%	17.7%	14.0%
\$30,000 to \$74,999	51.1%	37.2%	34.8%	39.8%	30.4%	24.8%	45.5%	34.3%	26.4%
\$75,000 to \$124,999	16.9%	25.0%	24.2%	21.5%	24.1%	23.1%	21.2%	26.8%	25.9%
\$125,000 and over	2.1%	11.6%	19.7%	16.7%	29.7%	38.7%	9.7%	21.2%	33.7%

Sources: U.S. Census Bureau, Census 1990 & 2000, Summary File 3; U.S. Census Bureau, 2005-2009 American Community Survey.

COMMUNITY-WIDE IMPROVEMENTS SINCE 2002 VISIONING

Enforcement

As primary law enforcement agency for the community, Nassau County Police have made an effort to ensure a presence throughout the neighborhood, notably during warmer seasons when questionable outdoor activities are more apt to take place. With respect to building code violations, illegal housing, and issues related to safety, the Town implemented the TownStat 311 call system (2006) that has allowed the Town to track and respond to public concerns more effectively. Today, Town code enforcers and police work to try keep community quality-of-life violations to a minimum.

New Codes and Design Guidelines

The New Cassel Urban Renewal Plan, adopted by the Town Board on August 12, 2003, provided for zoning changes within the Urban Renewal Area to permit the development of mixed use structures on property within Business A and Business B zoning districts. Subsequently, the Town Board adopted on September 30, 2003 amendments to Chapter 70 of the Town Code to include a definition of “mixed use”, make modifications to front yard setbacks and Business A parking requirements, and change the zoning map to reflect boundary alterations to each of Business A, Business B, Residence C and Residence D. The changes were implemented to facilitate the types of new development envisioned and desired by New Cassel stakeholders. These changes were instrumental to ensuring that ensuing new construction in the years that have followed contain a balanced combination of commercial and residential development along Prospect Avenue.

Façade Improvements



The Town CDA has had some success working with some individual business owners to encourage, and provide design suggestions for, façade improvements within the corridor. Often, without public financial incentive, façade improvements are not seen by building owners to be the highest priority. But as streetscape enhancements, and newer attractive structures continue to be introduced along Prospect Avenue, it is likely that existing facades throughout the corridor will continue to change and be upgraded over the coming years.

Community Cleanup

The Town of North Hempstead spearheads activities and clean-up events that coincide with Earth Day each year. Additionally, the month-long activities and clean-up events of



“Operation Clean Sweep” bring together private business owners, community organizations, religious congregations and community members. Other custodial cleanup events for the community are in the works to encourage neighborhood cleanliness and stewardship. On a larger scale, the Town’s CDA has facilitated underutilized site redevelopment, leading to many new mixed-use residential/retail projects in New Cassel along Brush Hollow Road and Prospect Avenue. This process is ongoing, and has resulted in many vacant or underutilized properties being given higher and better uses. In 2012, yet another new construction project is planned for Prospect Avenue between Bond

Street and State Street that will result in a currently-vacant eyesore lot being turned into owner-occupied multi-family residential use.

Funding

From the first post-visioning funds awarded in 2004 onward, the Town has nurtured funding relationships with Nassau County for open space funding, New York State for transportation, brownfields and environmental conservation, and numerous sources within the Federal government. Funding for energy efficiency programs, block grants, community center support, off-street parking lot creation, bikeways, economic development initiatives and site remediation have brought the total to over \$65 million in public investment. Additionally, the American Recovery and Reinvestment Act in 2009 allocated over \$5.59 million in additional funding to help push the Prospect Avenue reconstruction and the North Hempstead Community Center at New Cassel toward the finish line. Public investment has aided in leveraging additional non-government funds, notably, \$11 million in private/corporate financing in 2005. Several projects are still coming to fruition, meaning that as grants become available, future funding will continue to be sought.

Traffic Engineering Study

Using accident data garnered from Nassau County Police, traffic count data from Town of North Hempstead Planning Department, and the professional design engineering services of LiRo Engineers, a Design



Approval Document was generated, submitted, and approved by New York State Department of Transportation in January 2009 to propose roadway improvements to the Prospect Avenue Corridor beginning at Brush Hollow Road on the western end to the Wantagh State Parkway on the eastern end. Following detailed analysis, the study determined that the reduction of roadway width from two lanes to one lane in both directions, as well as the

introduction of bicycle lanes and pedestrian safety features could vastly improve the function of Prospect Avenue as a neighborhood “downtown-style” street from its previous use as a 1.3-mile pass-through corridor for vehicles speeding through, but not planning to stop in New Cassel.

Streetscape Program

The Prospect Avenue reconstruction that has been taking place from 2010-2012 has incorporated extensive recommendations from community members about how the roadway should look and function when completed. From textured paving stones laid



alongside Prospect Avenue, to the installation of old-style street lamps, the streetscape is being altered into a more walkable and attractive pedestrian and bicycle corridor. New street furniture includes trash receptacles, benches, and in some locations, bicycle stands. Planted

medians at select intersections will contain low-maintenance vegetation that will require maintenance and irrigation by the Town for the first few planting seasons; young street trees, once rooted, will begin to provide shade and visual softening of the entire corridor.

During the design process, discussions were held with utility companies to investigate burying unsightly overhead utility lines below ground along Prospect Avenue. Because doing so proved cost-prohibitive at the time the Town began construction, other means of addressing the issue may be pursued such as relocating certain segments of the lines at staged intervals or negotiating easements to move utility lines out of the Prospect Avenue right-of-way. As different funding opportunities become available, the Town will decide how much of the relocation initiative is financially feasible.



Pedestrian Safety

Foremost in the design and reconstruction of Prospect Avenue has been pedestrian and bicycle safety. From the earliest stages of design, roadway speeds, accident data, problem locations, and re-design opportunities were considered in re-working the streetscape.

Dedication of bicycle lanes in both directions, median curb cuts for pedestrians at intersections, ADA sidewalk ramps at street corners, better street lighting, and new striping of crosswalks all along Prospect Avenue have been some of the safety improvements introduced to the corridor. With the completion of the reconstruction project in 2012, the Town will continue to monitor the effectiveness of these safety improvements to determine if further changes will be necessary, and which effective measures might be considered for other dangerous roadways within the community.



Community Art

In 2009, the Town retained the services of AKRF, Inc. and their subconsultant Global Arts Media, Inc. pursuant to a NYS Brownfields Opportunity Area Program grant and Nassau County Visioning Program grant to assist with a planning effort to revitalize underutilized sites and capacity-build using the arts as the basis for furthering the New Cassel vision. The work is still underway, and in addition to this Vision Plan update, will culminate with the creation of a NYS-accepted brownfield Nomination List. Many opportunity sites are being considered for numerous functional uses in the short, medium, and long-term timeframes. Like the Vision Plan generated in 2003, this planning update has involved an extensive dialogue of public meetings, focus groups, and forums (see Appendix A-1).

Parks

Bunky Reid Park, formerly *New Cassel Park* and renamed after Westbury Senior High School assistant principal, basketball coach, and youth mentor Martin Reid in 1993, remains the predominant outdoor active recreation space within the community and directly serving the neighborhood. Maintained and operated by the Town, the park offers



a little-league baseball field/soccer field at the western end, three basketball courts, four tennis courts, handball courts, shuffleboard area, horseshoe pits, a volleyball court, a community pool, playground, and an outdoor picnic area. The park receives widespread use year-round.

As part of the Prospect Avenue reconstruction, land purchased by the Town for an off-street parking lot between Brook Street and Rose Place has now been developed with the parking field toward the back of the site and a linear ribbon of passive greenspace between the parking field and Prospect Avenue. Designed to visually soften the right-of-way for pedestrians between the two large asphalt bodies, the *Rose Place Ribbon Park* contains grassed areas with park benches, old fashioned lighting, trash receptacles, and a new community kiosk that holds opportunities for advertising events and activities.

In 2006, the Nassau County Open Space Bond Act was passed by the County Legislature, and provided support for the creation of a modest 500 square foot, passive pocket park at the northwest corner of Prospect Avenue and Swalm Street. The Town then began the first phase of constructing the Swalm Street Pocket Park in autumn 2011, laying paving stones and plantings. When completed, the park will be fully landscaped and ground-lit, and have a water feature in the center. Community members have expressed an interest in

contributing to the design and creation of additional furniture and/or art pieces within the park space.

Gateways

At the west end of Prospect Avenue on the site commonly known as the western gateway to New Cassel, the triangle *Gateway Park* was constructed as part of the new mixed-use development between Brush Hollow Road and Prospect Avenue. Dedicated to the Town for public use, this passive park was built with a fountain and outdoor seating. This approximately 4,300 square foot site also hosts a community tree-lighting ceremony in December and planted flower beds in summertime.

The east entrance to the community is at Prospect Avenue approaching the intersection of Elizabeth Street after crossing over top of the Wantagh State Parkway from the east. Other points of entry to the residential portion of the neighborhood are from Urban Avenue and Grand Boulevard from the south. Currently, there exists no formal portal signage to the neighborhood from eastern or southern entrance points, however addressing these entranceways are still priorities for the community.

Community Multi-Use Center

Advanced by County Legislator Robert Troiano (at the time Town Councilmember for New Cassel), a Request for Proposals was released by the Town in 2008 to procure an architect to design a community center with the building program developed by the Town's Planning Department. As competition winner, The RBA Group worked with Town Staff to produce the design for a 60,000 square foot, United States Green Building Council (USGBC) LEED Certified Platinum-rated structure that is slated for construction completion in mid-2012. When completed, the "green energy" center will be a two-storied, cutting-edge facility employing energy saving technologies, including:

- a closed-loop geothermal heating/cooling system
- a south-facing solar wall for preheated ventilation
- 13,000 square feet of photovoltaic panels
- a solar hot-water heat exchange system

- daytime interior light dimming and occupancy sensors
- Energy Star equipment for all appliances
- hybrid/pure-electric vehicle recharging stations
- a greywater system (for secondary water re-use)
- lightwells to most basement spaces to allow natural daylight to lower levels
- roof rainwater harvesting for on-site community gardening
- use of recycled building materials manufactured locally, and
- computerized energy performance management/monitoring.

Among the amenities that the facility will have, include: a gymnasium/auditorium with retractable bleacher seating, performance stage, sound and lighting features; upstairs multi-purpose spaces with warming kitchen/food serving area; computer training labs; cyber-café, canteen space, vending area, and pantry; administrative office spaces; seniors meeting space/lounge; television studio space and appurtenant technical/editing rooms; reading rooms; teen games room; downstairs workout area, cardiovascular training area, dance studio, locker rooms and showers; town-wide emergency management center; and code enforcement offices. When complete, the over-\$20 million facility will be one of the highest-performance energy-efficient community center structures in the nation, and will be a focal point for community-based programs in New Cassel.



Youth Civic Program(s)

UNCCRC facilitated a new youth-staffed farmers market in 2011, piloting a program supported by Sustainable Long Island, the New York Fresh-connect Farmers' Markets

program, and Bank of America. Primarily Westbury school district students and volunteers operated the market on Saturdays and Sundays at the parking lot entrance gate of the First Baptist Cathedral of Westbury, allowing fresh produce to be sold at affordable prices to market patrons. As a marked success, the program will run again in summer 2012.

UNCCRC's partnership with the United Way's YouthBuild Long Island continues to integrate the talents, energy, and skills of local youth in learning how to rehabilitate and retrofit older buildings for higher energy efficiency standards. In 2011, local youth worked on a residential retrofit within New Cassel, shepherded by UNCCRC and the Nassau County Office of Community Development, and the first of several potential ongoing projects in North Hempstead.

The Community Vacation Camp continues to operate in New Cassel due to the efforts of UNCCRC through most of the month of July. Using the Powells Lane School facility, the day camp has eight classrooms, kitchen, auditorium, gym, baseball field and playground access provided by the Westbury School District and volunteer staffing arranged via UNCCRC. This successful program is an ongoing annual summer program that will continue providing a vital service to New Cassel/Westbury youth, resources permitting, into the future.

The Westbury Wolverines youth football, cheerleading and dance organization is an independent non-profit organization governed as a member organization of Gridiron National Youth Football & Cheer league, and runs year-round in Westbury/New Cassel. Formed in 2008 to give the community a team to call their own, the team is for children between the ages of 6-14. Practices and home games are held at Westbury middle school field or Cantiague Park, and other teams are played throughout the metropolitan area.

Many New Cassel youth are active in the Scouting movement, being members of both the Boy Scouts or Girl Scouts of America. Troops meet throughout the year in Westbury, and involve youth between the ages of 7-18. Both organizations have been active in Westbury/New Cassel for over 50 years, and remain important leadership and youth service organizations today.

Building Community Assets

Numerous faith-based organizations, UNCCRC, the McCoy Center, and Arts Build New Cassel continue to assume important roles in leading activities and initiatives to improve the quality of life in New Cassel. Continuous programming for capacity building and skills training are investments in the human capital of any community, and all organizations such as these, to the exclusion of no others each in their own capacities, have vital responsibilities that promote positive change in the neighborhood. Building upon the many successes of ongoing initiatives, in 2012, with the opening of the North Hempstead Community Center at New Cassel, the Town will continue to further promote a multi-pronged approach to job training, skills-building, and human resource development at the facility.

PROGRESS ALONG PROSPECT AVENUE

New development and redevelopment along Prospect Avenue began to take place aggressively in autumn 2003 after several important actions had taken place. The Town zoning code was amended to allow for mixed-use along Prospect Avenue. Several underutilized sites were identified as prime redevelopment locations and Requests for Proposals (championed by the CDA) garnered 34 proposals for development at seven sites. Seven sites have now been constructed, and an eighth site is now scheduled for construction in 2012. In 2004, NYS DOT accepted a proposal by the Town to initiate traffic calming measures for six blocks at the east end of Prospect Avenue, which over time and with additional funding became a comprehensive streetscape revitalization project for the entire roadway – now being completed. As many new mixed-use buildings have undergone construction new businesses have also begun to populate the new street-level commercial spaces. Numerous projects have aggressively taken place on, or near Prospect Avenue over the previous eight years, and with several additional initiatives in their planning stages, more progress is anticipated in coming months and years.

Completed CDA Development Sites

The parcel list of all initial CDA properties developed from the urban renewal program (*Sites A, B, C, D, F, G and H*) is shown on Figure 3: CDA Project Site Location Map that follows.

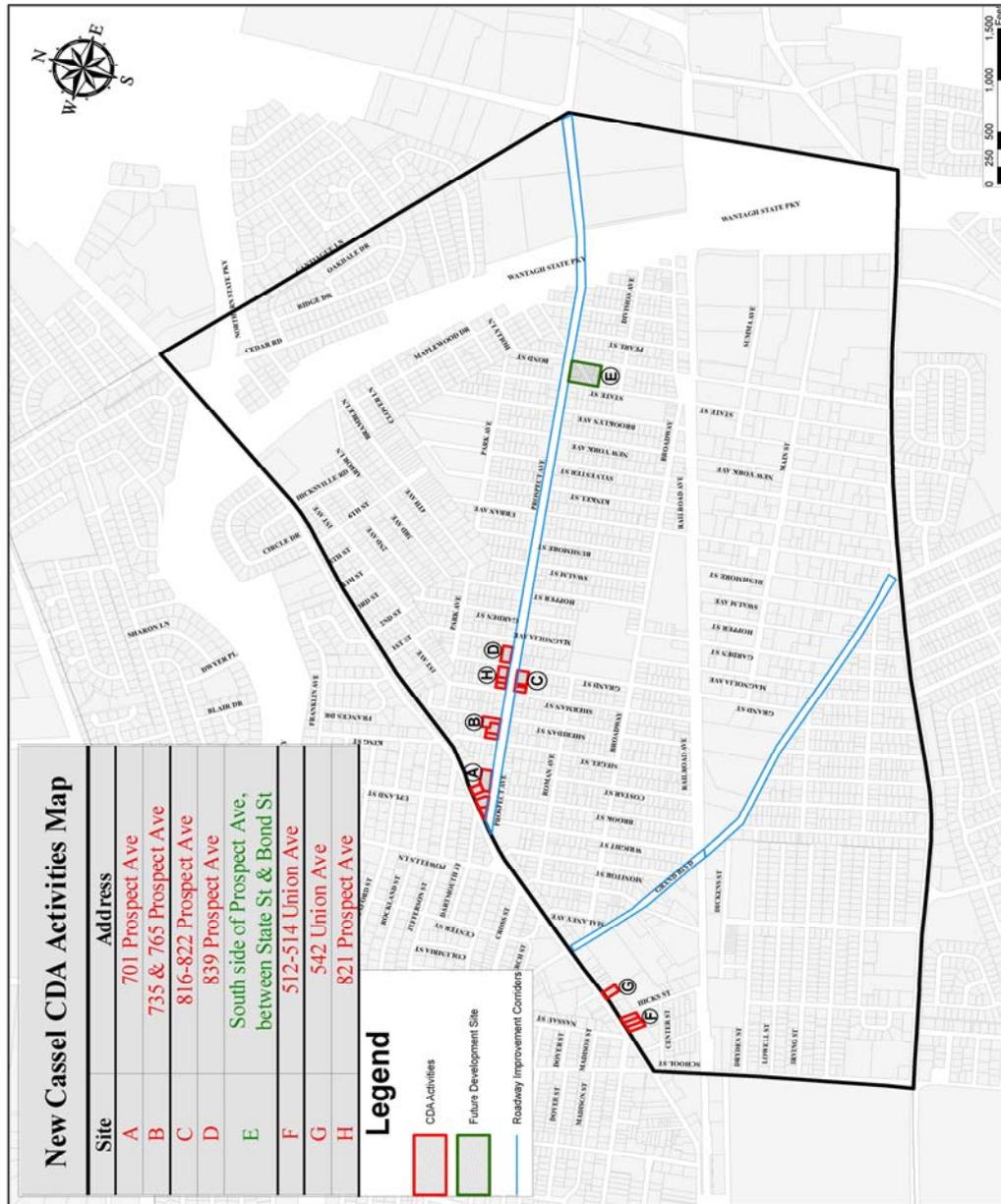


Figure 3:
Community Development Agency
Project Site Location Map

Started in 2004, a mixed-use development at 701 Prospect Avenue was completed by the Bluestone Organization at a CDA site formerly known as *Site A* or “the Gateway Site.”



Site “A” - Gateway

At the corner of Prospect Avenue and Brush Hollow Road, this approximately \$20 million development contains 20,400 square feet of commercial/retail space at street level along Prospect Avenue, and 57 new rental units on the second and third floors. Underground parking exists for tenants, and temporary off-street auxiliary parking is available opposite Prospect Avenue for transient visitors or business patrons.

Started in 2004, a mixed-use development at 701 Prospect Avenue was completed by the Bluestone Organization at a CDA site formerly known as Site A or “the Gateway Site.” At the corner of Prospect Avenue and Brush Hollow Road, this approximately \$20 million development contains 20,400 square feet of commercial/retail space at street level along Prospect Avenue, and 57 new rental units on the second and third floors. Underground parking exists for tenants, and temporary off-street auxiliary parking is available opposite Prospect Avenue for transient visitors or business patrons.



Site “B”

Further east along Prospect Avenue, three developments on Sites B, C, and D are now also complete along Prospect Avenue, comprised of mixed-use commercial/retail and residential space.

Finished in 2010, the approximately \$9.5 million *Site B* is situated between Siegel Street and

Sheridan Street at 735 Prospect Avenue, along the north side of the street; it has 24 occupied residential units on the second and third floors, and about 11,800 square feet of commercial rental space on the ground floor.

The approximately \$6.9 million development at 822 Prospect Avenue (*Site C*) also began



Site “C”

leasing to residential tenants in 2010. With 3,800 square feet of leasable retail space at the southeast corner of Sherman Street and Prospect Avenue, the rest of the development is residential, with 26 units amidst three floors of the building’s eastern wing.

The approximately \$3.2 million development at *Site D* is a mix of owner-occupied residential with rental suites, and ground-level retail spaces (~6,000 square feet of retail). Although predominantly complete in 2010, this development has remained empty while in bank receivership through 2011, but now has prospective residential tenants under the ownership of



Site “D”

Bedford Construction Group, Inc.



Site “H”

One of the CDA’s original demonstration projects (*Site H*) awarded to A&C Development at the beginning of 2004 is located on the northwest corner of 821 Prospect Avenue; its residential suites on the second and third levels have unique outdoor balconies situated over the ground level retail, and off-street parking at the rear of the building. Now with full retail space, *Site H*

Roadway Reconstruction & Streetscaping

The completion of the Prospect Avenue reconstruction will mark the end of a major infrastructure investment in the community that contributes to improving public safety, economic/business development, housing stock, aesthetics, and quality-of-life as related to the corridor. Recognizing the need for a safe, reliable, well-maintained transportation network, the Town also resurfaced Roman Avenue in autumn 2011 – an eight block residential street that runs one block south and parallel to Prospect Avenue. Additionally,

the Town has been working with a consulting team and NYS DOT on engineering specifications to reconstruct Grand Boulevard between Union Avenue (Brush Hollow Road) on the north and Old Country Road on the south. This road is important to heavy vehicle traffic that serves the New Cassel Industrial Area and crosses overtop of the Long Island Rail Road main line. As such, pending funding, the Town intends to advance the Grand Boulevard improvement in early 2013.

Mixed Use Redevelopment & New Business

The creation of the new developments along Prospect Avenue has resulted in many retail spaces for new business. Although not yet fully leased, *Site A* now hosts *Dr. Sachin Sood & Associates Family Dentistry*, *Studio L* hair salon, the *B & K* department store, and will soon have Jamaican restaurant *Paradise Cove* opening in 2012. About half of the retail space at *Site A* is still open for tenancy, and with a master plan in place to facilitate compliant uses with prospective tenants, full commercial occupancy is expected in 2012-2013. New business will soon occupy part of the retail space at *Site B*, and pending leasing arrangement approvals, will consist of a new supermarket in the space on the northwest corner of Sheridan Street and Prospect Avenue. Additionally, *Site H* has now leased all of its retail/commercial space and is home to *Worthy NYC*, an athletic shoe store that is an authorized Nike dealer, and *Nu-Cassel Pharmacy* at the corner of Grand Street and Prospect Avenue.

NYS BROWNFIELD OPPORTUNITY AREA (BOA) PROGRAM

The Town of North Hempstead has actively facilitated the redevelopment and revitalization of New Cassel for over a decade, most recently by preparing a Nomination Study through the New York State Brownfield Opportunity Area (BOA) Program, with the support of the Nassau County Visioning Program. It is intended that while many sites identified in the 1990s continue to be redeveloped, and previously planned projects come to fruition, new prospective sites will be identified through the current Step 2 BOA nomination process now underway and these will become new enhancement opportunities for the community.

BOA Study

The Town has prepared a site nomination list for the proposed Brownfield Opportunity Area under “Step 2” of the NYS BOA Program. Designation of the BOA by New York State occurs following the successful application to and completion of Step 3 of the BOA Program. The Nomination shall include an in-depth existing conditions assessment, and set forth recommendations for land use and zoning, transportation and infrastructure, open space, and, unique to this particular study, emphasize the role that an active arts program can play in community revitalization.

The Nomination will set the stage for the Town to pursue additional funding under Step 3 of the BOA Program, “Implementation Strategy,” which will investigate the possible vehicles to be used to achieve the recommendations proposed in the Step 2 Nomination report and to foster the continued revitalization of New Cassel. The Step 2 Nomination report is therefore intended to further the implementation of the ongoing community-based redevelopment and revitalization efforts for New Cassel by identifying strategic sites for redevelopment and potential site-specific uses, and by selecting sites recommended for Phase II site assessment funding under Step 3 of the BOA Program.

Project Goals

The BOA project goals for the Town of North Hempstead are to: clean up brownfields; generate economic activity and jobs; create new housing opportunities; redevelop vacant, underutilized and deteriorated properties; enhance the aesthetics and overall image of the proposed BOA; foster a distinctive attractive community with a strong sense of place, improve public safety; improve community facilities, such as open space and recreational facilities; establish and foster a Community Arts Committee, and achieve community revitalization.

To facilitate these goals, the project objectives include:

- building on the framework created under the EPA Brownfields Pilot Grant and expanding the number of sites currently under investigation and development;

- identifying strategic sites for redevelopment and achieving full disclosure of environmental issues;
- continuing the work of the Town’s Illegal Housing Task Force to be proactive in identifying and responding to illegal housing issues;
- continuing to identify and secure funding for transportation infrastructure and improved quality of life projects in the community;
- the Town, in cooperation with UNCCRC, continuing to hold neighborhood clean-ups;
- a continuation by the Town to seek funds to enhance the experience at Martin “Bunky” Reid Park, and to develop pocket parks and other recreational opportunities, such as Swalm Street Park and at the vacant linear land strip along Prospect Avenue near Rose Place; and
- identification of sites for arts installation projects and potential funding sources for the design and execution of such projects throughout the community.

BOA Opportunity Sites / Locations

The Town has been taking steps to implement the Vision Plan for New Cassel over the past decade, such as – by acquiring and encouraging private redevelopment of select sites, obtaining state and federal grants for infrastructure improvement projects, designating an urban renewal area in New Cassel, allowing for the development of mixed-use buildings within the New Cassel Urban Renewal Area, and conducting environmental site assessments on potential brownfields. With the current BOA Nomination, the Town plans to continue its efforts to transform blighted and contaminated areas into vibrant places of mixed-use residential and retail development, new affordable housing, business incubators, and recreational areas. This will build upon the community goals and objectives identified in the original *Seeking a Shared Vision for New Cassel* and will serve as a continuation of the Town’s ongoing efforts to redevelop and revitalize the community.

Public Participation & Community Input

Since 2008, the Town has worked with the BOA Program Steering Committee comprised of members from UNCCRC, church and school groups, consultants AKRF Inc. and Global Arts/Media, the McCoy Center, various government agency representatives, and numerous community stakeholders to hold public meetings, host idea exchange forums, and convene ongoing focus groups. Ongoing feedback has allowed *An Expression of New Cassel* to take shape as another successive step in the process of neighborhood identity, and representation of the essence of the community's sense of place. Further, as an essential component of the BOA Program, community involvement has highlighted needs, concerns and opportunities for New Cassel from people who live, work and play there.

VOICE FROM THE COMMUNITY TODAY

Building on the extensive outreach and visioning processes held previously in New Cassel, the recent community participation and outreach efforts that have been undertaken by the Town and its consultants are a vital component of the BOA Program (discussed previously), and are also integral to the development and success of the Arts Initiatives. As part of this comprehensive community participation and outreach process, the Town has and will continue to involve the community in the selection of strategic sites for redevelopment, and will build on the goals and recommendations set forth in the *New Cassel Vision Plan*, adopted by the Town in 2003. In addition, as part of the current ongoing BOA efforts, this update to the *New Cassel Vision Plan* (which identified arts as important to the community) has been undertaken, focusing on the role of the arts in community revitalization, and that has been working to establish ongoing Arts Initiatives for New Cassel. This portion of the current overall BOA project has been funded by Nassau County.

One of the initial steps of these most recent outreach efforts, was to hold a Community Meeting at the Park Avenue School, on September 16, 2010. The meeting served to introduce and explain "Moving the Vision Forward," the New Cassel Brownfield Opportunity Area (BOA) Project and Related New Arts Initiatives to the general public.



The Community Meeting was geared toward a discussion of the BOA project, Vision Plan Arts Update, and the associated



Arts Initiatives, which included an explanation of the BOA Program, what “brownfields” are in the context of BOA (i.e. not necessarily contaminated; may be vacant, abandoned, or underutilized; program is geared toward community revitalization), what the Town is doing in terms of the BOA program, the associated update to the 2003 *Vision Plan for New Cassel* focusing on the role of the arts in community revitalization, and the synergy between arts and culture, and community revitalization.

At the September 2010 Community Meeting, which was widely advertised through flyers, direct mailings and other means, as described below, members of the community were introduced to the BOA and Arts Initiative/Vision Plan Update project, and learned about the purpose of the project and what they were being asked to contribute to the overall process. In specific, it was explained that the Town was particularly interested in learning from the community, through hearing their thoughts and intimate knowledge as local area residents, about what vacant or underused sites in the area community members thought showed particular promise for revitalization and/or arts installations, and which sites should be targeted for redevelopment first. In addition, the community was asked about what types of uses they would most like to see at the locations identified, or at other locations within the community. They were also asked if they were interested in becoming a member of the nascent New Cassel Arts Committee, and were given information about how to submit comments on the overall project, and/or their responses to the questions asked at the meeting by the Town and its consultant project team. There was a wide variety of representation from the community, from students to seniors, business people, educators, homeowners, and renters. The responses from the community members in attendance at the meeting were insightful and candid. Community members described existing problem locations, gave opinions about the kinds of revitalization and arts projects they would like to see in the community and gave

indications of here they wanted to see those types of efforts concentrated. There was also considerable interest in the Arts Committee and many meeting attendees indicated they would share what they learned at the meeting with their friends and neighbors, and encourage others to become involved in the arts initiatives.

Following the initial public meeting, the consultants organized a series of three forums to solicit candid community opinions on the progress of the revitalization, recommendations on how to develop and refine the Vision Plan, ideas regarding potential uses for underutilized sites in the community, and suggestions with respect to the role of the arts in the community's revitalization. The outreach included newspaper articles, flyers, direct mail, and e-mail invitations to residents, artists, civic organizations, school district personnel, faith-based leaders, businesses owners, and other community stakeholders. The participation of several key community organizations enabled the consultants to reach a broad representation of New Cassel's racially, ethnically, and generationally diverse population.

The first of these meetings was held at the McCoy Family and Youth Services Center, a nonprofit agency that provides critical family counseling and parenting services and after-school youth enrichment programs, among other services. A second focus group for non-English speaking Hispanic residents was hosted at St. Brigid's Church, the area's largest Catholic church. A third focus group was hosted by "The Artists Corner," an organization of young professional visual and performing artists that meets monthly at the residence of one of the groups' members. The format for each forum was the same: a discussion about the revitalization, a power point presentation describing the goals of the arts project and its relationship to the revitalization efforts.

The participants in the forums reflected the diversity of the community. They included young professionals in their late 20's, seniors now retired, homeowners and renters from diverse ethnic backgrounds and a wide range of professions and personal circumstances. Despite a strenuous outreach effort, participation in the focus groups was smaller than anticipated. It became apparent during the initial public meeting and the forums that followed that New Cassel residents are suffering from "meeting fatigue" brought on by

years of numerous visioning charrettes, community planning meetings, and forums. Nevertheless, local residents responded with clear and candid opinions concerning the progress of revitalization and specific recommendations on how to advance that work. The conversations within each of the forums were sufficiently forthright to give the consultants clear insight into the satisfaction levels and the interests of the residents and to provide valuable learning.

In addition to the various public forums, the New Cassel BOA/Arts Initiative project also involves the use of a BOA Steering Committee to guide preparation of the Nomination and to provide additional community-based feedback related to the Arts Initiatives. As part of this process, and as described above, public information meetings have been, and will continue to be, held at key steps in the process. Smaller focus groups with community representatives were also held (as described above) to solicit input related to potential redevelopment strategies and arts initiatives. A New Cassel Arts Committee, consisting of community volunteers who will work as local advocates for the BOA/Arts Project and ongoing arts initiatives, has been formed as part of this initiative. Appendix A-1 contains a summary of the various public outreach activities, meetings, forums, etc. that have been held in support of the Vision Plan update and New Cassel Step 2 BOA Nomination process.)

Key Observations

- The participants, while critical of the slow pace of the streetscaping and the various inconveniences it has caused, expressed enthusiasm for the outcomes, most specifically the new housing, street lights, medians, and bicycle lanes.
- Concerns were expressed about the impending housing development proposed for the corner of Prospect Avenue and Bond Street. Several participants described the lot as “too small” for the proposed multi-family housing development, and expressed fears about possible congestion and the destruction of the remaining character of the neighborhood.

- There was considerable discussion – and disagreement, around the Grand Street School. Vacant for several years, some participants said the building is considered “dangerous” by some residents, as it attracts vagrants and homeless people to the community. Most agreed that the facility should be restored to useful service or torn down.
- Although pleased with the physical community improvements, participants were concerned by the continued lack of organized recreational activity for New Cassel’s young people. They complained about youths “hanging out” along Prospect Avenue and disturbing the peace at all hours of the night.

There was a hopeful energy in the sessions when the conversation focused on the potential for arts development in the community. Some of the most creative suggestions offered by focus group participants related to strategies for creating an arts presence in New Cassel:

- Participants expressed a desire for action and direct involvement in a community arts development effort to create positive activity for the youth in the community, and to create a more positive image of the community.
- One participant described New Cassel as a “community of ethnicities.” Other than the schools and occasionally the churches, there are few opportunities for the various ethnic groups to mix, to understand, appreciate, and celebrate the cultural traits unique to each group - or the things they share in common.
- An unanticipated yet valuable outcome of the forums was the spontaneous burst of activity that followed the McCoy Center forum. Within days of the meeting, two of the participants had collaborated on the creation of an “Arts Build New Cassel” website (www.artsbuildnewcassel.com), containing relevant text and photographs, and video content depicting the progress of the revitalization. Later that week, another forum participant launched a documentary project that teams professional videographers and local teenagers in documenting the progress of the construction of the North Hempstead Community Center at New Cassel. Both projects are ongoing.

A core group of forum participants continue to meet monthly with the aim of establishing a permanent, community organization that would make the arts available to all New Cassel residents, attract and productively engage artists, and create a vibrant cultural life within the community.

Art as Community-Builder

PUBLIC ART & BUILDING COMMUNITIES

WHAT IS PUBLIC ART? HOW IS IT USEFUL?

The arts often play a vital function in place-making, bringing residents of a neighborhood together, building a sense of common purpose, and making a location identifiable as a source of community pride. Public art refers to works of art in any medium proposed and implemented with the expressed aim of being sited or staged in the physical public domain, usually outside and accessible to all.



From mosaics, memorials, monuments, and architecture itself, to statues, sculpture, graffiti, furniture, lighting and landscaping, art in the public realm may take many forms and is not confined to physical objects. Parades, street theater, dance and poetry are other examples of public art – which although produced as impermanent, and whether interactive or not, are artistic creations for reception by anyone in a public domain.



In its many forms, public art can be an instrumental building block to communities and neighborhoods for several reasons. First, when conceived and created within the community and with community involvement, the process behind its evolution can

bring together many people of all ages and from different walks of life working toward the common cause of project fruition.

The possibilities for project scope and ambition are endless, bound only by vision or commissioned resources.

Projects can be reflective of the very soul of a community, and show snapshots and stories in time and place of history, culture, and/or future aspirations of people in a given place.

Because a community often becomes vested in a public art project over its lifetime, those same community members become instrumental in its stewardship, oversight and natural surveillance, important to longevity,

upkeep and maintenance. As such, public art projects often employ the talents and creativity of local contributors, becoming signature works of the community and sources of neighborhood pride.



In areas where a thriving arts community exists, the social fabric of neighborhood relationships within the arts scene is known to draw more creative and talented individuals into an artistic safe-space where producing, staging and showcasing both private and public art is encouraged. This may happen with

incentivized programs, subsidized artist spaces, public galleries, craft fairs, showrooms or festivals. In almost all examples where an arts scene has taken root and flourished, negative neighborhood attributes such as vagrancy, crime and vandalism have been overcome as arts programs and projects develop and evolve over time, ongoing public participation renders community vision, and expressions of cultural identity create safe and valuable public places.



The Arts as a Tool for Community Revitalization

The value of the arts as a strategy for community place-making- to connect people to each other and to their community to inspire community pride, connect generations, bridge diverse groups and serve as a catalyzing symbol of the people as a community - has long been recognized. Cities and towns throughout the nation are forging local public and private partnerships to embrace the larger role of the arts to create distinctive communities and promote substantive community development and revitalization.

The ArtPlace initiative, a \$32.5 million national program created to aid the country's economic recovery is one of the most recent of this approach. Launched in September 2011 by eleven of the nation's largest foundations, the National Endowment for the Arts, and several federal agencies, "ArtPlace" aims to drive revitalization in cities and towns with a new investment model that puts the arts at the center of economic development. With an initial investment totaling \$11.5 million in grants and an additional \$12 million in loans from the corporations, ArtPlace seeks to strategically integrate artists and arts organizations into critical local efforts in transportation, housing, community development, and job creation, among other areas in communities throughout the country. ArtPlace is but one example of the use of the arts as a catalytic strategy to advance economic development, civic engagement, community collective action, and community quality of life.

“ArtsBuild New Cassel”: An Approach to Community Revitalization

The community forums and formal and informal discussions with local residents and stakeholders reveal New Cassel as a culturally rich community of diverse, converging cultures with a unique complexity and density of history and cultural expression. Its many churches serve as venues for music and theatrical performances, heritage celebrations, and other cultural events that bring people together. On the community’s playgrounds, parks, basketball courts, and street corners, young people add their own special creations to the cultural mix. Local residents proudly recall their “art celebrities”, including cartoonist Barbara Brandon and young professional Jeanette Berry who currently is a backup singer for the international recording artist Lauryn Hill. As New Cassel works to rebuild and revitalize, the arts have the potential to connect these cultural pieces in ways that harness, strengthen, and integrate New Cassel’s creative energy as a functional element of its revitalization and community building.

Global Arts/Media, the consultant group retained, assisted New Cassel’s residents and stakeholders to translate the community’s needs and desires into a development strategy, “ArtsBuild New Cassel,” that provides a framework for continued community development and revitalization. The board goals of the ArtsBuild New Cassel program are the following:

- To create partnerships and opportunities for cultural and other forms of collaboration among residents, artists, community and faith-based organizations, the public schools and other educational institutions, and private businesses;
- To develop public arts projects which enhance and embellish public spaces and the visual look and “feel” of New Cassel;
- To provide creative opportunities for artists and arts audiences of all racial and cultural backgrounds and ages;
- To encourage and attract new investment, build public and private sector partnerships, and expand New Cassel's capacity to create jobs and sustain arts and civic activities; and
- To build New Cassel's appeal as a great place to live and fun tourist destination.

The Process Toward the First Public Art Projects

Leading the process of New Cassel's continued community-building through the arts, in January 2011, Town Supervisor Jon Kaiman encouraged the Town Board to authorize a public request for qualifications (RFQ) for artists to submit portfolios and resumes to the Town's Department of Planning and Environmental Protection to make themselves eligible for future possible public commissions by the Town. The response to the RFQ was positive and several submissions were received from professionals throughout the New York region, namely Long Island, showcasing previous work and project experience. The Town decided that three projects would initially be advanced that would commission the talents of one or more professional artists who had submitted qualifications, and who would work with interested New Cassel youth, artists or community members to create functional art-pieces representative of New Cassel itself.

Town staff and representatives from Nassau County convened a proposer's conference and site tour in August 2011 where six RFQ respondents were invited to the office of UNCCRC to listen to a presentation by the Town about the proposed project locations, the type of projects being contemplated, the cost parameters, and timeline considerations. Attendees were then escorted along Prospect Avenue by Town staff to each of the prospective project sites to hear about opportunities and constraints of the sites, the context of the sites within the greater neighborhood, and the recent development and changes to the Prospect Avenue corridor. The Town announced its intent to evaluate proposals to commission professional artists to implement functional works on up to five possible sites in the corridor.

Following a request for proposals period where submissions were obtained from five artistic teams proposing for the work articulated by the Town at the proposer's conference and tour, Town staff evaluated and graded each proposal based upon the following categories:

- understanding of the work requirements needed to be done as defined by the Town, including the project timeline;

- previous clientele and projects of the artistic team, including their own specified references;
- qualifications of the artist/team, and artistic excellence as demonstrated by their portfolio of previous work and completed projects;
- the ability of the artist/team to acknowledge the Town's budget parameters, and indicate through estimating, the ability to work within those budget parameters;
- familiarity with the project site by demonstrating an understanding of the community's history, proposed project's context, and cultural awareness; and
- quality of the proposer's response (conciseness, completeness, clarity and readability) to the Town's request for proposals.

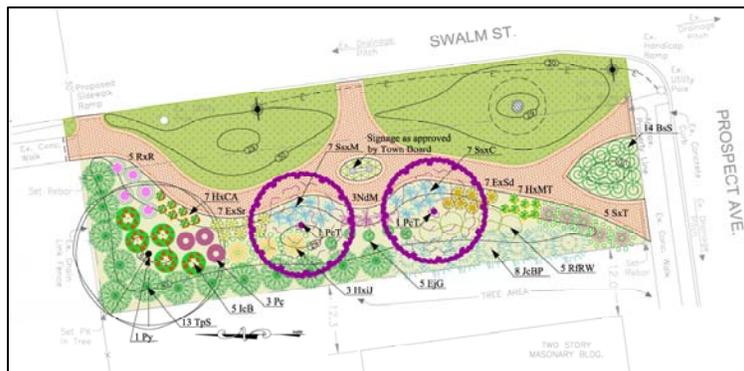
As a result of strong proposals and scoring for three of five possible projects, the Town Board decided to advance contracts for two professional artists to begin work on these three projects involving New Cassel protégés and community members in spring 2012. (Two of five possible projects were postponed for the short-term.) The Town is supporting installations at Gateway Park along Prospect Avenue and Brush Hollow Road, at the Swalm Street Pocket Park on the northwest corner of Prospect Avenue and Swalm Street, and a bus shelter on the north side of Prospect Avenue near the corner of East Broadway at the eastern gateway to the community (see Figure 4).



Figure 4:
Functional Public Art
Selected Locations for Future Installations

Commitment of Arts-Related Public Resources to New Cassel

New Cassel has benefited from substantial investments of public resources over the past decade from nearly all levels of government. Notwithstanding the commitment of Federal and State monies toward projects such as the North Hempstead Community Center at New Cassel, there has been supportive financing by the Federal government of the Prospect Avenue revitalization



through the American Recovery and Reinvestment Act, and Housing and Urban Development Economic Development Initiative funding for off-street parking, streetscaping and beautification initiatives. Three underutilized priority opportunity sites being advanced to pilot functional public art initiatives include the Swalm Street Pocket Park, Gateway Park, and the Bus Shelter at East Broadway and Prospect Avenue.

Swalm Street Pocket Park

In 2006, the Town of North Hempstead applied to Nassau County for support to redevelop a formerly-residential vacant property at the northwest corner of Swalm Street and Prospect Avenue. Today, with the assistance of this leveraged



funding from the Nassau County Open Space Bond Act, the Town has created a passive pocket park that will be illuminated, landscaped, and will contain a water feature when entirely completed. As part of the New Cassel arts initiative, leadership by a professional artist, public participation through human capital investment, and financial support by Town and County will result in a public space with artistic representation in the center of the community.

Gateway Park



With the completion of the Gateway mixed use development along the north side of Prospect Avenue at Brush Hollow Road, the developers dedicated the triangle open space to the Town for public use by New Cassel residents. Equipped for illumination and plumbing for a fountain, the site remains an

opportunity for passive open space that is being financially supported by Federal Housing and Urban Development Economic Development Initiative funding that has been employed for Prospect Avenue’s streetscape design and engineering, and is now

supporting park re-construction and surface retexturing to give the western access point to New Cassel a permanent and attractive entranceway. Outdoor fixed chairs and tables, as well as some benches are interspersed by planters filled with low-rise vegetation. Because of the direct solar impact on visitors to the site during the summer months, additional shade-yielding plantings remain a priority for residents.



East Broadway Bus Shelter

MTA Long Island Bus continues to provide a vital public transit bus route along Prospect Avenue through the full east-west length of New Cassel. The N-22 bus affords westbound commuters the ability to access the Long Island Rail Road station at Westbury and eastbound commuters access to the Hicksville intermodal center. Although numerous bus stops exist along the N-22 route through New Cassel, there are few bus shelters to protect waiting passengers from the elements. The first N-22 westbound bus stop after crossing over the Wantagh State Parkway is actually the eastern entrance into New Cassel along Prospect Avenue. Today, pedestrians, cyclists and drivers alike enter the neighborhood from the east with little fanfare or announcement of their entrance to New Cassel. With the support of Federal Housing and Urban Development Economic Development Initiative funding for bus shelters, the New Cassel arts initiative intends to pilot the reintroduction of much-needed bus shelters as functional art at select locations along Prospect Avenue – the first being along the north side of Prospect Avenue near East Broadway, at the eastern entrance to the community.

These proposed project locations are intended to serve as incipient anchor projects for New Cassel, some on BOA Nomination sites and the first among several more to come – a result of community input, ownership, style and flavor, in a neighborhood rich with talent, culture and history.

Measuring Progress

A PLAN OF ACTION – CHALLENGES AND OPPORTUNITIES

Opportunities for community-building in New Cassel are abundant and achieving the goals of an action plan involves meeting various challenges head-on with immediate, medium and long-term strategies. Some of these challenges include: empowerment of local residents, nurturing leadership skills, building relationships, and harnessing the power of the arts to grow and strengthen the community. Several capacity-building objectives that offer a framework for developing and sustaining the arts in New Cassel are vital to measuring progress and ensuring continued successes well into the future.

LEADERSHIP DEVELOPMENT AND TRAINING

Build and strengthen core managerial and leadership competencies of the leadership of the newly created New Cassel Arts Council board members to provide leadership and advocacy for the arts.

ORGANIZATIONAL DEVELOPMENT

Build and strengthen the internal operations of the New Cassel Arts Council by:

1. Ensuring that the requisite organizational policies, procedures, financial and other managerial tools are in place;
2. Assisting the organization to acquire the necessary human, material and other resources to develop its operating and programming capacities;
3. Assisting in identifying core operating support and financial resources for program planning, development and implementation;
4. Making efforts to encourage and facilitate the continued involvement of artists and residents that reflect diverse cultural backgrounds; and
5. Pursuing a federal 501(c)3 designation for the organization after all of elements 1-4 are in place.

FACILITIES DEVELOPMENT

There currently are no facilities or public spaces in New Cassel specifically designated for arts and cultural programming. As the community explores creative ways to effectively use existing facilities for arts purposes and develops partnerships with local real estate owners, the Town will look at space opportunities for the New Cassel Arts Council within the North Hempstead Community Center at New Cassel currently under construction.

COMMUNITY ENGAGEMENT AND ARTS ADVOCACY

Inform and increase the engagement of local stakeholders, including residents, school personnel and students, local colleges and universities, church and faith based communities, business and nonprofit sector, elected officials. Develop programmatic outreach plan to engage community members and stakeholders in the Art Council's activities.

PROGRAM DEVELOPMENT

Since a certain level of grassroots arts programming exists in New Cassel and the surrounding community of Westbury, the New Cassel Arts Council should not supplant, but rather, expand the range of arts programming in the community. Possible program activities include the following:

- Continuation of the New Cassel public art program to include the installation of arts programs along Prospect Avenue and throughout the community, including the areas surrounding the new North Hempstead Community Center at New Cassel,
- A campaign to engage businesses along Prospect Avenue and in the New Cassel industrial park to include student and professionally produced art in their storefronts and establishments, to sponsor local competitions, and arts events
- Engagement with the Westbury School Department to engage students, teachers, and the broader school community in the arts, and
- Encourage local residencies by national and internationally recognized artists.

FUTURE FUNDING SUPPORT STRATEGY

Despite the challenging U.S. economic climate, considerable regional and national foundation opportunities exist for arts initiatives that demonstrate broad local government, business, and institutional investment.

Philanthropic Support

The National Endowment for the Arts provides funding for creative placemaking projects that contribute to the livability of communities and place the arts at their core. An organization may request a grant amount from \$25,000 to \$150,000. Two specifically relevant grant programs include "*Our Town*" and "*Art Works*." All *Our Town* applications must reflect a partnership that will provide leadership for the project. These partnerships must involve two primary partners: a nonprofit organization and a local government entity. One of the two primary partners must be a cultural (arts or design) organization. Projects may include planning, design, and arts engagement activities such as planning, design, and arts engagement. The *Art Works* program supports the creation of art that meets the highest standards of excellence, public engagement with diverse and excellent art, lifelong learning in the arts, and the strengthening of communities through the arts. Within these areas, innovative projects are strongly encouraged. An organization may request a grant amount from \$10,000 to \$100,000. The application deadlines for both programs are in March and August of 2012.

Within New York State, the New York State Council on the Arts (NYSCA) Special Arts Services program supports both established and emerging community-based organizations that demonstrate potential for artistic growth. This program is a potential source of infrastructure and staff development funding for the nascent New Cassel Arts Council. The NYSCA application process begins in early January 2012. The application deadline, not yet published, is generally in early March or April.

Private Sector/Corporate Support

The funding resources in the corporate and foundation sectors are substantial. The Town's fundraising strategy should particularly focus on regional corporate

philanthropies, such as JP Morgan Chase and the CitiBank Foundation, among others, that currently support the arts as community investment. Among private foundations, the Surdna Foundation and the Tides Foundation are particularly interested in arts initiatives that build communities and empower local residents. While there are risk-taking foundations that will fund as the initial or sole support for an organization or initiative, most foundations require demonstration of broad community financial support and engagement at the time of application. An organization's "readiness" for support will often be measured by the following criteria, among others:

- The merit of the project, its potential to enhance the livability of the community and catalyze a persuasive vision for enhanced community vibrancy;
- The involvement and support by and for local artists;
- The quality of the proposed local partnership, including the engagement of the private and public sectors in support of the project;
- Where appropriate, the project's potential to reach underserved populations;
- The ability to carry out the project based on such factors as the appropriateness of the budget, resources leveraged, its feasibility, qualifications of the project's personnel, level of community support, and sustainability strategy;
- The quality and clarity of the project goals and design; and
- The overall excellence of the project, which includes the quality of the artists, design professionals, arts organizations, and personnel involved.

Gaining a Competitive Advantage

To gain a competitive advantage in the pursuit of foundation funding, the consultants recommend that the Town of North Hempstead and the New Cassel Arts Council formally engage the New Cassel Business Association, the business owners along Prospect Avenue, and the community's numerous faith based and civic organizations in the local arts development initiative. This engagement should include

- Education and information - permanent channels of communication should be established to keep the business, faith, and professional community informed about local arts activities;
- Opportunities for collaboration and participation in arts development and programs - for example, representatives from these groups should be integrated onto the New Cassel Arts Council board of directors, and sponsorship opportunities for current and future public art projects and installations should be encouraged and pursued.
- Financial support - Local business and community leaders should be enlisted to lead an annual fund drive on behalf of the local Arts Council and its initiatives

The Town of North Hempstead's success in leveraging corporate and private foundation funding for its arts initiative will ultimately depend upon its ability to demonstrate local community capacity and willingness to support and sustain the New Cassel arts initiative.

PHYSICAL OPPORTUNITIES FOR FUTURE PROJECTS

Throughout New Cassel, site opportunities are abundant for different types of artistic expression (see Figure 5). As the *North Hempstead Community Center at New Cassel* nears completion, the



grounds surrounding the new structure may invite sculpture, outdoor furniture, or walk-path texturing, and the windows, atria, and lights of the interior may provide opportunities for community art projects. To the northwest of the Community Center site will be constructed an auxiliary parking field for the Community Center that is currently the southern portion of the old *Grand Street School site*. Lighting,



landscaping, and safe pathway/crossing delineation from the parking area to the Community Center will be required and the shaping, coloring, and planning of this site for future use presents another opportunity for community art and expression. Additionally, as the portion of the site containing the old school structure is remediated, other opportunities may become apparent as the design of new structures, gateways, landscaping, furniture, parking, lighting, or other new elements takes shape.

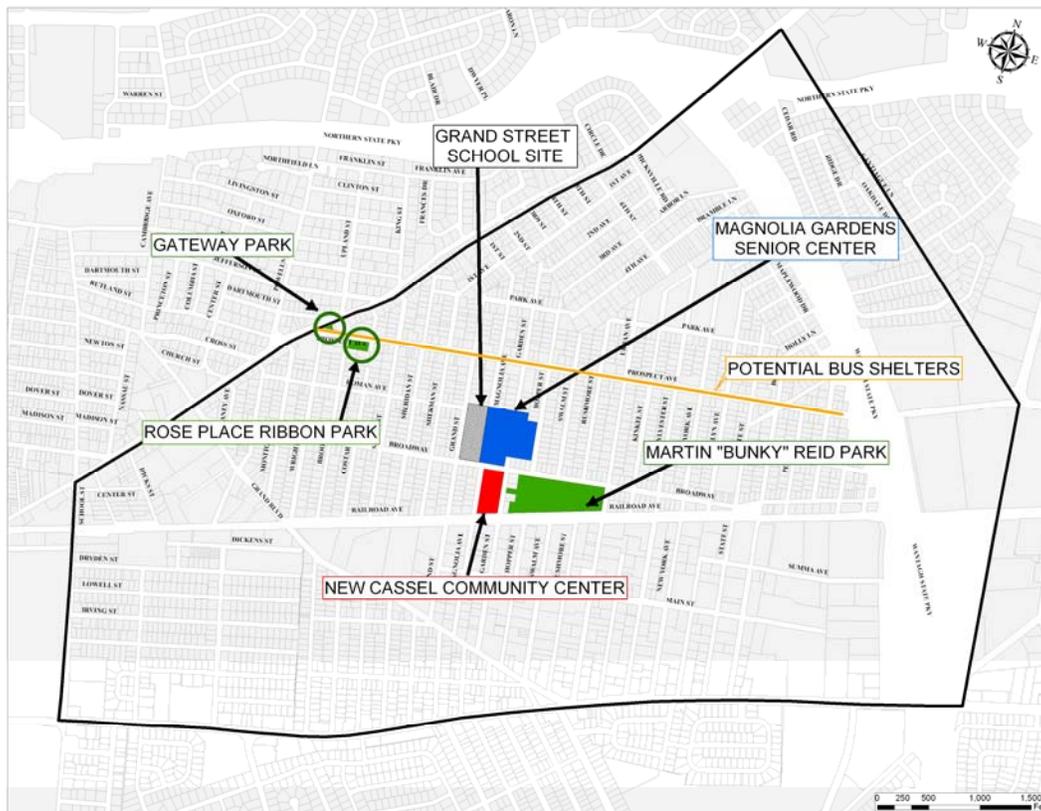


Figure 5:
Functional Public Art
Potential Future Locations



The creation of the Rose Place Ribbon Park along Prospect Avenue between Brook Street and Rose Place in 2010 was constructed by setting the new off-street parking field back from the street, and allowing a non-conventional curvilinear sidewalk to wind across the site. The installation of a community billboard kiosk, park bench seating, and lighting added to the passive recreation designation of the site. Now, with shrubs and sod throughout, the park provides an opportunity for either a functional or decorative art piece that would retain a highly-visible location to passers-by along Prospect Avenue.



Just as the eastern gateway to the community is being addressed with an artistic statement expressed through the functional application of a bus shelter to be situated along Prospect Avenue at East Broadway, each Long Island Bus N-22 bus stop is an independent public art opportunity. Traditionally, Nassau County has maintained and made provisions for bus shelter advertising. However, if embraced as community-identifiers that are much more than shelter assemblies and as much about New Cassel place-making, bus shelters can be Town-owned structures, each uniquely created to tell stories, and hallmarks to the community.

Painting, murals and banners may find a place in the vocabulary of the New Cassel arts scene. Several blank and austere wall surfaces, as well as empty storefront windows that are highly visible along the Prospect Avenue Corridor are opportunities for color, expression, story-telling and depiction – whether through abstraction, illustration or

photography. Additionally, the Battery Park-style lanterns all along Prospect Avenue have *streetlamp banner arms* that provide yet another opportunity for public art, community expression, and are a medium that may be changed annually, if not seasonally.



Where the BOA Nomination List becomes a much-valued tool in conjunction with a public art strategy is that not only do sites identified on the Nomination List become priority opportunities for remediation and revitalization for the community, but they also enable the continuation of an artistic theme in the redevelopment of these sites, giving human value to places in New Cassel far beyond economic worth assigned through monetary property assessment. As the Nomination List is carried forward for further analysis and action in Step 3 of the BOA process, public, private, philanthropic and non-profit mechanisms may be put in play to help New Cassel continue to meet short, medium and long-term milestones as related to community goals.

ADVANCING THE VISION - PRIORITIES AND BENCHMARKS

The continued advancement of the New Cassel community vision requires an emphasis on community leadership capacity development and technical support services.

Americans for the Arts, the nationally respected institution that works to advance the arts, identifies ten characteristics of a healthy arts community:

1. The arts bring diverse people together;
2. Elected officials understand the importance of supporting the arts and do so;
3. Myriad learning opportunities exist in and out of school for adults and young people, including youth-at-risk. Arts programming may be fully integrated into any school's curriculum, and educators impart their understanding, appreciation and practice of the arts within the classroom;
4. Active participation in culture creates individual and community meaning;
5. Responsible corporate citizens and businesses support the arts in every way;
6. The arts are infused in the natural and built environments;
7. The arts are integral to civic dialogue and community building;

8. The arts are valued as an industry because of their contribution to the new economy, which encompasses quality of life, economic development and tourism;
9. The contributions of individual artists are valued and supported; and
10. The arts flourish with new and diverse leadership.

These short-, medium-, and long-term elements are embedded in the framework for the Arts Build New Cassel *Action Plan*. The *Action Plan*, detailed in Appendix A-2, reflects the major themes and values expressed by community stakeholders during months of community focus groups, forums, and informal discussions. It encapsulates and summarizes the specific goals, action steps, and implementation timelines that will guide all aspects of New Cassel’s arts and cultural programs and services for the next several years. This plan is a guiding framework that will continue to evolve and respond to changing community needs, priorities, and new opportunities – guided and driven by the community.

The investment by the Town of North Hempstead in the public art installations underway and the commitment of human capital to arts-related activities by New Cassel residents represents a significant step in the development of a potential arts model for the prolonged revitalization of the community. With the ongoing commitment of resources from government, non-government, philanthropic, and corporate interests, as well as talent and leadership through an arts council and its many talented citizens, New Cassel shall continue to write and express its story. As a community that has consistently overcome past hardships and celebrated its identity, New Cassel continues to embrace a rich 300-year history, undergo a cultural renaissance that continues to flourish, and maintain ambitious plans to surge forward and keep building a colorful and vibrant place for all of its residents to live, work and play.

Appendices

A-1 RECORD OF PROJECT & PUBLIC MEETINGS/FORUMS

Date	Subject	Location
August 6, 2010	Project Overview Meeting	Town of N. Hempstead
August 11, 2010	Strategy Meeting for Project Initiation Toward Community Meeting	McCoy Center
September 16, 2010	BOA Public Community Meeting	Park Avenue School, New Cassel
October 19, 2010	New Cassel Community Forum (BOA)	McCoy Center
October 21, 2010	New Cassel Community Forum (BOA)	St. Brigid's Learning Center, New Cassel
October 31, 2011	New Cassel Community Forum (BOA)	Residence of Jeanette Berry, Westbury
November 4, 2010	New Cassel Community (BOA)	McCoy Center
November 15, 2010	New Cassel Community (BOA)	McCoy Center
November 29, 2010	New Cassel Community (BOA)	McCoy Center
December 7, 2010	New Cassel Community (BOA)	McCoy Center
December 15, 2010	Superintendent Constance Clark	Westbury School District Office
January 25, 2011	New Cassel Community (BOA)	McCoy Center
February 1, 2011	New Cassel Community (BOA)	McCoy Center
February 12, 2011	New Cassel Community (BOA)	McCoy Center
February 15, 2011	New Cassel Community (BOA)	McCoy Center
February 19, 2011	Andrew Jackson, Director	Queens Library & Cultural Center, Corona
March 11, 2011	BOA Meeting	Town of N. Hempstead
March 15, 2011	New Cassel Community (BOA)	McCoy Center
March 30, 2011	New Cassel Community (BOA)	McCoy Center
April 8, 2011	BOA Meeting	Town of N. Hempstead
May 4, 2011	Strategic Sites Presentation with Town Supervisor & Staff	Town of N. Hempstead - Law Library
August 12, 2011	BOA Parks Strategy, ToNH Parks, Planning, Grants & UNCCRC	Town of N. Hempstead
August 15, 2011	Artist Orientation Prep/Planning	Town of N. Hempstead
August 18, 2011	Artist Orientation	UNCCRC office
August 23, 2011	Judith Burgess, Historian	McCoy Center
September 13, 2011	New Cassel Community (BOA)	McCoy Center
September 27, 2011	New Cassel Community (BOA)	McCoy Center
October 24, 2011	Rodney Caines, School Board	McCoy Center
November 10, 2011	Westbury School Board	Westbury High School

A-2 ARTS BUILD NEW CASSEL: THE ACTION PLAN

Action Item	Immediate (Present to Six Months)	Intermediate (Six to 24 Months)	Long
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GOAL I: To expand community capacity to produce, support, and sustain high quality arts and cultural programs.

<p>1. Establish a community-based arts development advisory board that would provide leadership, support, and resources on behalf of the arts program.</p>	<p>Recruit and provide arts management training for 6-8 volunteer leaders. Encourage and facilitate involvement of residents, artists, and other stakeholders of diverse cultural backgrounds.</p>	<p>Build and strengthen core managerial and leadership competencies of the arts advisory board.</p>	<p>Maintain core managerial competencies of the</p>
<p>2. Create a New Cassel Arts Council dedicated to planning, implementing, and sustaining arts and cultural activities.</p>	<p>Produce a preliminary strategic organizational development plan</p> <p>Apply for New York State Nonprofit Certification</p>	<p>Staff the NC Arts Council by persons with training and experience in arts planning, fundraising and development, programming and audience development.</p> <p>Ensure that the requisite organizational policies, procedures, financial and other managerial tools are in place</p> <p>Assist the organization to acquire the necessary human, material and other resources to develop its operating and programming capacities</p> <p>Assist in identifying core operating support and financial resources for program planning, development and implementation</p> <p>Pursue a federal 501(c)3 designation</p>	<p>Build and strengthen operations of the New Council.</p>

Action Item**Immediate** (Present to Six Months)**Intermediate** (Six to 24 Months)**Long****GOAL I: To expand community capacity to produce, support, and sustain high quality arts and cultural programs.***(CONTINUED)*

3. Increase public and private funding for New Cassel's arts development program.	Produce a three-year operations and programming budget (tied to the strategic plan), including potential funding sources	Develop and implement an arts fundraising plan.	Maintain an ongoing apparatus.
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Action Item	Immediate (Present to Six Months)	Intermediate (Six to 24 Months)	Long
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GOAL 2: Create a climate in which the role of the arts in community building can be understood, encouraged, supported, and sustained.

<p>1. Develop a base of key local, regional and national institutions and resources that will support and sustain arts development in New Cassel.</p>		<p>Design and produce a multi-media presentation describing the value of the arts as a community and economic development driver, and the vision for arts development in New Cassel.</p> <p>Create opportunities for Supervisor Kaiman, Councilwoman Russell and others to present the multi-media tool to leaders representing a wide range of local, regional, and national government, business, community development, education, faith institutions.</p> <p>Organize and formalize a business and community partnership committed to advancing the arts and economic development in New Cassel.</p>	<p>Advocate for local, r policies and practice: arts and creative busi</p>
<p>2. Provide opportunities for residents of all ages and different social and cultural backgrounds to come together to participate in arts and cultural programs.</p>	<p>Establish and maintain an arts specific website containing calendar of local and regional arts events, a directory of local arts resources, and an artist register.</p> <p>Develop a formal public participation strategy and plan for New Cassel.</p>	<p>Work with areas schools and colleges to institute informal year-round arts education programs for adults and youths in the visual and performing arts</p> <p>Strengthen and increase the presentation of arts programming in non-arts venues including parks, libraries, civic associations, and other public venues.</p>	<p>Develop a "Who's W campaign to highlight area artists.</p> <p>Sponsor art walks, fe to draw attention to l artists and venues.</p> <p>Host an "Introduction with artists, writers, ; promote the arts.</p>

Action Item**Immediate** (Present to Six Months)**Intermediate** (Six to 24 Months)**Long****GOAL 2: Create a climate in which the role of the arts in community building can be understood, encouraged, supported, and sustained.****(CONTINUED)**

3. Increase local and regional knowledge of and pride in New Cassel's artistic and cultural history and traditions.

Design a program to research the history and evolution of New Cassel from its earliest beginnings to contemporary times.

Collect oral histories, photographs, and other materials that together will tell the collective community story.

Organize, curate, archive, and present the New Cassel story through a multi-media presentation that will depict and celebrate the community's diverse socio-cultural history.

Action Item**Immediate** (Present to Six Months)**Intermediate** (Six to 24 Months)**Long****GOAL 3: To contribute to New Cassel's economic vitality and capacity to create jobs and attract new investment.**

1. Develop a plan to recruit creative businesses and industries to New Cassel.	Develop and submit funding applications seeking funding for a arts and economic development planning grant.	Engage New Cassel's industrial park and Prospect Avenue business associations and other key stakeholders to produce a creative industries recruitment and development plan that would expand and create employment opportunities for local residents.	Continue to involve i Prospect Avenue bus business associations
2. Increase, improve, and promote places where arts activities are held.	Designate spaces for the arts within the new community center.	Identify local venues that could serve as focal points for art in New Cassel and provide spaces for the presentation of visual and performing arts.	Nuture and maintain these spaces.
3. Create a supportive environment that encourages artists to live, produce, and present their creative work in New Cassel.		Explore and document creative ways to effectively use existing facilities to attract artists.	Explore and create o cost artist live-work Cassel.

Action Item**Immediate** (Present to Six Months)**Intermediate** (Six to 24 Months)**Long****GOAL 4: To contribute to New Cassel's revitalization as a vibrant, livable, and beautiful community.**

1. Expand and promote New Cassel's public art program.	Develop a series of activities and a promotional plan to showcase and market New Cassel's current public art activities.	Develop a plan to formalize, expand and sustain New Cassel's public art program.	Maintain an ongoing for the public art pro
2. Increase the level of high quality arts programming within New Cassel.		<p>Develop a plan that would suggest strategies and opportunities to integrate the arts into community and human development initiatives.</p> <p>Produce an annual arts festival along Prospect Avenue, featuring visual and performing arts activities</p> <p>Create a project that would engage businesses along Prospect Avenue and the New Cassel industrial park to include student and professionally produced art in their storefronts and establishments</p>	