



HUD Planning Grantee Convening

April 14-15, 2015
Washington DC

Part One

What does it mean to be engaged in “revitalization”

- Not well-defined
- Clarity around outcomes for individuals and households...less so for places
- Definitions of revitalization vary wildly
- Constrained

- Different answers for different places
- Effects of the foreclosure crisis and refocused attention on places and market recovery
- Greater interest in using programs to achieve greater impact

My Goal Today.....

..... Improve Your Performance

How?



Some general concepts about how neighborhoods work;

A framework for planning interventions;

Some strategies that have been effective;

Work around obstacles you anticipate in implementation.

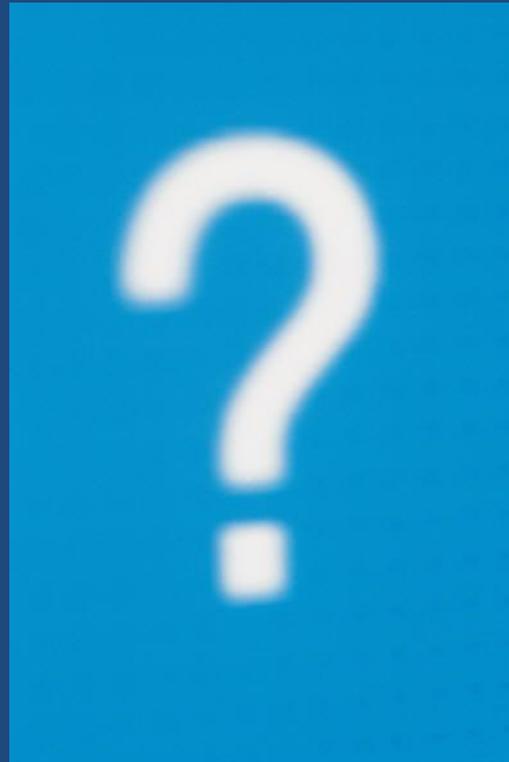
I want to leave you with.....

- Fresh eyes;
- The ability to build a better plan.

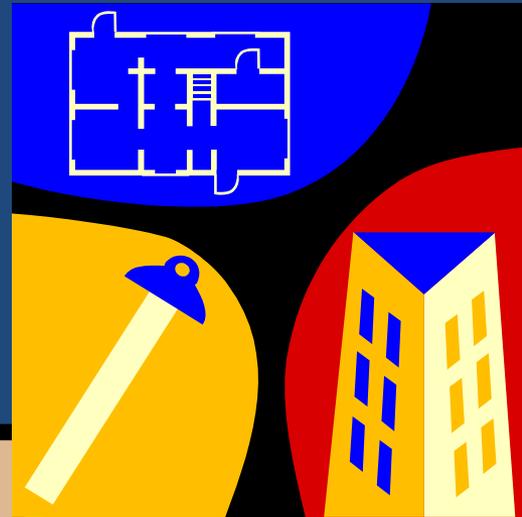
My Biases

- What neighbors think is important
- Neighborhoods are markets and social systems
- Physical change can be transformative
- Markets are important and they can be influenced
- Building on strengths

So let's start with this big question....



What is it we do when we revitalize neighborhoods?



We restore neighborhood confidence



We influence decisions by
neighbors and other stakeholders



We re-position the neighborhood
as a place of choice....

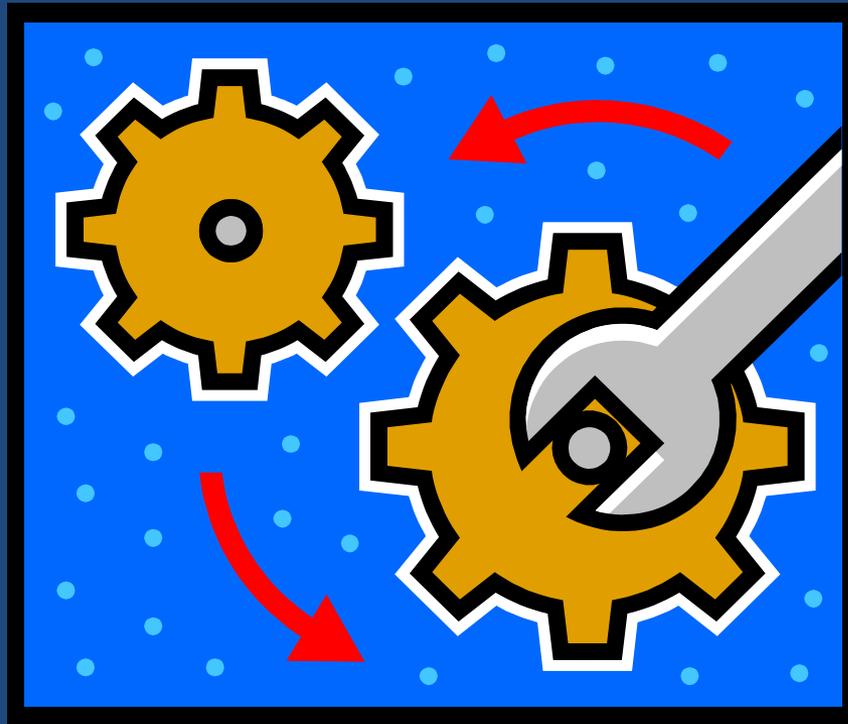


Why is this so hard?



- We focus too much on activities but not enough on outcomes;
- We have programs but we lack strategy;
- We focus more on deficiencies and don't build on strengths;
- We explain but we don't sell.

The good news is that this can be fixed.....



A few lessons from the field (so far)



- There is a need to think more comprehensively about housing...not just about development projects but about housing markets and housing decisions and how to influence those;
- The importance of neighborhood marketing;

- Connecting with people gets easily misunderstood as “knocking on doors” or “community meetings”needs to be thought of as more conversational and relational;
- There is a need for more discipline around outcomes... not just outputs.

There are two kinds of organizations:

Those who believe they can control outcomes and have a bias for action;

Those that do things but feel they are victims of forces they cannot control and have a bias for inaction.

A few basic assumptions:

- Assisted housing redevelopment can be transformative;
- It can change the lives of assisted housing residents;
- It can transform the surrounding neighborhood.

But.. bringing positive change to the surrounding neighborhood (neighborhood revitalization) requires a different way of thinking, a different set of skills and a different set of tools



This is about thinking....



How we think about neighborhood change and how to influence it...



Affordable Housing Production	Neighborhood Revitalization
Purpose	
Building supply	Building demand
Customer	
A particular income group	The neighborhood as client – all income groups welcome
Customer service	
Responding to needs	Responding to wants
Programs	
A few products designed to provide housing at low cost...a subsidy model	Multiple programs designed to influence choices – an incentive model
Marketing	
A focus on rules, restrictions, and income	Focus on customer wants; negative messages eradicated; no focus on income

Affordable Housing Production	Neighborhood Revitalization
Housing Standards	
Decent, safe, sanitary; beautification is cosmetic and a lower priority	Beautification as a high priority; the house is a billboard to give neighbors confidence
Decisions	
Influenced by maximizing affordability to target income groups	Influenced by potential impact on the neighborhood
Measures of Success	
Outputs: units, number of people served, dollars invested	Outcomes: resident satisfaction and confidence, stronger image, stabilizing market, improved physical conditions, stronger social connections.

Two Stories

- Daryl and Gwen
- Dorothy



Three Important Concepts

- The Definition of the Situation – “Things perceived as real are real in their consequences” - W.I. Thomas
- The tenor of neighborhood change, i.e. what people mean when they say the neighborhood is getting “better” or “worse” is determined in large part by how they perceive who’s moving in and who’s moving out.

- It makes perfect sense for people not to invest in disinvested neighborhoods....these are rational choices. We can't change this unless we make investing time, energy, and money a good rational choice....

A great quote

“ The most effective development efforts may alter the way people think about their world and their capacity to alter it. Our studies of Chicago neighborhoods found dramatic changes in the way people viewed the future of their neighborhoods *when the development process was visible and not so large and draconian as to be out of their control* ”

“They change from *expecting the neighborhood will get worse to believing that it will get better*. Such positive expectations have consequences for residents’ own investment and home maintenance activities. ...I believe that these expectations also have consequences for participation at other levels.....” – Richard Taub; Nuance and Meaning in Community and Development

- What does this say to you?



We do things people can see and understand that tells them their future and the future of the neighborhood can be different....

Like What????

What is Neighborhood Confidence?

More than a feeling...



What are the kinds of behaviors and actions that we would see if people were confident in the future of the neighborhood?

Can we incent these?



Defining a Healthy Neighborhood

A place where:

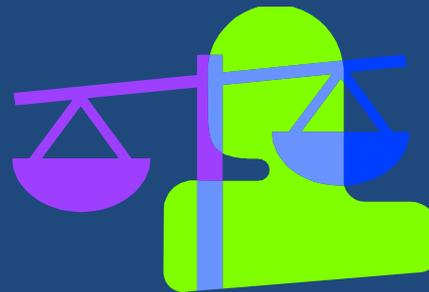
It makes economic and social sense for people to invest their time, energy, and resources,

And where....

Neighbors have the capacity to manage change successfully.

A few ideas about this...

- Investment is more than financial...but it still has to make sense....
- Managing change is not the same as having a problem free neighborhood
- The idea of the human immune system and equilibrium



Some Basic Principles

A neighborhood is defined primarily by those who live there.

The condition of the neighborhood is the sum of past and current decisions.

Neighborhoods compete for public resources, private investment, political influence, and the decisions of households to live there.

A successful neighborhood revitalization approach represents more than the sum of individual projects. Revitalization won't happen with only a project focus and can actually be undermined by such an approach.

Description is everything in revitalization.

Money follows the vision.

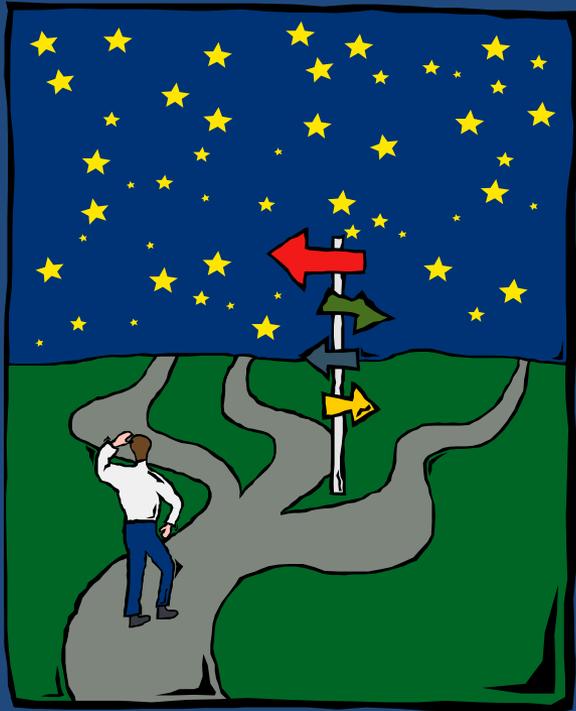
How We Change Neighborhoods

- Read the neighborhood (walking, talking/listening, data collection and analysis) to figure out what's working and not working in terms of people's decisions to invest or withhold investment;
- Diagnose “what went wrong” and develop an approach for revitalization;

- Develop outcomes and strategies. Choose strategies that you think will best achieve the outcomes;
- Assess and strengthen the organization's capacity to deliver the strategies;
- Implement the strategies and reflect on results;

- Measure progress towards outcomes, not activities;
- Develop new strategies, based on outcomes, when needed – when the original ones aren't enough or the situation changes.

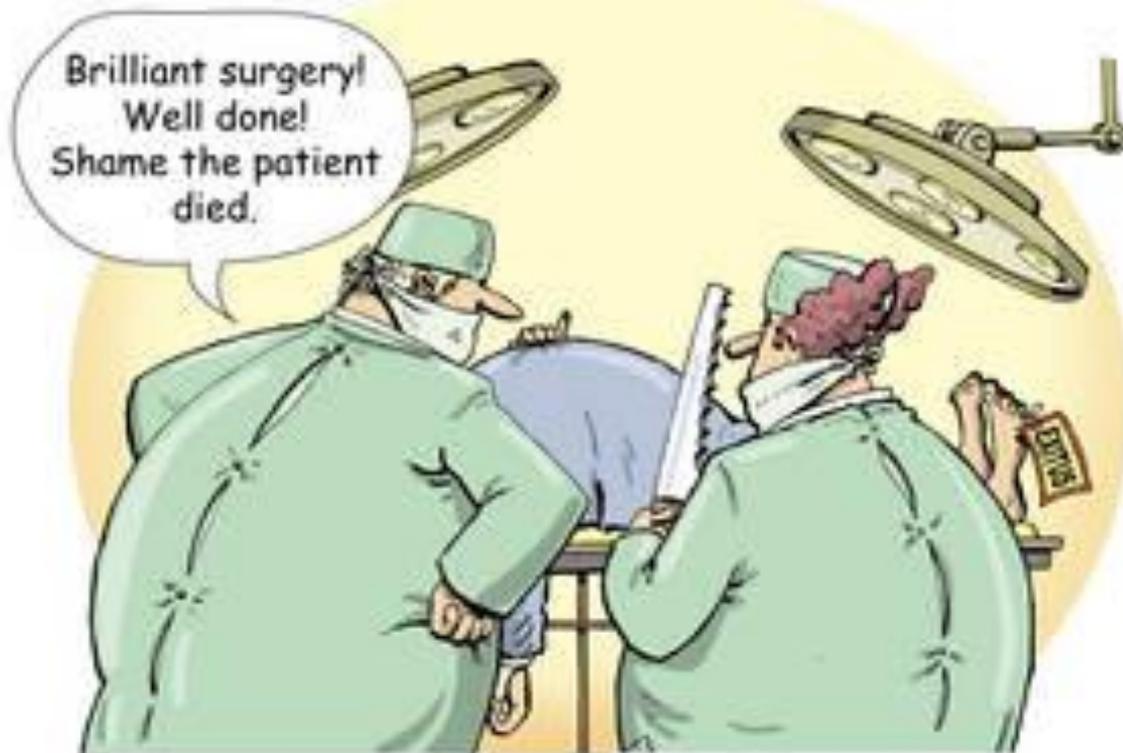
What's an Outcome?



The answer to the question:

“What is it we are trying to achieve?”

Do outcomes matter?



“ Only two things matter...what is it we are trying to do and how do we get there...”

- Tom Peters, Management Guru

The Four Pillars of Neighborhood Revitalization

When we revitalize neighborhoods we intervene in these four areas....

- Neighborhood Image
- The Real Estate Market
- Physical Conditions
- Neighborhood Management/Social Connections

Image – a positive image that attracts and retains investment...how do we improve neighborhood image?



Market – stability and normalcy that reflect confidence...how do we restore stable market conditions?



- Physical Conditions that show pride...what does pride look like in this neighborhood?



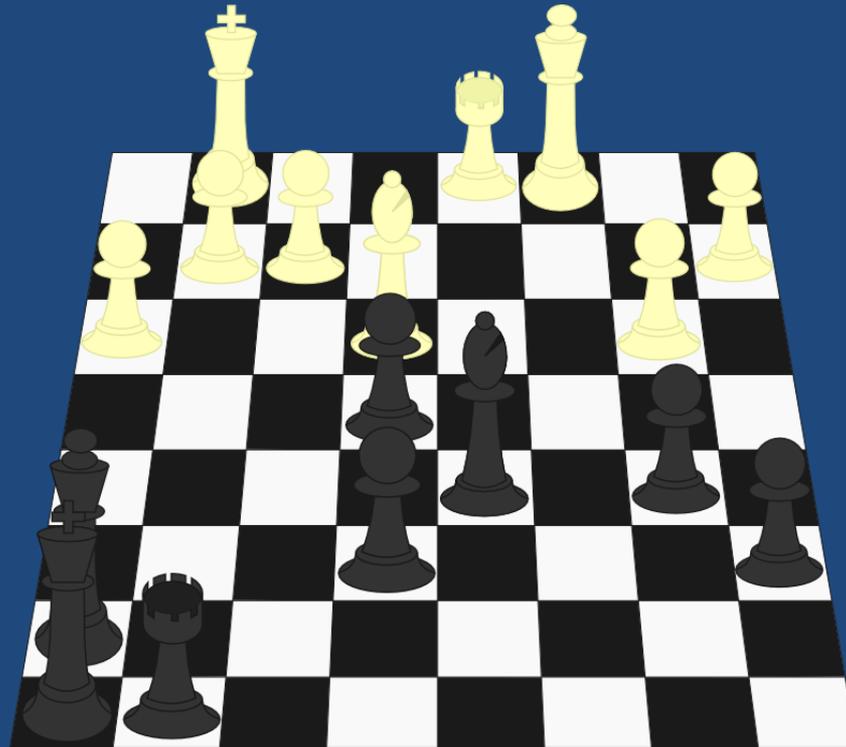
- Neighborhood Management and Social Connections...how do we strengthen connections and help neighbors manage change?



Your plan should answer those questions.



But what is it we we actually do?



We do these things....

Help people fix



Help strong buyers buy



Address key problem buildings



Do projects that help neighbors improve their blocks



Deliver infrastructure that shows neighbors things are changing



- Do these things together so they reinforce one another



Some things you need to know...

- How the real estate market is behaving....
- What people would actually see if the neighborhood was getting better....
- What people want others to say about their neighborhood....

Some specific strategies that can drive neighborhood impact

- Special home purchase incentives (no income limits);
- Purchase – rehab loans;
- Gap funds on 5 key problem properties;
- Small loans/grants for home rehab with attention paid to setting exterior standards;
- Incentives to attract businesses on commercial strip;

- Home makeover and /or most improved porch or house contests;
- Pride projects – small grants for community projects;
- Really nice signs, banners, and house flags;
- Summer youth program around grass cutting and yard maintenance;
- Home tours to attract buyers;

- Realtor sales bonuses;
- School art contests;
- Organizing good landlords;
- Incentives for quality landlords to buy;
- Tool lending library.....

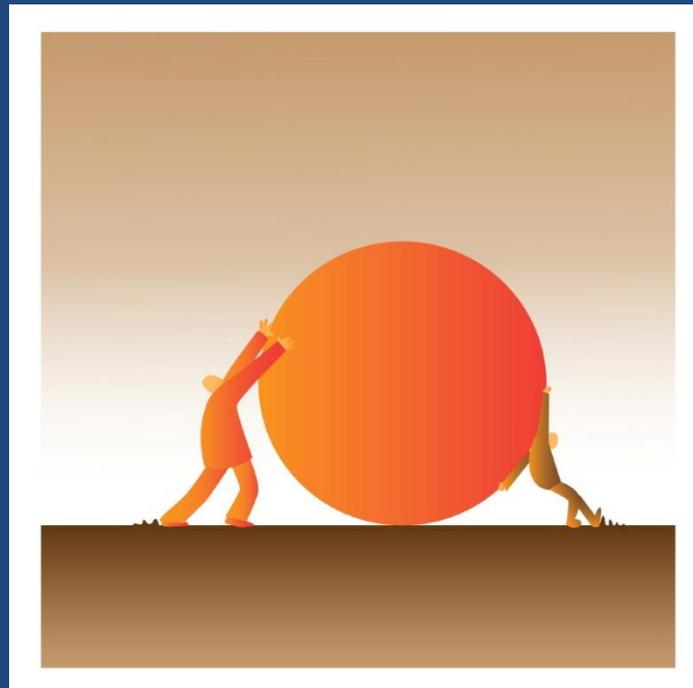
Many others....based on your local situation.

Do plans that....

- Build on neighborhood strengths;
- Have outcomes and align strategies;
- Have some focus on the neighborhood real estate market;
- Address directly neighborhood image;

- Identify and promote physical conditions that show pride;
- Look at how social connections can be strengthened.

What kinds of obstacles are you encountering (or are anticipating) in expanding the impact of your work in the surrounding neighborhood?



- Identify the top two obstacles at your table (5 minutes)
- Report out
- Develop strategies that can overcome these obstacles (15 minutes)
- Report out

Thanks

Michael Schubert

Community Development Strategies

312. 623-1655

mfscds@aol.com

Part Two: Aligning Strategies for Neighborhood Change



Goal for This Session

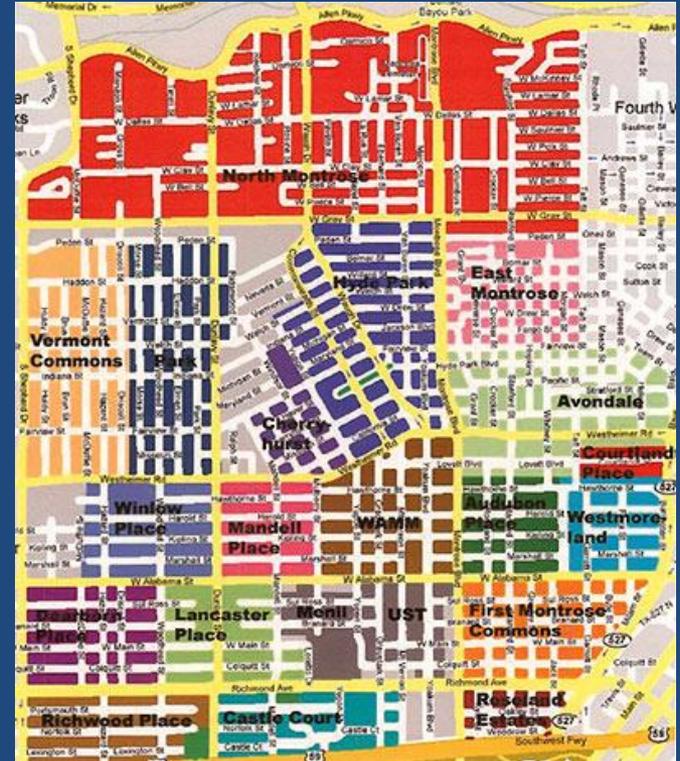
- Give you an opportunity to practice working with outcomes and strategies for your neighborhood;
- Provide some additional background on how to do neighborhood revitalization.

1. Know the Neighborhood Block by Block



2. Decide on Outcomes and How to Track Progress

- Talk with neighbors;
- Understand market potential;
- Understand capacity of neighbors, your organization, and its partners;
- What targets can you agree on and within what time frame?



3. Create a Plan with a Geographic Rationale

- Identify sub-neighborhoods and how they vary (building type, conditions, ownership, etc.
- What changes are needed to substantially re-direct each area?
- What strategies are the best match for these challenges and opportunities?
- Where will you start and how will you proceed for the greatest momentum and visibility?

Solicit Customers for a Critical Mass of Impact

- A strategy is more than making programs available in a place. We have to enroll customers.
- How can you adapt your programs to have more impact in the neighborhood? (e.g. homebuyer education in the neighborhood, landlord organizing and education, open houses for neighbors, exterior improvement mini-loans, etc.)

5. Create Highly Visible Changes to Build Confidence and Generate Spin-off

- The more visible the changes, the greater their capacity to be noticed and replicated;
- The more people believe positive change is happening, the more willing they will be to invest time, energy, and resources;
- Examine every action to see how you can make it more visible.



6. Facilitate Social Connections and Build Skills Among Neighbors



7. Bring in Partners to Complete Program Mix Where Needed



Exercise: Practice in Developing Outcomes and Strategies for Your Neighborhood

You have a map of your neighborhood and a worksheet;

Your first task is to identify what's working and not working in the neighborhood in these four areas: Image, the Real Estate Market, Physical Conditions, and Neighborhood Management/Social Connections
(15 minutes)

Second Task: Identify Outcomes for Image, Market, Physical Conditions, and Neighborhood Management

- What do you want the image of the neighborhood to be?
- What will the real estate market be like?
- What will the physical conditions be like?
- What will the social life in the neighborhood be like? What will neighborhood management capacity look like?

Outcomes...what is it you want to achieve...not strategies (20 minutes)

Third task: Develop 3-5 strategies that can best achieve the outcomes....it's best if you have strategies that can best achieve more than one outcome.....use your maps if you want to illustrate your strategies.

You have twenty minutes and you will be prepared to give a five minute presentation.

Part Three: Building Effective Partnerships



What's Going to Happen.....

- Introductory comments and discussion
- Group exercise #1 (organized by city)
- Group exercise #2
- Wrap-up

What does partnership mean?.....

From your experience....what have been some successful partnerships and why have they been successful?.....

What about partnerships that haven't been successful?

Shared Expectations and Commitments

- What will I commit?
- What do I expect the other partners to commit?

An old model.....

- Urban Reinvestment Task Force/NeighborWorks America developing NHS programs in the 1970s and 1980s
- Highly contentious environment between lenders, residents, and city
- Workshop model

Answer these questions:

- Identify the key partners you need in effectively implementing a neighborhood revitalization strategy. Identify five key partners or less....
- Ask this question: What will each partner need to commit and what can each partner expect of the other partners?
- To make this easier put yourself in the role of the partner – what will you commit and what do you expect the other partners to commit.

- Note: This is just a practice exercise...you will not be held accountable for the commitments you make here....
- Discuss this for 20 minutes and be prepared to report out.

Final thoughts and questions.....



Thanks!

Michael Schubert

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mfscds@aol.com

312.623-1655