

The background of the slide is a photograph of a brick wall. The bricks are light-colored, possibly white or light grey, and the mortar is a darker grey. There are significant areas where the white paint has peeled away, revealing the underlying brick. In the foreground, several bare, brown tree branches are visible, some extending from the right side towards the center. The overall lighting is somewhat dim, suggesting an overcast day or shade.

Maximizing Neighborhood Impact

Presentation at HUD Conference

November 28th, 2012

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What This Session is About



- Moving from a program orientation to a neighborhood orientation
- Creating broader and deeper neighborhood impact
- Providing a vocabulary for talking about what we are doing
- Better aligning tools and resources

There is a Status Quo That Needs to be Challenged

- The on-going need to know how neighborhoods work as markets and as social places
- Programs as tools versus programs as outcomes
- Conversations versus meetings
- Simple versus complex

Agenda

- Provide some introductory comments
- Table exercise
- Brief reports
- Questions



What is neighborhood revitalization about?



- Of all the lines of business that community development groups are involved in, neighborhood revitalization might be the least well defined.
- More clarity around outcomes for individuals...less about outcomes for places.
- Definitions vary by person, by day, by neighborhood...it's complicated.
- The foreclosure crisis has focused attention on places and on restoring markets and improving the quality of life.
- Many groups are interested in leveraging and coordinating various programs to achieve greater impact in places

A few thoughts.....



- Neighborhood revitalization is about restoring neighborhood confidence;
- It is about shaping and influencing individual decisions around the investment of time, energy, and money;
- It's also about restoring standards of how things look so places look prideful.

The Key Question: What are we trying to do here?



Are we trying to address a program or address the neighborhood.....



Standards





MAKEover
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Impact Opportunities



An Insightful Quote...



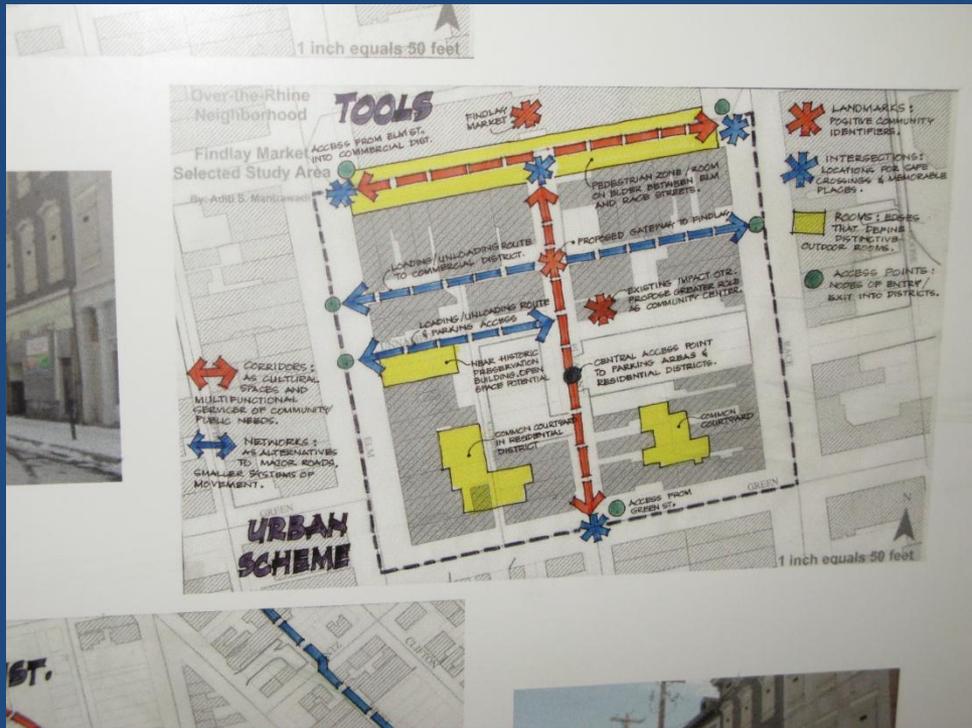
- The most effective development efforts may alter the way people think about their world and their capacity to alter it. Our studies of Chicago neighborhoods found dramatic changes in the way people viewed the future of their neighborhoods when the development process was visible and not so large and draconian as to be out of their control (Taub, Taylor, and Dunham, 1984).
- 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. Although not yet demonstrated, I believe that these expectations also have consequences for participation at other levels.



In my study of Chicago's South Shore neighborhood (Taub, 1988) I found respondents beginning to say things like "We can do anything here we want to. There is nothing we can't accomplish." This is not a vague, religious wish. Instead, it relates to developments these respondents see taking place around them. This positive orientation sets market forces working in a positive direction and, I believe, induces a mood of activism.

Richard Taub, Nuance and Meaning in Community and Development

7 Keys to Maximizing Impact



Neighborhood Assessment

- Know the neighborhood block by block
- What's working and not working in terms of:
 - Image
 - The Real Estate Market
 - Physical Conditions
 - Social Conditions
 - Neighborhood Management

Decide on Outcomes



- What do we want to achieve? What do we want the neighborhood to be like?
- Ask neighbors
- Interpret stories
- Understand market potential
- Understand capacity of neighbors, your organization, and other partners

Measure success against outcomes

- Measure success against outcomes not outputs
- What are some easily accessible targets within shorter time frames?



Develop Strategies



- Appropriate for the geography ...what are the sub-neighborhoods and how do they vary?
- What changes are needed to substantially redirect each area?
- How can you build on strengths?
- Where do you start?
- How can we adapt programs to have the most impact?

Enroll Customers for Critical Mass in the Geographic Space



- A strategy is more than making programs available in a place...we have to enroll people to achieve a tipping point.
- How can you adapt your programs to have greater impact?
- Watch your language....we don't do litter programs...we do "Beautiful Blocks Programs"

Some lessons from the Milwaukee Healthy Neighborhoods Initiative

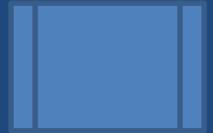


- Most Improved Porch Contest
- Milwaukee Makeover
- Neighborhood entry markers
- House light project
- Home tours
- Park identity projects
- House flags
- Bloom and Groom

Other strategies



- Organizing landlords
- Pick Your Neighbor Parties
- Home improvement interest rates based on how many people apply
- Driveway loans...or roof loans or porch loans
- Special loans for corner houses





Create Highly Visible Change



- Do things people can see and understand
- Build confidence and generate spin-off
- The more visible and dramatic the change, the more power it has to shape belief
- The more people believe change is possible the more willing they will be to invest time, energy, and money
- Always look for ways to maximize impact from each action – celebrations, events, open houses, small projects on blocks where rehab is happening

Facilitate Social Connections and Build Skills Among Neighbors



- Always look for opportunities to engage neighbors not just in planning but in doing
- People feel safer when they know their neighbors...the best crime prevention strategy might be a landscaping project
- Not just about problem solving but more about having fun and being neighbors together

Chamberlain Estates Case Study

Your team works for a nonprofit that is seeking to stabilize and revitalize Chamberlain Estates.

Your current lines of business include:

- Pre-purchase education and counseling
- Foreclosure intervention
- Purchase rehab and resale of vacant/foreclosed properties
- Community building and organizing with a small grant for special projects (\$25,000)

Assignment

- Read the case study and review the map
- Discuss the patterns of disinvestment you see as well as opportunities to intervene and make a difference.
- Develop a strategy for achieving the stated outcomes for the neighborhood

- How will you deploy your organization's current lines of business to have the greatest impact on this neighborhood?
- Describe any additional programs you think would be helpful in making your strategy successful
- With limited resources where in the neighborhood can you concentrate initially and how would you roll out your approach over time?

Debrief

What's the One Thing You Will Take
Away From This Session?

Thanks

Acknowledgement to Marcia Nedland and Paul Singh for the use of the Chamberlain Estates Case Study.....