The Changing Nature of Community Development

Going Comprehensive
Presenters:
• Joel Ratner, President and CEO of Neighborhood Progress, Inc.
  • www.npi-cle.org
• James Stark, President and CEO of Neighborhood Progress, Inc.
  • www.fccaa.org

Moderator:
• Maureen Hogan, Deputy Director of PPND
  • www.ppnd.org

Presentation:
• Brief overview of the journey of community development
• Urban and rural experience in going comprehensive
  • What has been the change?
  • What has been the success to date?
  • What is the road ahead in community development?
  • What are the remaining challenges?

Questions and Conversation
What is Comprehensive Community Development?

“Comprehensive community development is a more holistic approach to neighborhood revitalization that uses deep and sustained community engagement to address a spectrum of interconnected needs. Residents and leaders envision a better future; create a definitive plan to accomplish that vision; and recruit local agencies, organizations and institutions into collaborative partnerships that align resources and integrate programs and services to improve the quality of life within the community.”

Source: Tom Burns, Urban Ventures Group, Inc.

Noted Examples:

• LISC’s Building Sustainable Communities Initiative (Chicago’s New Communities),
• Harlem’s Children Zone,
• Purpose Built Communities (Atlanta’s East Lake), and
• Jacobs Center of Innovation (San Diego’s Diamond Neighborhoods)
Road to Comprehensive Community Development:

- Less of a production focus
- Increased focus on engagement
- Increased focus on planning and the convening of partners
- Focus on diverse communities
- Collaborative and shared agendas resulting in holistic approach for livable communities, including real estate, greening, workforce, safety, health, education and family support
In 2010, PPND launches Pittsburgh Champion Neighborhoods. It is modeled, in part, on LISC’s Sustainable Communities. Tailored indicators track success:

1. Developing, Preserving and Investing in the Physical Environment
2. Increasing Family Income and Wealth
3. Stimulating Economic Activity, Locally and Regionally
4. Improving Access to Quality Education
5. Fostering Livable, Safe and Healthy Environments
Successful neighborhoods don’t exist in a vacuum. PPND encourages next-door neighborhoods that share opportunities, markets, transit routes, schools, and business districts to pool their efforts and formally collaborate. In 2010, PPND targets 75% investment and staff time in four geographic areas.

Pittsburgh Champion Neighborhoods

- Allegheny City Champion Neighborhoods
- East End Champion Neighborhoods
- Hilltop Champion Neighborhoods
- Pittsburgh Central (Greater Uptown) Champion Neighborhoods
NEIGHBORHOOD PROGRESS, INC.

22 Years Serving Cleveland
- Nearly $25M in Support to CDCs
- Over 6,500 Homes ($580M)
- 2.5M SF Commercial ($250M)

Foundation Partners:
Cleveland, Gund, Mandel, Saint Luke’s, Surdna

Other Partners:
Enterprise, City of Cleveland, Greater Cleveland Partnership

Mission
- To restore and maintain the health and vitality of Cleveland’s neighborhoods.
- To be a catalyst for change.
RESPONDING TO CRISIS

Research
- Foreclosure filings on the East Side of Cleveland down nearly 50% since their height in 2007.

Investigation
- Identified Top 20 REO Flippers
- Helped City Target Code Violators
- Helped Prosecutor Target Property Tax Evaders
- Identified Parties Responsible for $6M in City Demolition Expenses

Housing Deconstruction Method
- NPI Has Led Effort with APOC
- Green Alternative to Demolition
- 35 Homes in Last 2 Years
RESPONDING TO CRISIS

Neighborhood Stabilization Team
- Impacts 18 Wards
- Quarterly Counseling
- ‘Problem’ Property Strategies
- Property Acquisition
- Nuisance Abatement
- Short-Term/Immediate Strategies
- Organizing & Foreclosure Prevention by CDCs & ESOP

NST Web Application
- Hosted by NEO CANDO (CWRU)
- ‘One-Stop-Shop’ for Property Data
- County-Wide Data
- Expanded to Citywide Users in ‘11
- Code Enforcement Partnership (with Building & Housing Dept.)
PARTNERING FOR THE FUTURE

Competitive Grants
- Create Accountability
- Strengthen Organizations
- Build Community
- Leverage Strengths
- Open Doors

HUD NSP2 Target Area Planning
- Partnership with Community Development Department, City Planning, ParkWorks, CPA, KSU CUDC, CSU
- 18 City Wards
- 5-Month Planning Process
- Community Stakeholder Informed
- Objective: Identify Catalytic Projects that Utilize NSP2 Funding
ADVANCING SUSTAINABILITY

Re-Imagining Cleveland Study

- Partnership with City Planning
- Mapped Vacancy, In Relation To: Core Development Areas
- Vegetation
- Impervious Surfaces & Soil
- Types Waterways & Watersheds
- Green Space
- Environmental Contamination

Successes

- Strategies for Vacant Land Reuse: Short-term Stabilization
- Green Infrastructure
- Productive Landscapes
- Policy Recommendations In Implementation
The Changing Nature of Community Development: Going comprehensive

Presented by Jim Stark
Fayette County Community Action Agency
Fayette County, Pennsylvania

» 21.1% of families live below the federal poverty level
» High child poverty rate
» High unemployment rate (10.4%) and low labor force participation
» Medically underserved area
Uniontown, PA: A Sustainable Community In-The-Making
Led By
Fayette County Community Action Agency (FCCAA)
Uniontown, Pennsylvania

- Population of 10,372
- 26% of families live below the federal poverty level
- Per capita income: 17,299
- 16% of residents are not high school graduates.
Aging Services
Center Services
Home Services
Health Education
Physical Activity
Adult Education
Training
Nutritional Counseling
Education

Emergency Shelter
Rent/Mortgage Assistance
Utility Assistance
Budget Counseling
First-time Homebuyers
Emergency Food
Food Stamp Outreach
Rural Dev. Loan Packaging
PA Housing Finance Agency
Education & Assistance
Housing Counseling
Rental & Supportive Housing
Tax Assistance/EITC Outreach
Family Savings Accounts
Five pillars of Sustainability (LISC)

» Expanding capital investment in the physical development of low-income communities

» Building family assets and income

» Stimulating local economic activity

» Improving access to quality education

» Developing healthy environments and lifestyles
Expanding Capital Investment
FCCAA’s Campus of Services

2002 USDA Best Practice
SENIOR CENTER
KITCHEN
FRONT OF COMMUNITY SERVICE CENTER
» 60-unit apartment complex for income eligible seniors.
» Income guidelines are established through a tax credit program that helped to fund the project.
Fairweather Lodge – Before Renovations
Downtown Uniontown
REPUBLIC INCUBATOR PROJECT

SOUTHWESTERN PENNSYLVANIA COMMUNITY DEVELOPMENT CORPORATION

AND

FAYETTE COUNTY COMMUNITY ACTION AGENCY
Building Families’ Assets
Beyond meeting emergency needs, the housing programs at FCCAA work to provide support and education that empowers individuals to make the choices that enable them to maintain safe, affordable, appropriate housing.
Families earn equity through work on homes.
Westmoreland County Community College (WCCC) established a local facility in space that became available due to the construction of FCCAA’s new Green Building.

Literacy, basic skills, GED preparation, life skills, and employment readiness instruction are offered in tutoring sessions throughout the county.
Community Training Institute is a private licensed school that offers courses in Certified Nursing Assistant Training and Medical Coding and Billing serving more than 100 students annually.
A proven public-private partnership between FCCAA, the Redevelopment Authority of the City of Uniontown and PIRHL Developers proposes to construct 28 lease-purchase single-family homes and townhouses, within the Gallatin, LaFayette, and East End neighborhoods of the City of Uniontown in Fayette County.

To foster a livable, safe, and healthy environment, FCCAA is in the process of constructing Uniontown Senior Housing, a senior housing development that will provide accommodations for up to 60 Fayette County seniors.
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www.uniontownweedandseed.com
• Allegheny Power
• Bruderhof Community
• Fayette County Housing Authority
• FayPenn Economic Development Council
• Federal Emergency Management Agency
• First National Bank of PA
• Greater Pittsburgh Food Bank
• Joseph Hardy
• PA Dept. of Agriculture
• PA Dept. of Community & Economic Development
• PA Dept. of Education
• PA Dept. of Health
• PA Dept. of Public Welfare
• PA Housing Finance Agency
• Rural LISC
• SW PA Area Agency on Aging
• The County of Fayette
• United Way
• US Dept. of Agriculture
• US Dept. of Health and Human Services
• US Dept. of Housing and Urban Development
• USDA Rural Development
• West Penn Power Sustainable Energy Fund
Local Initiatives Support Corporation
Helping neighbors build communities
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Questions and Conversation:

- What has proven to be foundational in your comprehensive work? What needs to go first?

- One organization can not do it all. How do you bring partners to the table?
More Information:

• Institute for Comprehensive Community Development (www.instituteccd.org)

• Going Comprehensive-Anatomy of An Initiative that Worked: CCRP in the South Bronx by Anita Miller and Tom Burns

• Voices from the Field III-Aspen Institute Roundtable on Community Change (www.aspeninstitute.org)

• Creating Space for Change-W.K. Kellogg Foundation (www.wkkf.org)

• Sustaining Neighborhood Change: The Power of Resident Leadership, Social Networks and Community Mobilization-Annie E. Casey Foundation (www.aecf.org)