New England Basic Economic Development Course

Community and Neighborhood Development
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This presentation adapted from slides developed by Naletta Burr, CEcD, Wisconsin Economic Development Corporation and Laura E. Brown, CEcD for the Wisconsin Basic Economic Development Course
Today I hope you will learn:

what community & neighborhood development is

how community development relates to economic development

appropriate tools for discovering economic and social assets

community stakeholders and their roles

theories and strategies for community change

examples of neighborhood development strategies
What is a community or neighborhood?
What is a community or neighborhood?

Geographic terms- a community of place
- Boundaries, buildings, streets
- Has a sense of place & identity
- Encourages physical investment

Social terms – communities of interest
- People with relationships
- Personal & property rights
- Standards of behavior
- Mutual support
- Provides a sense of security
What is your memorable place?
Chances are it's not this..
Or this..
Or this..
Neighborhood characteristics

What makes a GREAT neighborhood?

Variety of functional attributes that contribute to a resident's day-to-day living (i.e. residential, commercial, or mixed-uses)
Accommodates multi-modal transportation
Visually interesting design and architectural features
Encourages human contact and social activities
Promotes community involvement and a secure environment
Promotes sustainability and responds to climatic demands
Memorable character

Great neighborhoods..

Include a variety of functional attributes that contribute to a resident's day-to-day living (i.e. residential, commercial, or mixed-uses)
Great neighborhoods..

Accommodate multi-modal transportation
Great neighborhoods..

Include visually interesting design and architectural features.
Great neighborhoods...

Encourage human contact and social activities
Great neighborhoods..

Promote community involvement and a secure environment
Great neighborhoods..

Promote sustainability and respond to climatic demands
Great neighborhoods..

Have a memorable character
What is community economic development?


Neighborhood economic development ..“Focuses on the economic aspects of distressed neighborhoods (retail sector, market potential, employment opportunities, and available labor force) that can be developed to help neighborhoods compete and contribute to the urban economy.” – IEDC Community & Neighborhood Development Manual
<table>
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<tr>
<th>A TRADITIONAL NEEDS BASED APPROACH</th>
<th>AN ASSET BASED APPROACH</th>
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<tr>
<td>Focuses on deficiencies and problems - what's wrong</td>
<td>Focuses on effectiveness and successes</td>
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<td>Involves service providers - not residents</td>
<td>Identifies assets already in the community as resources - people, their talents, &amp; capacities, organizations</td>
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<td>Hinders innovation</td>
<td>Encourages empowerment and creativity</td>
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<td>Builds dependence</td>
<td>Proactive and holistic</td>
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<tr>
<td>Reactive</td>
<td>Results in a systemic response</td>
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<td>Results in fragmented response</td>
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An asset based approach

starts with an inventory of assets, social and physical infrastructure and is...

a process
internally focused
relationship driven
participatory
collaborative
*systemic

Understanding community assets

Flora’s Community Capitals

Understanding community assets

Community exists in a natural environment that is respected and sustained, ensuring that it contributes to quality of place.


Assessing Human Capital

“Human capital is understood to include the skills and abilities of people to develop and enhance their resources and to access outside resources and bodies of knowledge in order to increase their understanding, identify promising practices, and to access data for community-building.”

Population
Income levels
Poverty rate
Unemployment rate
Education levels
  Higher education
  Post secondary degrees
  High school graduation rate

Leadership skills
Employment skills
Psychographics or Tapestry Segments

http://www.soc.iastate.edu/staff/cflora/nccrd/capitals.html
Sources of demographic data

**U.S. Census** – The U.S. Census offers a variety of data tools and apps, including: The American FactFinder, an app that allows users to search statistics from the 2010 Census and Economic Census; QuickFacts, through which users can search Census Bureau data at national, state, county and city levels; and Census Explorer, a local mapping tool. Topics include population characteristics, race, education housing, transportation, business, and geographic data. [https://www.census.gov/quickfacts/](https://www.census.gov/quickfacts/)

**CERC Data Town Profiles** two-page summaries of demographic and economic information for each of Connecticut's 169 municipalities that contain information about population, major employers, education, fiscal issues, labor force and housing. CERC has partnered with the Connecticut Data Collaborative to create interactive profiles that enable users to visualize and compare geographies for various indicators on CTData.org. Indicators include demographic, fiscal, economic, education, housing, labor and fiscal indicators [http://profiles.ctdata.org/profiles/](http://profiles.ctdata.org/profiles/)
Challenges with local level data

- A. Census workers have boring jobs
- B. If I can’t count it, it doesn’t matter
- C. Canton & Collinsville are not the same
- D. Data may not be available at the level of interest
“Most people use statistics like a drunk man uses a lamppost; more for support than illumination” - Mark Twain
"Asset mapping is an important first step in understanding the resources that a community can leverage to support integrated workforce and economic development"

Assets

People - Human capital capacities, skills, talents
Formal institutions businesses, banks, schools, colleges and universities, foundations
Voluntary organizations clubs and associations, neighborhood groups
Physical capital schools, libraries, churches
Other considerations Quality of life indicators, legal/ regulatory environment, secondary data
What is a Community Asset?

"... status, condition, behavior, knowledge or skills that a person, group or entity possesses, which serves as a support, resource, or source of strength to one's self and others in the community."

Asset Mapping

Conduct individual capacity surveys
Conduct interviews

Asset mapping tools:
- Mapping the Assets of Your Community: A Key Component for Building Local Capacity Lionel J. Beaulieu, Southern Rural Development Center [http://srdc.msstate.edu/trainings/educurricula/asset_mapping/](http://srdc.msstate.edu/trainings/educurricula/asset_mapping/)
Assessing Social/Cultural Capital

“Cultural capital reflects the way people “know the world” and how they act within it, as well as their traditions and language. Cultural capital influences what voices are heard and listened to, which voices have influence in what areas, and how creativity, innovation, and influence emerge and are nurtured.”

Quality of life issues
Housing opportunities
Healthcare
Schools
Social activities (festivals, nightlife, theater, etc)

Non-profit and social service organizations
Access to jobs or training
Parks and recreation
Information and communication systems
Community diversity and inclusion
Trust
Is there something for all population groups? Families, teens, elderly, singles

http://www.soc.iastate.edu/staff/cflora/nrcrd/capitals.html
First Impressions

Help communities learn about existing strengths and weaknesses through the eyes of the first time visitor.

Mutual “secret shopper” exchange between two communities
Used across Canada & US to identify priorities and assets
Learn strengths and challenges through eyes of a visitor
Learn how similar communities address challenges
Builds leadership capacity

http://communities.extension.uconn.edu/firstimpressions/
# First Impressions

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<td>Your gender:</td>
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<tr>
<td>Your age:</td>
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<tr>
<td>Your contact information:</td>
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<tr>
<td>Community you are from:</td>
<td></td>
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<tr>
<td>Community you will visit:</td>
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<tr>
<td>Date of your visit:</td>
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<tr>
<td>Time spent in the community (hours):</td>
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Sources of neighborhood level data

National Neighborhood Indicators Partnership
https://www.neighborhoodindicators.org/data-tech/sources

Traffic Counts
ESRI Traffic Volume Reports, for educational use only
CT Department of Transportation Traffic Count Maps
CT Department of Transportation Average Daily Traffic Count

Other Local Data
Walkability Index- http://www.walkscore.com
AARP Livability Index https://livabilityindex.aarp.org/

Connecticut Data Collaborative
http://data.ctdata.org/data_by_topic
Assessing Natural Capital

“Natural capital refers to those assets that abide in a particular location, including weather, geographic isolation, natural resources, amenities, and natural beauty.”

Location, Location, Location
One block can mean the difference between tax revenue or tax loss
Urban, Suburban, or Bedroom Community
High traffic areas
Environmental assets
Environmental liabilities
Natural amenities
Natural beauty

http://www.soc.iastate.edu/staff/cflora/nccrd/capitals.html
CLEAR & CTECO

Center for Land Use Education and Research
The UConn Center for Land Use Education and Research (CLEAR) provides information, education, and assistance to land use decision makers, in support of balancing growth and natural resource protection.

New & Upcoming

Publications
CLEARscapes - Winter 2018 Edition

Recent Webinars Online
- CT DOT’s “MS4” General Permit
- MS4 Permit Year 2 Tasks
- Opportunities For Brownfield Redevelopment in Connecticut
- It All Depends on Where You Live: Climate Change & Environmental Security Beyond our Borders
- Landsat & Sentinel-2: Satellite Based Sensors for Observation & Analysis of Connecticut’s Landscape
- Digging into the 2017 Connecticut Trail Census Data

Webinar Archives Library

NRCA
NRCA Website | Contact Laura Cisneros
Conservation Training Partnerships
- New Fairfield: July 25-26 (registration closed)
- Hartford: July 30-31 (registration closed)
- Kent: September 22-23 (application due August 11)

Teacher Professional Learning

https://clear.uconn.edu/
Data Resources

Connecticut Environmental Conditions Online
Maps and Geospatial Data for Everyone

Natural Resource Information and Imagery for Planning, Management, Education and Research
water soils aerials geology elevation habitat open space contours natural resources watersheds

Featured: MS4 & Impervious  2016 Imagery & Lidar  Lidar (elevation)  Fish  2012 Imagery  Bears

https://cteco.uconn.edu/
Assessing Built Capital

“Built capital includes the infrastructure supporting these activities.”

Are you built for development?
How’s your infrastructure?
How’s your curb appeal?
Roads and highway interchanges
Industrial parks
Zoning for all types
Signage

Utilities
Water/sewer & treatment system,
Electrical, Fiber Optics,
Telecommunications, Alternative Energy, Double Loop Systems

Transportation
Highways
Airports
Ports

Condition of Roads
Weight Limits

http://www.soc.iastate.edu/staff/cflora/nccrd/capitals.html
Housing opportunities

**Benefits:**
- Increased foot traffic
- Increased “eyes on the street”
- Support local businesses
- Housing for downtown businesses

**Assessment Steps:**
- Estimate demand
- Determine supply
- Assess need
- Identify opportunities
- Identify challenges

- Home Mortgage Disclosure Act (HMDA),
- Vacant property data from the United States Postal Service (USPS).
Analysis of other property uses

Restaurants
Arts and Entertainment
Housing
Office Space
Lodging
Assessing Financial Capital

“Financial capital refers to the financial resources available to invest in community capacity-building, to underwrite the development of businesses, to support civic and social entrepreneurship, and to accumulate wealth for future community development (Lorenz, 1999). “

Trade area
Gap analysis
Workforce development
Support for entrepreneurs
Banks
Traditional/non traditional debt/equity sources

http://www.soc.iastate.edu/staff/cflora/ncrcrd/capitals.html
A trade area is the geographic area from which a community generates the majority of its customers. A community may have both a convenience and a destination trade area.

Factors to Consider:
Population
Proximity of competing centers
Local mix of businesses
Local destination attractions
Traffic patterns

Tools to Use:
Focus groups
Mapping using geographic features (distances, highways, drive-times, etc.)
Mapping using customer addresses and zip codes
Rings

Radius Analysis of Downtown Madison

Distance from Capitol Square
- One-Mile Radius
- Two-Mile Radius
- Three-Mile Radius

Road Classification
- Limited Access Freeway
- Highway
- Secondary Roads
- Local Road

Data Sources:
U.S. Census Bureau, GDT,
UWEX and City of Madison

Produced by UW-Extension, June 2006
Center for Community Economic Development

Equal Competition Areas

Possible Convenience Trade Area using Retail Grocery Store Locations

Evaluating Retail & Service Business Opportunities

This section provides techniques for estimating market demand and supply for selected retail and service business categories. It examines business opportunities in terms of the number of businesses the market could bear, total sales, and square feet of occupied business space. Other more qualitative and equally important market considerations are also discussed in this section. Specific tools to measure demand and supply, ranging from simple to complex, are presented.

Analyzing Demand & Supply - Overview

1. Step 1: Assess Demand
2. Step 2: Inventory Supply

Tool 1 - Business Mix Analysis (a Population Threshold Method)
Tool 2 - Gap Analysis Calculator (A Surplus-Leakage Method)
Tool 3 - Pull Factors (A Surplus-Leakage Method)
Tool 4 - Trade Region Gap Analysis (An Advanced Surplus-Leakage Method)

Appendix - Using GIS to Visualize Demand and Supply

Related Content

PDF Version
Descriptions of Retail and Service Business Categories
Sources of financial data

Bureau of Labor Statistics – The BLS’s website provides a wide selection of data sets and resources, including data retrieval tools, customized tools and access to a comprehensive list of discontinued databases. [https://www.bls.gov/sae/](https://www.bls.gov/sae/)

Bureau of Economic Analysis – The BEA’s website offers a variety of data sets, including GDP by state and metropolitan area, state and local area personal income and quarterly GDP by industry, among many others. [https://www.bea.gov/itable/index.cfm](https://www.bea.gov/itable/index.cfm)

On the Map from the US Census for employment data mapping [https://onthemap.ces.census.gov/](https://onthemap.ces.census.gov/)
Mapping assets

Charrettes or focus groups to involve the public in mapping physical assets

Interactive maps from the Census
https://www.census.gov/geography/interactive-maps.html

Google maps
https://www.google.com/maps/about/

ESRI Collector for ArcGIS
http://www.esri.com/products/collector-for-arcgis

Online mind mapping tools XMind, bubbl.us
Let’s try it!
Discovering your assets..
Let’s try it!

- What did you find?
- What surprised you about this information?
- What information favors economic development in the community or neighborhood you chose?
- What are the driving assets?
The neighborhood planning process

Define the geography
Pre-planning
Visioning
Neighborhood assessment
  SWOT/SOAR
  Asset mapping
  Physical conditions inventory
  Economic base analysis

Issues and goals development
Project prioritization
Action planning
Monitoring and evaluation
Retooling and adjusting
Publicizing progress & outcomes

“Lived in this town all my life. Seen a lot of changes…and fought every damn one of them.”
Where are we going?
Community participation and consensus building

Shelley Arnstein’s Ladder of Citizen Participation (1969)


## Engaging resident participation

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<th>Local planning councils</th>
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<td>Community training</td>
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<td>Drop-in centers</td>
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<td>Meetings – neighborhood and community</td>
<td>Charettes</td>
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<td>Delphi technique</td>
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Choose consensus when…

- many stakeholders and perspectives - complex problem.
- People are willing to participate
- Group has authority to make decisions and will be affected by them
- Creative solutions are needed.
- Need everyone to be committed to the decision or plan.

Choose alternatives when…

- No common goal or purpose.
- An unwillingness to participate or cooperate.
- Group has low trust or a lack of commitment.
- Time is limited or there is an emergency.
- Needed information is not available.
- People are polarized on issues or values.
- The problem has a clear solution.

How can we benefit from consensus decision-making? (n.d.). University of Minnesota Extension
http://www.extension.umn.edu/community/civic-engagement/tip-sheets/consensus-decision-making/
Who’s at the table

Local residents
Local, state and federal governments
Councils of government
Special authorities
Chambers of commerce

Universities & research institutions
Community colleges
Neighborhood groups
Utilities
Public-private partnerships
Main street organizations

Growth versus development

**GROWTH**
- We want more JOBS!
- We want more business
- We want more residents
- We want more tax base
- Any growth is good

**DEVELOPMENT**
- We want quality jobs/quality of life
- We want economic security
- We want economic opportunities
- We want resilience
- We want balanced growth

Economic development strategies

Brownfields
Business Attraction and Recruitment
Business Climate
Business Retention and Expansion
Clusters
Downtown Development
E-commerce
Economic Development Finance
Economic Development Marketing
Entrepreneurship
Incentives
Infrastructure
Public-Private Partnerships
Quality of Life
Real Estate Redevelopment
Site Selection
Small Business Development
Sustainable Development
Technology-Led Economic Development
Tourism
Transportation
Venture Capital
Workforce Development

Community Building * Place Based * Business Oriented * Workforce Development
Community building strategies

Events
Farmers markets
Community Capital Institutions (Localized Lending)
Business Improvement Districts
Leadership development
Organizational development
Participants go behind the scenes to learn about the day-to-day operations of the town departments including what happens when you call 9-1-1, and what it is like to be in a snow plow truck. A tour of the town and meeting a variety of town staff are also highlights of the program.
Locality/place based strategies

Quality of life/place
Infrastructure
Housing development for workforce
Transit oriented development
Development controls - zoning
Site development/preparation
Natural resource & amenities
History/arts and culture

Public Art in Westville
westvilleCT.org

Beth Klingher
Pieces of the West River
7+ Mosaic Inserts on Blake Street Bridge
spanning West River

Faring Purth
Marielle
North Wall at Valley and Blake Streets

John Keefer
OTHER Skull
Corner of Blake Street & Valley Street

Brandon Fuller
Abiqua/Tulip
East Wall, Bella’s Cafe

Swoon
East Exterior Wall of Heiler Liddell Gallery

Various Artists
Alley next to Kitee Tattoo & Gallery

Eastwall Westville
A rotating mural exhibition
April-October 2016, Caryn Azeff

Hi Crew & Various Artists
Coogan Pavilion & Skate Park
Main Street utilizes a preservation & place-based economic development strategy.

Business oriented strategies

Entrepreneurs and microbiz
Incubators
Business park development
Cooperative development
Financing:
  Venture capital - Micro enterprise efforts- TIF - Tax abatement - Tax Credits - Grants
Spark Makerspace - New London

Spark provides access to a range of equipment as well as member-led opportunities to learn by sharing skills and making things happen through collaborative efforts.
Workforce development

Job training
Targeted placement
School to work programs
Local employment programs

The E/CT Manufacturing Pipeline
The Art of Inclusiveness Accommodates Each Stage of the Career Pathway

High School  College/Older Youth  Adult Career Advancement  Adult Career Changer
WHAT WE ARE DOING:

• Creating jobs in sustainable economy
• Taking nuisance materials out of the waste stream
• Being responsible stewards of the environment
• Helping those in need find entry level jobs with transferable skills
• Stimulating the local economy
Place vs people based strategies

What are the costs and benefits?
Why do we implement some and not others?
When is one more appropriate?
How do we measure the effectiveness of our choices?
Lets share some of what we know!

What types of strategies do you focus on in your work? Share an example of a project or program from your community:

Community Building
Place Based
Business Oriented
Workforce Development
Scenarios

1. A large power plant in your community has announced that 200 skilled employees will be laid off in the next 2 years.

2. A developer purchased a large historic theater building and downtown anchor five years ago but nothing has happened in the space.

3. Overdoses and non-violent crimes are on the rise in your neighborhood.

4. A large academic institution in your community has been buying up deteriorating multi-unit housing in the downtown and converting it to university office space. Affordable housing is at a premium.

5. Young people graduating from your community’s top rated schools are leaving and not moving back.

Community Building * Place Based * Business Oriented * Workforce Development
References


Asset-Based Community Development Institute – www.abcdinstitute.org


How can we benefit from consensus decision-making? (n.d.). University of Minnesota Extension http://www.extension.umn.edu/community/civic-engagement/tip-sheets/consensus-decision-making/
References


Thank you!

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