Who We Are

9 Extension Centers
4-H Education Center at Auerfarm
Home and Garden Education Center and Soil Testing Laboratory (Storrs)
Over 2,000 Volunteers
State Office in Storrs
Our agenda for today..

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

UPDATED SLIDES
http://communities.extension.uconn.edu/bedc
Land Acknowledgement

All land in the State of Connecticut was once Native territory, which is why it is our duty to acknowledge that the University of Connecticut a land grant institution, is existing on Native land. It is important to understand the long-standing history that has brought you to reside on the land and to seek to understand your place within that history. Land acknowledgments do not exist in the past tense or historical context: colonialism is a current ongoing process, and we need to build our mindfulness of our present participation. It is also worth noting that acknowledging the land is Indigenous protocol. -http://www.lspirg.org/knowtheland

I would like to begin by acknowledging that the land on which we work, live and play is territory stolen from the Mohegan, Mashantucket Pequot, Eastern Pequot, Schaghticoke, Golden Hill Paugussett, Nipmuc, and Lenape Peoples, who stewarded this land throughout the generations. We thank them for their strength and resilience in protecting this land, and aspire to uphold our responsibilities according to their example. Find out what tribal land you live on https://native-land.ca/
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
Shared values - agreements
Standards of behavior
Mutual support
Provides a sense of security

Photo courtesy New Haven Preservation Trust http://nhpt.org/westville-village
What is your memorable place?
What is your memorable place?

How does it feel?
Who is there?
What does it sound like?
What smells / tastes do you experience?
What sensations do you experience?
Let’s Jam!  Google Jamboard

Link to the Jamboard
s.uconn.edu/nebedc
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)
Accommodate multi-modal transportation

Great neighborhoods..
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
Neighborhood characteristics

What makes a GREAT neighborhood?

Physical and social goals are in conflict. Historic, walkable neighborhoods in America are a treasure. But there is a downside: they are also often losing their diversity and affordability, often in places (centrally located, near transit) where diversity and affordability are most needed.

Where gentrification pressure is evident or likely, show a demonstrated commitment to the maintenance of affordability and social diversity

About this resource:
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
Show a demonstrated commitment to the maintenance of affordability and social diversity

What Makes a Great Place?

Project for Public Spaces

About this resource:
https://www.pps.org/article/grplcefeat
English | Español | 日本語
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

Who decides what is distressed?

HOLC Residential Security Map of Hartford Area 1937. Records of the Federal Home Loan Bank Board, National Archives II, College Park, Maryland -

On the Line: How Schooling, Housing, and Civil Rights Shaped Hartford and Its Suburbs

About this resource:
Dougherty, J. et. al. (2021). “On the line”
https://ontheline.trincoll.edu/
<table>
<thead>
<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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<tr>
<td>Builds dependence</td>
<td>Proactive and holistic</td>
</tr>
<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


About this resource: Asset Based Community Development Institute https://resources.depaul.edu/abcd-institute/
Understanding community assets

Cornelia and Jan Flora’s Community Capitals Framework


Image courtesy of http://www.soc.iastate.edu/staff/cflora/nrrcrd/capitals.html
Understanding community assets

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


Understanding human potential

“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

Relationships and engagement are the foundation
Sources of demographic data

U.S. Census – The American FactFinder, 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. Includes - population characteristics, race, education housing, transportation, business, and geographic data. [https://www.census.gov/quickfacts/](https://www.census.gov/quickfacts/)

Advance CT Data Town Profiles two-page summaries of demographic and economic information for each municipality - population, major employers, education, fiscal issues, labor force and housing. Additional data at CTData.org. Indicators include demographic, fiscal, economic, education, housing, labor and fiscal indicators [https://www.advancect.org/site-selection/town-profiles](https://www.advancect.org/site-selection/town-profiles)
“Most people use statistics like a drunk man uses a lamppost; more for support than illumination” - Mark Twain
Asset Mapping

"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/

Participatory Asset Mapping: A Community Research Lab Toolkit

About this resource:
Participatory 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

First Impressions

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

Mutual “secret shopper” exchange between communities
Identify priorities and assets
Strengths and challenges through eyes of a visitor
Learn how similar communities address challenges
Builds engagement and leadership capacity
First Impressions

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<td>Wrap up</td>
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| Your name:                                                              |
| Your gender:                                                            |
| Your age:                                                               |
| Your contact information:                                               |
| Community you are from:                                                 |
| Community you will visit:                                               |
| Date of your visit:                                                     |
| Time spent in the community (hours):                                    |
| Weather conditions on the date of your visit:                           |

About this resource:
First Impressions Program  
http://communities.extension.uconn.edu/firstimpressions/
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

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

Best Practices in Economic Development & Land Use Planning Educational Tool Library

The Best Practices in Economic Development and Land Use Program drives communities to pursue excellence in economic development and land use practices and recognizes communities that have established best practices. The program can be used to engage community stakeholders in discussions about how to achieve higher standards and develop creative, community-specific ways to implement them. In 2019, the Connecticut Economic Development Association (CEDAS), the professional association of economic developpers in Connecticut, in collaboration with the Connecticut Chapter of the American Planning Association (CCAPA) developed a certification program that encourages best practices in municipal economic development and land use to spur continuous improvement. In pursuit of these best practices, planners and economic developers can use this program to engage community stakeholders in discussions about how to achieve higher standards and develop creative, community-specific ways to implement them. The three goals of this program are:

The 2022 application is now available! Click here to access it.

About this resource:
Best Practices Program
CLEAR & CTECO

Center for Land Use Education & 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.

About this resource:
UConn Center for Land Use Education & Research
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

Featured:
- CT Parcels
- 2019 Aerial Imagery
- 3D Lidar Viewer
- 2016 Imagery & Lidar
- LIS Blue Plan
- MS4 & Impervious
- Sea Level Rise: Roads & Marshes
- Inland Fish
- Elevation & Lidar
- Aerial Imagery

About this resource:
CT Eco
https://clear.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
Transportation- Highways, Airports, Ports
Condition of Roads


About this resource:
Best Practices in Economic Development and Land Use
https://guides.lib.uconn.edu/OrganizationalCapacitySelfAssessment
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
Support for entrepreneurs
Banks
Traditional/non traditional debt/equity sources

Trade Area Analysis

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

Understanding Trade Areas - Rings

Radius Analysis of Downtown Madison

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

Produced by UW-Extension, June 2006
Extension

Possible Convenience Trade Area using Retail Grocery Store Locations

- Grocery Store
- Trade Area
- Highway
- County border

**Introduction**

For the last fifty years, small cities (population of less than 100,000) all across our country have seen continued economic leakage from downtown to outlying edge locations. Once the center for community and economic activity, many have suffered the loss of retail and other businesses. Downtown and Business District Market Analysis, by the University of Wisconsin Extension, provides strategies and resources to help revitalize downtown and business district areas.
Sources of financial data


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

On the Map from the US Census for employment data mapping https://onthemap.ces.census.gov/

County Business Patterns - Each of these business patterns provides detailed annual information on Number of business establishments https://www.census.gov/programs-surveys/cbp.html

Consumer Expenditure Survey - https://www.bls.gov/cex/
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
Discovering your assets breakouts..

Do a quick mental scan of your community.

What do you see as your community’s strengths?

What areas are you less sure about? What do you need to know?
Let’s Jam! Google Jamboard

Link to the Jamboard
s.uconn.edu/nebedc
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)

About this resource:

Photo courtesy of http://edushyster.com/?p=4013
http://lithgow-schmidt.dk/sherry-arnstein/ladder-of-citizen-participation.html
Engaging resident participation

Advisory boards
Community surveys
Community training
Drop-in centers
Focus groups
Meetings – neighborhood and community

Local planning councils
Public hearings
Conferences
Task forces
Workshops
Charettes
Delphi technique

What is the vision?

humility
empathy
love
hope
dialogue

About this resource:

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 (not) 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
Let’s Jam! Google Jamboard

What factors influence the community / neighborhood development strategies you use in your community or in your work?

Link to the Jamboard
s.uconn.edu/nebedc
Community building strategies

Events
Farmers markets
Community Capital Institutions (Localized Lending)
Business Improvement Districts
Leadership development
Organizational development
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
Business oriented strategies

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

Job training
Targeted placement
School to work programs
Local employment programs
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?
Let's 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


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/


Thank you!

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University of Connecticut - Department of Extension
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