

# Building, Land Use and Housing Strategic Plan

## Overview:

The 2008 plan retains the overarching goal of the 1995 action plan: to increase the desirability of Central neighborhood as a place to live by working to ensure that there is safe and suitable housing and infrastructure. However, the 2008 plan adds a second goal: to draw individuals and families to Central neighborhood through full-scale marketing plans. These marketing plans will promote the amenities of the neighborhood, its distinctive architecture and history, and the housing finance programs available in Central through CANDO's contract with the NRP and Neighborhood Housing Services (NHS). The 2008 plan places less emphasis on demolishing structures and more on preserving and restoring structures for reasons of improved appearance, reduced environmental impact and sound economic return on investment. The 2008 plan also addresses issues such as decorative street lighting, green space and graffiti removal.

## SCOPE OF WORK

The following Central Area Neighborhood Development Organization strategic plan is intended to be implemented between January 2009 and December 2013. Specific timelines are given after the outline of each task.

## KEY:

Goal 1 HOUSING & LAND USE = Goal #1 in Property Vitalization

Objective A BH-1 = Objective A in Property Vitalization under Goal 1

Task 1 BH1-OA = Task #1 under Property Vitalization Goal 1, Objective A

## PROPERTY VITALIZATION

**Goal 1 HOUSING & LAND USE:** Enhance the physical appearance, appeal, and desirability of the neighborhood by promoting and working to ensure safe and suitable housing and infrastructure.

**Objective A:** Reduce the number of vacant and boarded residential structures and of properties considered to be a problem for physical reasons.

**Task 1:** Create a plan and process for the Housing Committee to regularly identify, review, assess, and report on vacant or problem properties in Central, working with inspectors to enforce regulations, and partnering to correct issues.

**Funding:** \$0

**Execution:** Committee members will work with CANDO staff, city inspectors and other city and county staff to create a process for information gathering and sharing, as well as ensuring enforcement; Staff will attend monthly meetings of the Central Property Rescue team.

**Measures:** Using initial information collected as a base, members will be able to record at least a 10% resolution rate annually at problem properties identified to the Central Property Rescue team; Members will notice a steady decline in new or recurring problems annually and an increase in property values.

**Task 2:** Explore links with developers to purchase and restore properties in Central, encouraging restoration and preservation methods and working closely with them as they proceed, and assisting as possible – e.g. the need for a special condition use permit, neighborhood cooperation in marketing the restored property, and so forth.

**Funding:** \$5,000 to \$10,000 over five years to develop and implement marketing and publicity strategies and tools specifically targeted at developers.

**Execution:** Staff will research techniques for marketing and recruiting, and work with Housing Committee members to determine how to proceed; a consultant may be contracted with to develop the tools and plan.

**Measures:** Using registered vacant and/or boarded data available as of January 2009, the Committee will be able to document an overall decrease of 25% reduction in vacant properties over the five year period and an increase in property values.

**Objective B:** Improve the existing housing stock with a focus on preservation and restoration methods.

**Task 1:** Coordinating with the strategies outlined under Objective A tasks, aggressively market the availability CANDO's revolving home-improvement loan programs, the architectural preservation loan program and other programs.

**Funding:** Costs associated with advertising are outlined in previous tasks; \$\_\_\_\_\_, not including earned income, during the course of the five year plan for the revolving and preservation loan programs, with division of funds between the two plans to be determined as community need and resident applications indicate. Program results will be reviewed at least annually, with adjustments geared toward greater success when necessary.

**Execution:** The programs will be administered through Neighborhood Housing Services, with CANDO management or oversight from staff and the Housing Committee.

**Measures:** Public data from Neighborhood Housing\_Services will be monitored to evaluate the programs, and more properties are being tended to; Surveys of community members will indicate an increased sense of community value and appreciation.

**Objective C:** Develop and promote new and current programs, educational materials, technical assistance relevant to the Housing Committee's overall strategy, to assist in improving and maintaining housing stock.

**Task 1:** Partner with local agencies, businesses, and others, to organize a resource seminar, and/or produce a web-based or printed handbook and other materials that offer information to renters and home-owners on various assistance programs, as well as the economic benefits to property preservation and restoration supplying access or links to that information year round. Organize at least one promotional event per year.

**Funding:** \$7,500 initially for website set up and material development, with \$1,000 annually thereafter for updating; \$500 to organize a implement a seminar; \$1,500 annually for promotional events; \$500 for postage during the five year period (\$25,000 total during the life of the strategy).

**Execution:** Members of CANDO's committees will form a task force to discuss development of the website, links, and tools to ensure coordination and continuity; Staff will assist with all elements; A consultant will assist with design, development, and upkeep as agreed; Committee members will work with staff to organize an informational seminar or resource fair, Staff will maintain a contact list of individuals requesting information and mail out same. The Housing Committee will oversee at least one promotional event per year.

**Measures:** Website use will be tracked, as will requests for information, follow up contact will be made where possible to assess usefulness of information acquired.

**Objective D:** Enhance, develop, and actively participate in plans and strategies that address issues with neighborhood-wide impact, such as decorative street lighting, green space, traffic and bicycle lanes, boulevard enhancements, clean alleys, graffiti\_removal, clean-up of litter and debris, landscaping and the exterior appearance of vacant, boarded, rehabilitated and/or existing homes.

**Task 1:** Provide and maintain a regular forum where Council Members, developers, planners and others can address the committee or request organization of community wide meetings, and develop relationships with these key partners on an ongoing basis.

**Funding:** \$500 annually for postage.

**Execution:** The Committee will continue to meet at least once a month at a regularly scheduled time and place and include topics of interest related to the Housing Committee's activities on the agenda; Staff will assist in scheduling guest

speakers or special agenda items and will send out notification of such meetings and topics by U.S. Mail and/or e-mail at least seven days in advance of meetings to an ever growing base of Central neighborhood stakeholders.

**Measures:** Surveys of residents and/or meeting participants will indicate an increased awareness of neighborhood issues and decisions; Attendance at meetings will grow and stabilize as a result of increased interest in topics and speakers.

**Task 2:** Stay current on meetings taking place in other venues that may produce results that will impact the Central neighborhood and have representatives attend to learn, contribute, and network. Issues and organizations to be tracked include the foreclosure issue, the issue of keeping senior citizens in their homes, and issues of rental licensing that encourage responsible, code-compliant management of rental property.

**Funding:** \$0

**Execution:** Staff and Housing Committee members will stay alert to these opportunities and share responsibility of participating.

**Measures:** Staff and members will indicate increased awareness and ability to be a part of important decision making processes.

**Task 3:** Facilitate an annual clean-up/beautification event

**Funding:** \$2,000

**Execution:** Staff and Housing Committee members will facilitate an annual event to include up to \$500 for beautification awards.

**Measures:** The community will see increased participation, a greater level of cleanliness in streets and alleys, and more beautification projects as a result of this task.

## MARKETING

**Goal 2 HOUSING & LAND USE:** Draw interested individuals and families to the Central neighborhood through full scale marketing plans.

**Objective A:** Showcase the full realm of amenities benefiting those who chose the Central neighborhood as a place to live, work, spend money, and play.

**Task 1:** Develop a fresh and smart marketing plan promoting the particulars of Central neighborhood amenities – business corridors, restaurants, parks, the Greenway, bike paths, arts, beautiful housing for everyone, community centers, light rail, busline, freeway access – and on and on - connecting the pieces in a way that allows for aggressive marketing of CANDO’s loan programs to both current and potential property owners.

**Funding:** \$15,000 to \$25,000 over five years to develop and publish information through various venues.

**Execution:** The Housing Committee will form a task force with other CANDO committees as they develop their marketing plans to ensure continuity without duplication; Staff will form and/or maintain partnerships with the City, NRP, NHS and others to ensure maximum publicity of the neighborhood and its amenities; Consultants will be contracted with as necessary to facilitate marketing plans; The CANDO website, newsletter, and other CANDO media tools will serve as primary marketing venues.

**Measures:** Using data available as of January 2009, staff and the Housing Committee will be able to document an overall increase in property values over the five year period and an improvement in property values in Central compared to values in surrounding neighborhoods; Surveys of community members and guests at neighborhood events will indicate an increased awareness of all that Central offers.

**Task 2:** Aggressively market the availability of properties in Central to potential buyers in all markets, offering access to the home buyer assistance program where appropriate/allowable.

**Funding:** Costs associated with an advertising campaign are outlined in previous objectives and tasks; \$50,000 during the life of the five year plan for the home buyer assistance program. Program results will be reviewed at least annually, with adjustments geared toward greater success made when necessary.

**Execution:** The home buyer assistance program will be administered with CANDO oversight from staff and the Housing Committee.

**Measures:** Applications for home buyer assistance will indicate differences in desirability for occupied versus unoccupied dwellings, allowing for re-tooling of the program and marketing as necessary; Annual increases of applications for purchase of vacant homes will serve as a measure of success; Periodic reviews of properties purchased through this program will indicate whether or not new owners are maintaining properties; Surveys of community members will indicate an increased sense of community value and appreciation; the time that for-sale properties spend on the market will decrease compared to that in other neighborhoods.

**Task 3:** Publicize and promote the history of the neighborhood and its distinctive housing stock to ensure maximum impact of all Building, Housing & Land Use objectives and tasks.

**Funding:** Costs associated with marketing are outlined in previous objectives and tasks.

**Execution:** CANDO will partner with local libraries and/or historic organizations to raise awareness among Central residents and the public about the environmental and financial benefits of preserving such original housing elements as windows, etc.; CANDO will inspire pride in home-ownership by facilitating house-history research; and CANDO will promote these benefits and provide overall neighborhood history information through tours, events, classes, etc.

**Measures:** Increases in architectural preservation loan applications will be noticed from year to year; Surveys will indicate an interest in the neighborhood due to the housing stock and/or historic nature of the community; Surveys will indicate neighbors are noticing improvements at greater numbers of properties. CANDO will see significant participation at events, classes, etc.

## **CAPACITY BUILDING**

**Goal 3 HOUSING & LAND USE:** Seek additional resources dedicated to improving the housing stock and the stability of the Central neighborhood.

**Objective A:** Ensure the long term viability and sustainability of housing and land-use quality in Central neighborhood through CANDO.

**Task 1:** Secure funding, beyond NRP dollars, for all tasks outlined under each section of the CANDO Building, Housing & Land Use Plan for long term capacity building, staffing, general operations, or other needs as identified by the Housing Committee and the CANDO Board.

**Funding:** Secure **\$25,000** in 2009, increasing to **\$35,000** by 2013, via grant writing, special events, or other fundraising activities.

**Execution:** Have the Housing Committee, CANDO staff, and contractors where applicable, work with other partners and each other to identify, write, and submit grant applications relevant to needs outlined, as well as to produce successful fundraisers.

**Measures:** Submit at least \$35,000 in grant applications in 2009, escalating to at least \$55,000 by 2013 to ensure goals are met; formulate and implement at least one fundraiser per year through 2013.