When Place Based Initiatives are Successful

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What is a Place Based Initiative?

A place-based initiative uses a wide-angle, multi-faceted lens in work that is about community resilience and vitality. They may work on one problem or issue at a time, but do so with respect for local history and culture, a commitment to identifying and mobilizing local assets, and an interest in building local capacity.
**Place Based Characteristics**

- Comprehensive strategies and programs that seek to address multiple causes of social problems
- Participatory and collaborative approaches to the planning and implementation of the initiative that involve diverse groups of stakeholders
- Governance structures based at the neighborhood or community level designed to support collaboration across sectors
- Systemic approaches to reform that aim to influence how resources are distributed
- Technical assistance and other capacity-building supports to sustain the community’s long-term ability to improve outcomes
Must dos of Place Based Initiatives

• Understand that it will take a long term investment (3-10 years) in communities to see significant changes.
• Foster diverse relationships with multiple key stakeholders, i.e., community organizations, resident groups, policy makers, funders, service providers, government/civic agencies, etc.
• Build up capacity where it doesn’t exist or is extremely week (especially among residents).
• Clearly define expectations and outcomes from the initiative’s beginning.
• Create systems to collect and analyze data.
• Promote transparency in relationships and finances with relevant community actors, where both sides are encouraged to communicate honestly and seek to understand how the other partner operates.
Challenges to Place Based Initiatives

- Seen as an outsider
- No understanding of larger economic/social/environmental contexts
- Not addressing Race Equity Issues
- Lack of long-term funding and commitment
- Very little capacity of residents and/or community organizations
- Mistrust from residents and community organizations
- Ambiguity about the outcomes of the initiative
- Collecting data
- Just focusing efforts within community and not connecting to city-level policies
- Not actively developing Champions
How to be successful in Place Based Initiatives?

- Take a **Results Based Accountability** approach
- Understand and communicate the parameters of your funding (*how long is it for? What is expected? Any political issues that need to be avoided?*)
- Be transparent about finances and communicate how decisions are made
- Understand the community’s capacity before planning a place based initiative (*assess level of readiness*)
- Have a tight implementation strategy that can be amended in real time based on the unique dynamics of the community
- Actively engage city level stakeholders
- Engage resident led organizations rather than just individual residents
- Figure out how you will engage resident voices in your work
How to be successful in Place Based Initiatives?

• Make strong relationships with local organizations, which help to provide creditability if you are an outside organization
• Provide strong and ongoing technical assistance that is responsive to community stakeholder’s needs
• Have a project and/or goal the community is trying to achieve together (complete a revitalization plan, build a community center, etc.). It helps to build relationships.
• Define success for your place based initiative early and often
• Constantly learn from your data (how often will data be collected and analyzed, if so, how? And what will be collected? And by whom?)
• Communicate results to a large audience (residents, funders, partners)
Current Initiatives and Challenges

- Building Neighborhood Capacity Program (BNCP) - [http://www.buildingcommunitycapacity.org/](http://www.buildingcommunitycapacity.org/)
- Promise Neighborhoods - [http://www.promiseneighborhoodsinstitute.org/](http://www.promiseneighborhoodsinstitute.org/)
How communities can get the results they want

TAKING ACTION

What's important to communities?
- Jobs & Economic Success
- Safe Neighborhoods

What are the necessary capacities?
- Communications
- Resident engagement
- Accountable partnerships
- Useable data
- Effective solutions
- Financing
- Organizational & leadership capacity
- Policy influence
- Affordable Housing
- Healthy & Thriving Children & Youth
- Strong Families

How to make results happen:
Mobilize and empower communities to achieve what they want for their children, families, residents, and neighborhoods.

Center for the Study of Social Policy
WEST SIDE COMMUNITY DEMOGRAPHICS:

• 229,000 residents in five community areas (16 mi²)
• 96% of residents are minority (AA, Latino)
• 39.4% of population in poverty
• 62% with HS education or less (43% < HS)
• Unemployment > 22%
• Median income = $27,000
• Rate of employment = 42.8% (98,000)
• 37.5% out of labor market
• 37,254 jobs in community area (38%)
Nearly 50% of the population has been lost since 1970.
HOW WE GOT HERE:

• $700,000,000 invested and leveraged since 1979
• Pushed the leading edge of community development for more than three decades
• Been there. Done that. [e.g., Asset-based community development, 1200 units of affordable housing, senior housing, social entrepreneurship, child care, high schools, community parks, neighborhood gardens, block clubs, 1st gold Leed building, recycling centers, job placement, re-entry, etc.]
• Despite it all, our communities are worse off than when we started
HOW WE GOT HERE:

• Program rich, system poor
• Sustainable, transformational, scalable
• More than better or different, new reality
• Focus: reduction of concentrated poverty through opportunity
• Opportunity must come first
• What would it really take?
West Side Forward> What it Will Take

• 63,000 people in skilled jobs making at least $36,000/year reduces the concentration of poverty in our community areas to levels seen across the city
• 27,000 new workers, 36,000 people in better jobs = 27% increase in total employment; 37% of incumbent workers retrained for higher-paying, skilled jobs
• The goal of West Side Forward> is to leverage regional resources to employ 63,000 people in skilled jobs. This will reduce concentrated poverty and improve the collective standard of living.
West Side Forward Theory of Action

- Opportunity
- Resources
- Healthy Networks
- Stability
- Safety
West Side Forward> How do we do this?

**OPPORTUNITY**

**CREATING**
90,000 middle income jobs across Chicago region

**PREPARING**
116,000 West Siders trained for middle income jobs

**CONNECTING**
63,000 West Siders employed in middle income jobs (steady state)

**SUPPORTING**
36,000 West Siders move from low income to middle income jobs
West Side Forward> How do we do this?

- Focus efforts on 16-40 year olds
- Focus on the four core functions to increase opportunity for securing a middle income job
- Use adults with jobs to improve the education of their children
West Side Forward> We currently envision

- 15-20 year sustained effort
- Collaborations, partnerships, Collective Impact initiatives with Bethel playing a variety of roles
- Organizational focus on capacity, organizational structure and sustainability (NFF sustainable growth modeling)
- [www.westsideforward.org](http://www.westsideforward.org)
City of San Antonio Promise Zone

• A place-based federal designation designed to provide the City access to resources to reduce poverty and improve quality of life on the Eastside of San Antonio

• Goal is to ensure that everyone in the Promise Zone has equal access to opportunity

“A child’s zip code should never determine his or her opportunity”  Shaun Donovan, HUD Secretary
City of San Antonio Promise Zone

- 10-year federal designation
- Managed by the City of San Antonio

**No direct funding** but we receive

- Technical assistance and access to additional federal grants
  - Since designation, received **$32 million** in federal grants

- Tax credits to businesses for hiring and investing in the zone (Pending)
EastPoint Target Area

EastPoint is in Zip Code 78202 – highest poverty rate in the City at 40.3%
EastPoint Target Area

EastPoint is a 4 sq. mile area inside the Promise Zone that has three major federal revitalization grants, totaling over $54 Mil.

- **DOE Promise Neighborhood**
  - $23.70 Million (United Way)

- **HUD Choice Neighborhood**
  - $29.75 Million (SAHA)

- **DOJ Byrne Criminal Justice**
  - $920,000 (SAHA & United Way)

- **Promise Zone**
  - No Funding (Manage by City)

San Antonio is the only City in the nation to receive all three federal grants and the Promise Zone designation in the same area.
EastPoint Demographics

- 44% Homeowners; $60,094 Median Home Value
- 4 Sq. Miles or 18.1% of PZ Land Area
- 18,000 Residents - 68% Hispanic 28% Black
- $22,255 Median HH Income; 35% Poverty Rate
- Nearly 20% Unemployed; 30% Female Head of HH
- 43% of Adults Didn’t Graduate High School
- 30% Female Head of HH
The Partners - Collaborating

Collective Impact
Results Based Accountability
Governance Structure
### Results Base Accountability (RBA)

**Collective Vision** - By 2025, EastPoint will be a vibrant community, rich in diversity and opportunity, catalyzing progress throughout the Eastside.

**Result #1: All people have a good quality of life**

What would that look like? All people are well-employed, good work opportunities, financial stability, able to meet financial needs, future employment, and healthy.

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Task Force</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 # and % of children 0-5 demonstrating age-appropriate functions (kinder ready)*</td>
<td>E</td>
</tr>
<tr>
<td>1.2 # and % of residents who are career/college/vocationally ready (degrees, GED/HS, # and % w/skill set to meet demands)*</td>
<td>FES</td>
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<tr>
<td>1.3 # and % educational attainment (number of degrees – bachelors, associates, certificates, and skill set to meet demands of target industries)</td>
<td>E</td>
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<tr>
<td>1.4 # and % of people employed in a job with a wage that is greater than or equal to the county median (Livable wage)</td>
<td>FES</td>
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<tr>
<td>1.5 #/% overweight/obese</td>
<td>HW</td>
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<tr>
<td>1.6 #/% people with substance abuse disorders</td>
<td>HW</td>
</tr>
<tr>
<td>1.7 #/% people with access to (a) healthcare, (b) Health insurance, and (c) Medical home</td>
<td>LSA</td>
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**Result #2: Diverse Community (civic engagement/social connectedness)**

What would that look like?
- Income diversity (Pew Index)
- Displacement prevented
- Increased population density
- Balanced age distribution
- African-American cultural tradition/history is honored – while welcoming others
- Balance between long term and transient residents
- Increased social capital/trust among existing and new residents

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<tbody>
<tr>
<td>2.1 Development of a “Resident Retention index”</td>
<td>CB</td>
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<tr>
<td>2.2 Student mobility by zip</td>
<td>E</td>
</tr>
<tr>
<td>2.3 #/% people in same house as last year (neighborhood)</td>
<td>CB</td>
</tr>
<tr>
<td>2.4 Diversity Index comprised of</td>
<td>CB</td>
</tr>
<tr>
<td>a. Age</td>
<td></td>
</tr>
<tr>
<td>b. Ethnicity/race</td>
<td></td>
</tr>
<tr>
<td>c. Gender</td>
<td></td>
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<tr>
<td>d. Mobility in/out of neighborhood</td>
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# Result #3: All People in live in a vibrant community/place

What would that look like?

- Clean, safe, attractive, walkable neighborhoods
- Healthy Commerce
- Housing Stock that is affordable and of quality
- Increased private investment
- Positive internal and external perception

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<tr>
<td>3.1 #/% crime (crimes related to drugs, property, gangs, violent crime, child abuse, domestic violence)</td>
<td>NS</td>
</tr>
<tr>
<td>3.2 #/% vacant/abandoned real estate</td>
<td>HI</td>
</tr>
<tr>
<td>3.3 Retail Leakage</td>
<td>ED</td>
</tr>
<tr>
<td>3.4 # jobs created/ total jobs</td>
<td>ED</td>
</tr>
<tr>
<td>3.5 % income used to pay for housing</td>
<td>HI</td>
</tr>
<tr>
<td>3.6 % units that meet quality standard</td>
<td>HI</td>
</tr>
<tr>
<td>3.7 # permits (nongovernment buildings, businesses &amp; owner occ. rehab)</td>
<td>HI</td>
</tr>
<tr>
<td>3.8 # business licenses</td>
<td>ED</td>
</tr>
<tr>
<td>3.9 $ nongovernmental investment (property and sales tax)</td>
<td>ED</td>
</tr>
<tr>
<td>4.0 # positive media stories</td>
<td>NS</td>
</tr>
<tr>
<td>4.1 % civic engagement by resident</td>
<td>CB</td>
</tr>
<tr>
<td>Task Force</td>
<td>Abbreviation</td>
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<tr>
<td>Community Building</td>
<td>CB</td>
</tr>
<tr>
<td>Economic Development</td>
<td>ED</td>
</tr>
<tr>
<td>Education</td>
<td>E</td>
</tr>
<tr>
<td>Family Economic Stability</td>
<td>FES</td>
</tr>
<tr>
<td>Health &amp; Wellness</td>
<td>HW</td>
</tr>
<tr>
<td>Housing &amp; Infrastructure</td>
<td>HI</td>
</tr>
<tr>
<td>Neighborhood Safety</td>
<td>NS</td>
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*The above 7 task forces are supported by the Data & Evaluation task force*
Collective Impact

Highlight of Collective Accomplishments
Eastside Promise Neighborhood

• Improving education from cradle to career and promoting family stability.
• Six targeted schools

Accomplishments to Date:
- All 6 EPN schools outperforming rest of the school district
- Enrollment is up at all 6 schools
- % children ready for school is up from 14% to 29% from 2013
- All 6 schools scored above the ELA and Math target ranges
- All 6 schools exceeded state standards in closing the Performance Gap
- Graduation rate at Sam Houston High Sch. up from 41% to 84%
Other Educational Initiatives

- Wheatley Community School
- IDEA Carver K-12 Charter School on Commerce St.
- IDEA Charter School K-12 on MLK Blvd
- Early College High School and Adult Education
- Truancy Court at former Pfeiffer Elementary School
Choice Neighborhood Initiative

• Signature project for the CNI grant is the redevelopment of **Wheatley Courts Public Housing Complex** in a 417 mixed income community

  Built in 1940; had 248 units

  Began Demo - Oct. 2014

  Completed Demo - Feb. 2015

  417 New Mixed Income Units
In Fill Housing and Rehabilitation

- Over 200 vacant lots in EastPoint
- Acquiring vacant lots and vacant houses
- Plan to construct 50+ infill houses to be sold at 120% AMI ($70K for family of 4)
- 20+ homeowner rehabs
- All homes will be built to design guidelines
- Down payment & closing cost assistance will also be provided
Attracting New Businesses

NBTY – a leading manufacturer and distributor of vitamins and nutritional supplement brings 100 jobs to Eastside

Joaquinn Arch - owner of the Arch Center

Dignowity Meats Restaurant – 102 E. Houston St.
Attracting Private Investments

Alamo Brewery - $8M
By Eugene Simor
415 Burnett Street
To open in March 2015

Cherry Modern - $2M
By Terramark Urban Homes
200 Cherry Street
12 Townhome Units
Completed & sold out
Facilitating workforce development efforts in the Promise Zone
Improving Public Safety

Crime

Since Oct. 2013,
* Violent Crime Down 6.9%
* Proactive enforcement up by 4.4%

Canine

Since Oct. 2013,
* Responded to 3,148 calls
* Impounded 949 animals
* Issued 152 citations

Code Enforcement

Since Oct. 2013,
* Secured 811 vacant homes
* Demolished 34 homes & mowed 3,420 lots
* Addressed 958 graffiti complaints
* Collected 151 tons of waste from illegal dumping

EastPoint Shine Initiative – March 2nd to March 31st
Improving the Infrastructure

• 7 Bond Projects for $26 Million
• **Menger Creek Linear Park** - $10.5M project (COSA $6.5M & Bexar County $4M)
Healthy Foods
By 2025, EastPoint will be a vibrant community in demand, rich in diversity and opportunity, catalyzing progress throughout the Eastside.