Building Neighborhoods of Choice

A Workbook on Marketing Neighborhoods and Affordable Ownership Housing

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Building
Neighborhoods
of Choice

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Neighborhoods and Affordable Ownership Housing

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“Building Neighborhoods of Choice,” is a workbook on marketing neighborhoods and affordable ownership housing. It is designed to introduce the reader to basic marketing principles and guide the user through a four-phase marketing process implementing those principles.

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Introduction

Community renewal is the process of creating neighborhoods of choice: safe, viable communities where people choose to sink their roots and raise their families.

Renewal, as the name implies, is making a community new again through housing, economic, cultural, and social service development that enhances the quality of life for the residents and attracts public and private investment.

Renewal is also making the community new again in the mind of the residents by helping them see the value of changes undertaken and recognize other possibilities open to them. Finally, renewal is creating a new perception of the community in the eyes of the broader community through the marketing process.

Community development corporations (CDCs) are often skilled and professional in the development aspects of their work. Unfortunately the marketing side of community renewal has not received the same resources or attention as the development side. Strategies, tools, skills and resources are generally not available for marketing properties or for promoting the neighborhoods where CDCs work. As a result, marketing is often undertaken in an uncoordinated manner, if it is not neglected entirely.

Yet marketing the community—establishing a positive identity of the community in the minds of residents, the broader community, and potential investors, is as important as creating affordable housing or financing new retail space. In fact, since location continues to be the most important element influencing home purchases, marketing the community is essential if markets for affordable ownership housing are to be established.

Just as decline feeds on itself, so too, does renewal build on itself. Like a growing wave, it can lift an entire community, influencing home-buyers, residents, investors, funders and lenders—but not unless the story is told, and told in a way that captures imaginations and alters perceptions.

The purpose of this workbook is to help you think differently about your community and teach you to help others think of it differently.

Its thesis is that marketing, coupled with physical and economic development, is an effective tool in creating positive perceptions of recovering neighborhoods that lead to increased investment.

After a brief overview of basic marketing principles, the workbook provides a four-phase process, outlining a community and real estate marketing strategy, action plan, and effective marketing materials. The phases are: organizing the community, gathering and presenting information about your neighborhood, planning for success, and implementing the plan.

Organizing the Community

This is the first and most crucial step in building neighborhoods of choice. Organizing the community is designed to change residents’ attitudes about the community and enlist them in building a marketing force of stakeholders. Community leaders, business leaders, civic leaders, and others are enlisted through the organizing process to promote a positive image of the community.
**Gathering and Presenting Information about Your Neighborhood**

The workbook offers a step-by-step process in how to gather demographic, housing and other types of data on the community, supplement it with descriptive information and present it in ways that support the marketing effort. (The information presented in this section, can be found in greater detail in The Center for Home Ownership’s Technical Series, Paper #1: “Gathering and Presenting Information About Your Neighborhood.”)

**Planning for Success**

A guide to using the information gathered to develop a marketing strategy and plan of action is outlined.

**Implementing the Plan**

Finally, how to put the plan into action, including identifying target audiences and developing and using effective marketing materials, is presented.

Underlying the whole process, however, is a basic concept of marketing and how the core principles of marketing are applied to marketing communities and real estate. The workbook opens with that discussion.

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**Principles of Marketing**

Marketing is as old as the first human interaction involving the trade of one object or service for another. Establishing uniqueness, creating need, and determining value to influence the outcome of a transaction are innate to the process. We’ve been doing it since the first animal skin was traded for a cooking bowl.

Experts say, “Marketing is a social and managerial process by which individuals and groups obtain what they need and want through creating and exchanging products and values with others.”

O.K! But it means the same thing: establishing uniqueness, creating need, and determining value in the transfer of goods and services. More directly, it’s what happens in the normal course of buying, selling, and trading.

Even though marketing is extremely sophisticated today, a number of basic principles concerning the product and its relationship to the consumer are still followed.

Principles relating to the product, or what is being produced for the market are known as the “Four Ps,” product, place, price and promotion.

**Product**

**Principle #1:**
You must have a good product, desired by your target market.

Products include physical products, concepts, and services. However, just having a product is not enough; a key element is to match the product to your market.

In the context of this workbook, products are the neighborhood and the affordable housing developed by the CDC.

**Place**

**Principle #2:**
Location, Location, Location. It’s still true.

In basic business marketing, location plays a key role. Depending on the nature of your business, location may be the most critical aspect of your marketing. For example, the hospitality business is more dependent on location than a factory whose customers can be served through a distribution network.
In the case of community renewal, it is the place that is being marketed. For this reason, promoting the neighborhood is closely related to marketing in the tourist industry.

**Price**

**Principle #3:**
The price must be right, and then some.

Much has been written about the importance of price to marketing success. While price is a major consideration in marketing, it is not the only value consideration. When we think of the word “value,” additional factors play an equally important role: quality, service, availability, and reputation are examples.

In marketing affordable housing, price (that is, the final price to the buyer) is an important consideration.

**Promotion**

**Principle #4:**
You’ve got to get them into the tent.

Promotion is what we all think about when we hear the word “marketing.” Promotion incorporates all the methods used to reach potential customers: advertising, public relations, and special promotions. It is the action necessary to make products and services known in the market place.

A good product, commanding location, the right price and value, and the capacity to reach the consumer with your message are all key elements in a successful marketing strategy.

A second set of marketing principles reflects the relationship between the product and the way it is valued by the consumer. In this respect, there are four key concepts that need to be considered are Perceptions, Positioning, Packaging and Planning.

Each plays a role as important as product, place, price and promotion in developing your overall marketing strategy.

**Perceptions**

**Principle #5:**
Perception is everything.

How a product is perceived in the market place may be more important than any other single factor. Perception is ninety-percent of reality. It is not what you think that is important, but what the market thinks about your product.

How consumers perceive the benefits, needs, quality, service, and value of your product is equally as important as how, for example, you price that product. To understand how a product is viewed by consumers requires research on their thoughts about the product.

This is just as important for marketing neighborhoods. How a neighborhood is valued by its residents and the broader community is dictated by the “image” they have of the community. And that “image” determines their attitude toward the community, and the value they place on living there.

**Positioning**

**Principle #6:**
Establish the uniqueness of your product.

Simply put, positioning is differentiating your products or services from those of your competitors and determining what niche they are to fill. Part of marketing is creating customers, and in order to do that you have to give them a reason to buy from you.
When you think of positioning, think of all the ways large corporations sell their products. They place less emphasis on what the product is and more on what they have determined the consumer is looking for. For example, in their advertising McDonald’s doesn’t just sell hamburgers. They sell consistency and convenience. You know you can get a burger almost anywhere in the world that is going to taste the same as the one you would have ordered in your own town.

Identifying the unique positive aspects of your community and using them to distinguish your neighborhood from others offers key marketing opportunities. Positioning your community in the city/suburban context requires the creation of a unique neighborhood image.

**Packaging**

**Principle #7:**
**Image is everything:**
Establish “brand recognition.”

How your product is presented to consumers often becomes your image. Many large corporations have moved from the packaging concept to what is known as “branding.” Packaging becomes your identity. So you want to create an image that the market will remember and remember in a positive way.

In developing your packaging, give serious thought to its impact on your target market. Packaging is more than a label, it is establishing what that label will mean in the market place. When, for example, corporations design a logo, it becomes a part of the packaging and brand recognition for their marketing campaign.

The material you prepare to promote your community or the properties you want to sell is as important in its style, appearance, and quality as the content itself. The quality of the material says volumes about the way you value the neighborhood.

**Planning**

**Principle #8:**
**Plan or die!**

No business can have a successful marketing strategy without proper planning. However, planning is often ignored, especially in small businesses, because of the stress of daily activities. Looking at your business from a variety of angles will help ensure thorough planning.

Actually, two different plans are required: a business plan outlining your overall strategies and opportunities; and a marketing plan to help achieve your goals.

In marketing neighborhoods or properties, planning is crucial - in fact, the sooner you start the better when it comes to properties for sale. In terms of marketing the neighborhood, the plan is the road map that allows stakeholders to join in. It’s the structure for determining activities, time lines, products, and outcomes.

**Putting the Principles in Play**

Marketing is viewed by many as simply advertising and selling. The basic marketing principles outlined above, however, demonstrate the complex nature of marketing. Marketing combines many activities including - research, product development, distribution, pricing, advertising, and selling - designed to sense, serve, and satisfy customer needs while also meeting organizational goals.

The basic principles outlined above have served the private sector well and play a large role in our lives every day. Their application to building neighborhoods of choice will enhance the renewal process by identifying and promoting the uniqueness of the community; establishing its place in the life of the city; and enhancing its value in the eyes of residents, the city, and the broader community.
The Four Phase Process

We now know that basic marketing concepts lay the foundation for building neighborhoods of choice. However changing perceptions of a community and selling affordable housing require more than the utilization of marketing principles. There must be a systematic process that incorporates these key marketing principles. And this process must be dynamic: the marketing effort must be able to respond to changes in the external environment, new partners and their perspectives, and the need to alter strategies that are not working.

The “Star City” process lends itself nicely as one approach to building neighborhoods of choice. In the late 1980s small cities and counties in the state of Minnesota were struggling financially because economic development was almost non-existent. To assist these communities in their efforts to attract new development to their area, the state designed a program called “Star Cities” to provide small cities and towns with a template for economic renewal. By following this four-step process, CDCs will have the tools necessary to create a successful marketing strategy to compliment their development expertise.

The “Star City” process is designed to lead a community through a four-phase program:

I. Organizing the Community
II. Gathering and Presenting Information About Your Neighborhood
III. Planning for Success
IV. Implementing the Marketing Plan

This workbook builds on this approach by adapting the “Star City” four-phase process to the development of a strategic marketing and action plan for neighborhoods and affordable ownership properties.

Phase I
Organizing The Community

Goal: Establish a steering committee of stakeholders to take ownership of the marketing process by assisting with the collection of information, designing and raising funds for marketing materials, and promoting the neighborhood.

To achieve the goal, four steps are suggested:

Step 1: Identify stakeholders.

Step 2: Develop an initial neighborhood story.

Step 3: Develop and initiate a stakeholder recruiting plan.

Step 4: Establish an initial vision and marketing goals.

The organizational phase is probably the most important aspect of the neighborhood and affordable housing marketing process. It is the opening stage in establishing the value of the neighborhood and its potential in the minds of stakeholders: residents, investors, and others who have an initial self-interest in the community. Its purpose is to identify a group of stakeholders and create an interest among them strong enough to compel them to join the marketing initiative.
Step 1: Identify stakeholders

Community development corporations need to identify partners with a stake in the community or its potential development. By partnering with others who have a genuine interest in the betterment of the community, there is a greater likelihood that positive change will take place. These partners are referred to in the workbook as the “steering committee.”

This steering committee should have broad representation from the community because it will provide the framework for the development and implementation of the marketing strategy. In other words, it is a committee of action. The role of the committee is to assist in recruiting other committee members, help raise funds for the production of marketing materials, and participate in promoting the community.

Stakeholders should be identified and ranked according to the following criteria:

1. Their level of self-interest in the neighborhood:
   How much organizational or personal benefit they stand to gain from improvements in the community? In other words, what’s in it for them!

2. Their individual and organizational power and reputation:
   How well known and respected is the organization or person, and what is their level of commitment? One of the key elements in organizing is bringing together a diverse group of individuals with a desire to change the status quo, who are in a position of power within their own organizations and who represent organizations with power.

3. Their potential contribution to the process:
   What does the organization or person bring to the overall process?

Bringing together a diverse group of concerned individuals will help set the foundation for revitalization. Each individual recruited should bring a distinct asset or value to the group as a whole.

Stakeholders might include representatives from the following:
- Churches
- Development Specialists
- Local Government
- Builders
- Major Employers
- Architects
- Residents
- Attorneys
- Community Groups
- Funders
- Realtors
- Lenders
- Merchants Associations
- Librarians
- Fraternal Organizations
- School Officials

A template for a stakeholder roster is provided in Appendix II to help you identify and list stakeholders according to the ranking criteria.
Step 2: Develop the initial story

As the lead stakeholder, your primary objective during the organizing phase is to assure that the stakeholders have a positive image of the neighborhood in their minds and to deepen their commitment by building on that perception. To that end, it is crucial that an initial story be developed as a stakeholder-recruiting tool.

The initial story should include:

- the purpose and reason for the marketing initiative;
- the assets of the neighborhood, including its contribution to the city as a whole; and
- the potential benefits of the marketing initiative to the community.

Remember, recruiting stakeholders for the steering committee is a part of the first phase of the marketing process. It should be undertaken with as much deliberation and as many tools as possible.

Step 3: Develop and initiate a stakeholder recruiting plan

Recruiting stakeholders is a continual process that builds upon itself. As tasks are identified and stakeholders recruited, others will be recognized and approached. Initially, however, there should be three groups of stakeholders identified for recruitment:

- **The hard core** will form the nucleus of the steering committee. They should be community leaders with strong contacts who have a deep and abiding commitment to the community.

- **The stakeholders with special skills** might be enlisted for particular tasks such as researching and developing community demographics, historical anecdotes, neighborhood assets, or designing promotional materials.

- **Those committed to the neighborhood** and effective in telling their story of the community. This group might include residents, funders, lenders, school administrators, or famous persons who grew up in the neighborhood, and others who can speak of successes in the community.

The recruiting plan should contain:

- a schedule of who is going to contact whom;
- a report-back structure;
- a follow-up procedure; and
- an outline of assignments for new recruits to involve them immediately, even if it’s just to attend a scheduled meeting.

A template for a contact schedule is provided in Appendix II to assist with the recruiting action plan.

With your leadership, the steering committee will assess the strengths of the community and begin developing the information needed to promote the neighborhood.

A word of caution, however: building consensus within a diverse group of individuals is not an easy task. However, the end result of this organizing phase should yield a strong group committed to the information gathering, planning, and marketing phases.
Step 4: Establish the vision and initial marketing goals

An important activity that may help build consensus is for the steering committee to form a vision of what it wants from the marketing effort and to list specific goals that need to be accomplished in order to realize that vision. It is important that a diverse group of leaders hold a similar view of where they want to go before they attempt to work together. “The sailing is smoother when all the hands agree where the boat should be pointed.”

While the vision need not be very specific, the goals related to that vision should be clearly defined and linked back to the overall vision. For example, the vision may be to make the neighborhood the most attractive community near downtown for people and businesses to locate.

Specific development could include building 50 new units of housing, rehabilitating 100 existing homes, fixing the curbs and sidewalks along the entire primary commercial corridor and attracting five new businesses to that corridor.

Marketing goals then relate to the development goals, helping to make them more achievable. For example, the marketing goals may be aimed at persuading people throughout the metropolitan area to purchase the new units and include specific objectives such as advertising in newspapers across the region and getting an article published on the positive changes taking place in the neighborhood where the new units are located.

The goals the steering committee decides on will also influence the type of information to be gathered and the content of the community profile, Phase II of the process.

Phase II
Gathering and Presenting Information About Your Neighborhood

Goal: Development of a community profile that captures information required for a marketing strategy and action plan, including marketing affordable ownership housing.

The community profile or fact book is a detailed inventory of data on the neighborhood. Its purpose is to give an overview of the neighborhood and to suggest its potential. Four steps are suggested to create and present the Community Profile.

Step 1: Define the neighborhood.

Step 2: Gather data.

Step 3: Go beyond the numbers.

Step 4: Prepare and present your community profile.

When you begin searching for data about your neighborhood, do not be easily discouraged by those who tell you the data you are looking for are not available. Often, the people on the other end of a phone or other side of a desk believe your data are not available when they actually do not know that it is, even when it comes from their department.

Be persistent! In most cases, data are available if you dig around and ask enough people.

The information presented in this section, can be found in greater detail in The Center for Home Ownership’s Technical Series, Paper #1: “Gathering and Presenting Information About Your Neighborhood.”
**Step 1:**
**Define the neighborhood**

One important first step in gathering information about a neighborhood is to define its boundaries. However, a person's definition of a neighborhood tends to vary with their connection to the neighborhood. For example, teachers may look upon the neighborhood as the area the school draws its students from; realtors will have defined neighborhoods based on how homes are marketed; local officials may be more concerned about political boundaries; and business owners see their neighborhood as the place their customers come from. Therefore, information gathered on the “neighborhood” will be have to conform to some agreed upon definition of where boundaries are and then this definition will be further subject to the limitations of available data.

Demographic, housing, business, and other types of data are gathered on a variety of geographical levels and most data are collected for an area larger than the neighborhood, such as the city, the metropolitan area (also known as the metropolitan statistical area or MSA) or the county. However, some data are available for smaller geographic areas, particularly census tracts (which are further divided into smaller “block groups”) and zip codes. Other local area data may be gathered by school service area, police beat, or voter registration zone. Any of these geographic definitions will more or less match up with the boundaries of the neighborhood agreed upon by those undertaking the marketing effort.

Once a general idea of what constitutes the neighborhood to be marketed is determined, a number of sources can be used to help produce maps of the neighborhood that can be useful for a variety of purposes. The best source for neighborhood maps will be the city or county planning departments which should be able to provide maps with information on zoning, housing, geographic boundaries (including zip codes, census tracts and block groups), infrastructure, natural features, and other information that may be useful for marketing. Most planning departments have advanced GIS (geographic information science) mapping capabilities and should be willing and able to provide customized maps of the neighborhood. The city or county planning department can also be an important source of technical assistance and information. Building a good relationship with that agency may provide a great boost to the marketing effort.

The Census Bureau has a number of mapping services available, but without the proper software, it is difficult to print maps that have customized information. Mapping software can be expensive to purchase and time-consuming to learn to use. A number of non-profit organizations also provide mapping services to community groups. Web sites for these mapping services, as well as other data sources described in this section, can be found in Appendix I.

**Step 2:**
**Gather data**

There are three general types of data you can gather for your community profile: demographic and housing; economic and business; and quality of life.

**Demographic and Housing Data**

In order to market a neighborhood, you must be able to describe it, particularly the basic characteristics of its residents and housing stock. A wide variety of demographic data is available, including race, income, education, and age. The most complete source of demographic data is still the 1990 Census, available in a wide variety of formats and from a number of sources (see Appendix I).

A significant amount of data from the 2000 Census is available and more will be coming out through 2003. Most of what is currently
available can be reached through American FactFinder. The available tables include some basic demographic data on race and age, household composition and housing units. More 2000 Census data are available for larger geographic areas, such as cities or towns, under the heading “place.”

Once the tracts or block groups have been identified and the data selected for analysis, you want to prepare a basic description of the overall neighborhood. This description should include a comparison to the city or county in which it is located and perhaps even the state and/or nation. Certain demographic and housing information may be particularly important to your marketing strategy. For example, a high percentage of owner-occupied units for the neighborhood—its homeownership rate—is associated with a number of positive attributes that people look for when choosing where to live, including a more social environment, higher property values, and a greater sense of community. The other descriptive data you may want to include will depend on your overall marketing strategy.

The biggest drawback to using 1990 Census data is its age and the fact that a neighborhood may have changed a great deal since 1990, particularly if revitalization efforts have been effective. Unfortunately, there are few sources of information, outside what becomes available from the 2000 Census, that update the information in the 1990 Census.

The only available updates of much of the demographic data in the Census are marketing studies performed by a various private firms. In many cases, these firms are interested in your purchasing the information from them, however, some updates may be available from your local library. In general, however, these updates are only available at the zip code level, not the tract or block group level and they are based on a formula that updates the 1990 Census, rather than from a survey of what is actually happening. Thus, revitalization efforts may not be reflected in this data.

Updates on changing housing values, homeowner income and other characteristics can be assembled from Home Mortgage Disclosure Act (HMDA) data on mortgage applications, originations and denials. All financial institutions are required to report information on mortgage applications to the Federal government and the data from these reports—including census tract of the property—are collected, packaged and sold by the Federal Financial Institutions Examination Council (see Appendix I).

Another potential source of updated census information is again from the local city or county planning office or the office of the assessor (may be called the appraisal office). Planning offices may perform small area surveys as part of studies on development projects or based on a request from city officials. The planning offices should be contacted early on in the marketing effort to determine what information they have on a neighborhood or what studies they might be willing to undertake as part of an effort to market the neighborhood.

In addition, the local board of realtors should have access to data on recent housing sales and appraisals and a knowledge of how certain neighborhoods are trending and why. Realtors are also experienced marketers with an understanding of what attracts potential buyers to an area and may be helpful in developing your marketing plan.

**Business and Economic Data**

Business and economic data can be used for marketing both to potential residents and investors, however, the data are hard to find for small areas and nearly all the available data are at zip code level. The Economic Census is taken every five years, the last one being in 1997, and few other Federal agencies collect information for small areas. While there are a few updates on business and economic data, it will be more difficult to get data on local business and economic conditions.
One important type of data is the purchasing power available in the neighborhood. Businesses looking for good locations need to find a certain level of purchasing power within a short distance of where they want to locate. They generally examine income levels within a one-to-three mile radius of a location. In addition, they look favorably upon stable neighborhoods, such as those with high homeownership rates, because they also want to be sure that their markets will be there in the future. Purchasing power is also a function of the size of the area to be served and the density of households, that is the number of households per square mile, can serve as a useful measure.

Data from the 1992 Economic Census provide a limited number of reports at the zip code level (see Appendix I). These reports provide information on the number of employees and receipts for retail establishments and “taxable service industries” (hotels, beauty parlors, etc). The information provided is given only in the number of establishments within certain ranges of size (less than $100k in sales or 100+ employees) as well as receipt, employee, payroll, and establishment totals. This information can be useful for describing the ability of the neighborhood to support certain businesses. For example, you could state that according to the 1992 Economic Census, this zip code was able to support 15 food stores with sales over $500,000 per year or that there were five hotels with more than 50 employees.

The data on the 1992 Economic Census can be updated using CenStats. Along with a number of other data bases that have information at higher geographic levels, CenStats has a data base called Zip Code Business Patterns that includes data from 1994-1997. The data describe most of the same establishments you will find in the Economic Census, as well as total payroll figures. When coupled with the Economic Census, some trends can be taken, though the time period covered by the two sources of data is only six years (1992-1997).

Data on retail sales may be available from the state government. In most states, the state government collects a sales tax on retail items and, therefore, must keep track of sales data. These data are often kept according to zip code, but in some cases may be available by Census tract. The state office responsible for collecting retail sales tax would be the place to begin the search. These can generally be found through the state’s website and contacted by email. (Most state government websites are listed as www.state.xx.us, with the xx substituted by the state’s two letter postal abbreviation.)

Quality of Life Data

Quality of life data refers to a wide variety of information describing a neighborhood. However, the most important quality of life indicator for marketing a neighborhood is its crime rate. The level and type of crime affects how a neighborhood is perceived as much its housing stock does. Many people have left the cities or do not want to move back to them because of the perception of danger. In many cases it is more of a perception than a reality, but it is one that may be successfully fought with statistics. It is also an indicator for which describing trends (see Step 4) is very important, particularly as crime rates are dropping in most places across the country.

Local crime data are generally available from the police department. The geographic level at which they are kept will vary from department to department, as will other details. Crime data are broken down into Part 1 and Part 2 crimes, with Part 1 crimes being the more serious ones. Part 1 crimes are also broken down into violent and property crimes. The presence of each type of crime has a differing effect on a neighborhood’s perception, but violent crime tends to be the most important.

Data should also be collected on city-wide crime rates. It is widely known that crime rates are declining nationally, though that does not mean they are going down everywhere, so selling your neighborhood as a safe one may mean showing crime rates declining at a greater rate, than the city overall.
Another important factor affecting how people, particularly families, view a neighborhood is the **quality of the schools**. School characteristics that may influence parents’ perceptions include test scores, turnover of faculty and students, and absenteeism. School systems generally take their own census of students each year and while the data that is collected will differ between school systems, most will share what data they collect with community groups. In most cases, the data are kept according to the school the child has attended. Therefore, it is also important to understand from where each school examined draws its students. A number of school systems do not necessarily send children to the nearest school to their home for reasons of diversity or because of specialized schools, such as Magnet schools.

**Voter registration** may be used as an indicator of community participation in civic life. Figures on the percent of eligible voters who are registered are available from the local board of elections and the data are generally kept for small areas. It may also be used in conjunction with information about local civic groups, such as percentage of neighborhood residents who belong to them, to show that the neighborhood has the means to exercise some political influence. Often, areas with active civic organizations, and churches are able to more effectively demand resources and attention from local government and are more stable and sociable neighborhoods.

**Step 3:**
**Go beyond the numbers**

A neighborhood description that is based primarily on data does not paint as inviting a picture as one that includes the people, the available services, cultural events and the history of the neighborhood. Some neighborhoods for which the numbers are not good, make up for it with engrossing **histories and personalities**.

For example, the Fifth Ward of Houston is an area with extremely high poverty and violent crime rates; but what these numbers do not tell you is that the Fifth Ward was also the home of Barbara Jordon, the first black Congresswoman from the South, Congressman and humanitarian Mickey Leland, civil rights pioneer Dr. Lonnie Smith, jazz great Joe Sample, and George Foreman, heavyweight boxing champion. Community groups in Washington, D.C., whose neighborhoods have been important centers of African-American culture for over 100 years, have researched and written histories of their neighborhoods and some have sponsored living history programs.

Most cities have local historical societies that may be willing to assist community groups in developing and writing neighborhood histories. The local university’s history department may also be able to provide someone, a professor or graduate student, who would be interested in conducting research on a neighborhood. Public and university libraries are the best sources of local information if no outside help is available. Finally, a number of senior citizens who have lived in the neighborhood for a long time may be excellent sources of information and full of stories that can bring the past to life.

In addition to historical information, a survey of the neighborhood can provide useful information for a variety of marketing purposes. A simple survey could include information on new construction, the housing stock, community events (street fairs, community clean-ups), congregations and their activities, locally active groups, and recreational facilities.
A business survey could create a listing of businesses that provide services a neighborhood would need, such as dry cleaners, laundromats, day-care centers and bank branches. In addition, the survey could identify vacant parcels of land that have the potential for successful business development, such as those located near other businesses or on main thorough-fairs.

Conducting focus groups can be an effective method of gathering information that will be useful to your marketing effort. Holding a targeted discussion with a group from outside the community, that may include civic leaders, real estate brokers, bankers and small business owners, can help you understand what perceptions—and misperceptions—there are about your neighborhood and give you a better idea of how to address them. A focus group with people who rent their homes and homeowners from other neighborhoods can be used to understand what types of homes people might purchase in your neighborhood, or what type of marketing efforts might catch their interest.

The information gathered directly from the neighborhood should be used in conjunction with the data gathered from outside sources. For example, data from the Economic Census, updated with data from Zip Code Business Patterns, may show a trend of increasing business activity. This data point can be illustrated by describing some of the new businesses that have opened on the main commercial corridor. Or, data that shows a relatively high homeownership rate can be used with information about local community events to make a point about social ties within the neighborhood.

The importance of showing trends in data (how has the neighborhood improved?) and putting data together with descriptive information are two important parts of presenting your information effectively.

**Step 4:**
Prepare and present your community profile

How the data are presented can be as important to the marketing effort as its gathering and analysis. Information should be presented clearly, neatly and concisely. The art of presenting information is a vast and growing field of study in itself, but a few basic points can be presented here.

The point you want to make with the data should be obvious, that is, it does not need interpretation to be understood. For example, if you are trying to show how crime has decreased in the neighborhood in recent years, any chart you make should clearly show that decline and the decline should compare favorably to crime data for the city. The text around the chart should refer to it and point out that crime rates have changed. It may even help to title the chart: “Violent Crime has Declined in Neighborhood More than in the City” or even “This Neighborhood is a Safe Place to Live.”

Neighborhood trends may provide one of the most important pieces in of your marketing effort, particularly if revitalization efforts are beginning to have a noticeable impact. When someone comes to the neighborhood they get only a snapshot in time of what the neighborhood is like. Their perceptions could change significantly if they saw what the area was like a year ago or five years ago.

The direction a neighborhood is heading (is it revitalizing? is it deteriorating?) will make a significant difference to those who are thinking of living or starting a business there. Thus, to show what that direction is, and to put revitalization efforts in the best light, it is necessary to understand how to show trends.

Trends are best shown on a chart, such as a line or bar graph, which will show how the particular neighborhood indicator has
changed over time (see Figure 1 below). To have an effective indicator of trends, data are needed for a number of time periods, such as ten years of annual data on median home prices or the number of violent crimes. Indicators should be compared with trends in the local area.

For example, increasing home prices in a neighborhood may be, in part, a reflection of increases across the city. Those who know that all local home prices are increasing will question the significance of a statistic showing increasing home prices in the neighborhood. Therefore, the rate of increase in a neighborhood needs to be compared to the rate of increase in the city overall.

Because some data at the neighborhood level—such as changes in the number of crimes—can't be easily compared to those in the city on one chart (the total number of crimes in the city will be much higher than the neighborhood number) an index may be useful. An index starts the two units to be compared, in this case the neighborhood and the city, at the same value, usually 100. Then, the percent changes for each year are applied to that start number. This is then repeated for however many years of data are available.

The index allows a comparison of change, as opposed to total number. It should be noted that an index is somewhat sensitive to the year chosen as the start year to equal 100. Changing the start year will change the final number in the index, though the patterns of change should remain the same.

For example, the figure below shows the total number of incidences of serious crime in Seattle and Judkins Park each year from 1991 to 1999. The index numbers, derived from the percent change, make it easier to see that while crime decreased significantly in Seattle, the decline was much quicker in Judkins Park. The index numbers can be plotted on a chart to provide a good visual graphic of how changes in crime in the neighborhood mirrored those in the city until 1997, but that a steep decline occurred in the neighborhood after that. These changes occurred because of revitalization efforts there by a community groups. The small increase seen in 1997 may have been due to increased vigilance by residents in reporting crimes and seeking police assistance.

Figure 1: Index of Total Crime for the City of Seattle and the Judkins Park Neighborhood, 1991-1999 (1991 = 100)

Source: Seattle Police Department
The information presented should also be complete. Tell the reader where you got the information, define your terms (e.g., what constitutes “total crime”) and describe what geographic area is being examined (tracts, police beats, etc.). The information can come in a chart or in the text, but the presentation of data should leave the reader without questions.

The Community Profile

To some extent, the contents of the community profile will depend upon the vision and goals the steering committee has identified and the results of your data gathering. The initial goals and the data will help in formulating the final goals, objectives and strategies in the next phase.

However, the community profile should describe certain important aspects of the neighborhood, some of which may be used externally for marketing, others internally to understand the community and how it is changing. Important questions for the community profile to address include:

- **Population**: How many people are in the neighborhood and how has that number changed over time? What are the race and age distributions and how have they changed?

- **Housing**: How many housing units, and of what type, are in the community? What has been built recently? What are housing costs, both to rent and to own? What has been the recent trend in housing prices?

- **Schools**: What schools are located in the neighborhood? What are attendance rates, turnover rates and standardized test scores? How have they changed over time? What special programs are available for children (such as Magnet or Charter schools)?

- **Employment**: What are the major employers in or near the neighborhood? What kind of jobs do residents hold? What are residents’ incomes? How many people are receiving assistance and how has that figure changed?

- **Retail**: What retail services are available in the neighborhood? What is the state of primary commercial corridor? Have more businesses been opening than closing?

- **Crime**: What are the violent and property (Part 1) crime rates in the community? How have they changed over time? How prevalent are Part 2 crimes? Where are most crimes occurring? What are the community safety programs in place?

- **Politics**: What elected officials represent the neighborhood at the local, state and federal levels? What local government services are available?

In order to be meaningful, the community profile needs to have comparisons of information about the neighborhood with the city or county. Comparing trends may be particularly useful to the marketing effort if the area is revitalizing, as shown with crime rates in Figure 1.

The community profile should help the steering committee understand the strengths and weaknesses of the neighborhood. It should support and inform the planning process, as well as provide some useful material for promoting the neighborhood. It will also help conduct the external and internal assessments, the first step of Phase III.
Goal: Development of a strategic marketing and action plan.

Four steps responding to four basic planning questions are suggested in developing the strategic marketing and action plan.

Step 1: “Where are we now?” —
Conduct an external and internal assessment.

Step 2: “Where do we want to be?” —
Establish a definitive set of goals and objectives.

Step 3: “How will we get there?” —
Establish internal and external strategies and an action plan.

Step 4: “Who must do what?” —
Make assignments and establish accountability.

Planning is a process of visualizing the future and laying out a systematic series of goals and activities designed to make the vision a reality. “Plan or die!” our eighth principle of marketing, simply means that if you don’t visualize where you want to go, map out how to get there, and take the first step, you will never get anywhere. A corollary saying is, “If you don’t know where you’re going, then any road will do!” It is planning that allows you to be proactive, rather than merely reactive.

The External Assessment

The external assessment looks at the data gathered for the community profile and takes it a step further to get a picture of the past and future environment of the neighborhood.

The assessment should identify trends, in the neighborhood such as population shifts, economic and housing trends, and leadership trends. Start by assessing the information gathered regarding economic activity, income levels, employment, taxes, housing, physical environment, city services, transportation, and education. Then a list of assets, liabilities, opportunities, and challenges is generated. This is accomplished by answering the following questions:

- What major external opportunities are present?
- What major external challenges do we face?
- What are our major external assets?
- What are our major external liabilities?
Each question should be addressed as specifically as possible within each category of information collected. Once these lists of assets, liabilities, opportunities, and challenges are developed, the information may be ranked in terms of the most important to the steering committee and the neighborhood as a whole.

To assist you in developing detailed lists of the issues that impact neighborhood revitalization, and also offer opportunities for marketing, the following area should be assessed regarding their assets, liabilities, opportunities and challenges:

- Housing
- Education
- Employment
- Vacant Land
- Retail Services
- Transportation
- Recreation
- City Services
- Community Quality
- City Government
- Location
- Zoning
- Economy

Remember, you are conducting the assessment to inform your marketing strategy and action plan. Laying out the assets, liabilities, opportunities, and challenges will help you identify priority marketing goals and rank them according to their potential for the greatest impact.

It is important that the steering committee reach consensus on the priority marketing goals since they provide the foundation for the development of the plan. In other words, the group as a whole must be able to agree on the priority marketing goals and how they rank in importance.

**Internal Assessment**

The internal assessment offers a review of the resources the steering committee has to work with and how it should organize the marketing effort. Most important to the internal assessment is the development of a marketing budget. Too often, community development corporations think of the development budget as the marketing budget. In reality these are two budgets are designed to accomplish two separate goals. The development budget incorporates all the line items needed to develop the site and build the houses. It must include sufficient reserves to carry the properties to closing.

The *marketing budget* is exactly that—a budget for marketing your community and your development. Your marketing budget should include the following:

- design and development of a marketing campaign;
- printing of marketing materials; and
- reserves for contingencies.

The internal assessment should also:

- assess the capabilities and strengths of the group to carry out the marketing effort;
- consider available human resources and leadership;
- identify major barriers and opportunities associated with the financial and human resources available to address the priority marketing goals; and
- yield an organizational structure to address the priority goals. (A team approach is suggested on page 22.)
Priority Goals

Priority marketing goals should emerge from the internal and external assessments. These priority goals should reflect the overall marketing vision established by the steering committee. Each goal should be clear, well substantiated, and achievable.

The priority marketing goals are essential to the planning process. They are the steering committee’s major work items for the year and determine the objectives and strategies to be adopted in the strategy and action plan.

The internal assessment might find a need to have lending institutions as partners, and goals could include getting two local banks to provide resources and other assistance for the marketing effort.

The external assessment could show that an adjacent rental community offers a good market for CDC-produced affordable ownership housing. The related goal could be to make residents of that community aware that the homes are for sale and that local homebuyer assistance programs are available to help them purchase the homes.

Remember: the more specific the goal, the better.

Following the internal and external assessments, the steering committee should have a list of priority marketing goals it would like to address and set of objectives for each of the priority goals. These may be very similar to those established in Phase I, but they may have changed based on the information from the community profile and the internal and external assessments.

Goals should define what success would look like—that is, what specific accomplishments signal success.

Objectives then specify what must be done to reach the goals.

For the first priority goal cited above, success would be defined as enlisting two lending institutions as partners. Objectives might be to set up meetings with their marketing people to determine how they can help and determine whether a bank would originate mortgages for the properties, thereby linking the assistance to the bank’s self-interest.

For the second priority goal, success might be creating a list of renters from adjoining neighborhoods who have expressed an interest in for-sale properties located in the neighborhood. The objectives necessary for meeting that goal might include the production of flyers to be distributed in those neighborhoods and a partnership with a homebuyer counseling program to produce a pipeline of potential buyers.

Objectives are key result areas that lead to realization of the goals. The objectives must be achievable within the resources and capacity of the group.
Step 3: “How will we get there?”

Establish internal and external strategies and an action plan.

Strategies

Strategies are the means, the ways, the hows, and the methods by which groups and organizations accomplish their goals and objectives.

Internal strategies involve the ways a group is going to organize itself to accomplish its objectives. This includes the leadership it is going to call on, and what financial and personal investment it is willing to make.

External strategies involve the methods the group is going to use to achieve its objectives. Marketing activities generally require a certain set of strategic approaches that may include, education, advertising, and coalition building. The steering committee may well identify other strategic approaches it deems more effective. The important thing, however, is to define a set of strategic approaches around which the action plan is developed.

For example, the strategy for selling real estate may include improving the image of the area in which the properties are located. The specific implementation of that strategy involves the application of the methods and strategic approaches that will help reach the priority goals.

The methods that can be applied to meet the marketing goals include:

- Having an awards banquet
- Developing brochures highlighting the neighborhood’s assets
- Distributing annual reports describing projects completed and positive changes
- Using public services announcements on the radio
- Holding poster contests
- Selling bumper stickers, t-shirts, banners or buttons
- Throwing block parties

The application of these methods and strategic approaches should be targeted, particularly for real estate. Communicating positive changes happening in the neighborhood to a broad audience is desirable. However, real estate marketing effort should be focused on those most likely to qualify for affordable housing. Otherwise, the limited resources available may be spent on finding out that interested buyers have incomes that are too high or that bad credit would keep them from getting a mortgage.

Action Plans

Action plans breathe life into the strategy. The steering committee should develop action plans for all priority marketing goals.

Each action plan should include:

- Measurable objectives
- Key action steps defining who will carry them out, what they will do, and when they will be accomplished
- Coordination requirements
- The expected impact of the activity
- Resources required
- A reality check
- A communications plan
The steering committee will more than likely carry out its marketing activity within the context of a team approach even though some teams might consist of only two people. The steering committee should create teams and give them the authority to make decisions and act.

The steering committee should establish teams to carry out each of the goals and objectives determined in Step 2. The teams may also be given some discretion in deciding what strategic approaches and methods will be used. Each objective should have its own action plan template to track its progress.

Marketing a community is a process of matching neighborhood benefits with the needs of potential residents, investors and funders. Once the steering committee has formulated marketing goals, objectives and strategies, it needs to strengthen the marketing organization, find the target audiences, develop marketing materials, and begin to improve the neighborhood’s image and sell its affordable housing.

### Phase IV
Implementing the Marketing Plan

**Goal: Carry out the marketing strategy and develop marketing materials that promote the neighborhood and affordable housing.**

Four steps are offered to implement a successful marketing strategy and appropriate marketing materials:

**Step 1:** Execute internal strategies to maximize the strength of the marketing organization.

**Step 2:** Identify potential customers, investors and funders that offer the best opportunity for successful marketing efforts.

**Step 3:** Develop marketing materials.

**Step 4:** Execute external strategies for marketing real estate and the neighborhood.
**Step 1:**
*Execute the internal strategies*

Once the internal strategies have been decided, the steering committee should address any needs it has for its teams. By examining the internal assessment, it should determine how to overcome the barriers that will keep it from attaining its marketing goals. The committee should seek to establish partnerships and recruit needed personnel throughout the marketing process. The committee and the teams should be increased as necessary throughout the entire effort, which means that the structure must be fluid and the players flexible.

In addition, the steering committee should be ready to take advantage of opportunities as they arise, changing strategies as necessary. For example, if someone offers their services to the steering committee who has specialized skills or connections, a strategy should be built around that person’s ability that will further the marketing goals.

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**Step 2:**
*Identify potential residents, investors and funders that offer the greatest opportunity for success in the communities’ revitalization efforts*

The next step in a successful marketing strategy is to identify potential targets for your marketing. As we learned in the Principles of Marketing, a key principle was promotion. Before you can promote your product you must identify the audience. The information analyzed in the planning phase will point to a “population” of likely markets to which you will promote your product. Based on the information obtained during the planning phase, a marketing strategy is then developed targeting specific audiences offering the greatest potential. This strategy identifies actions that will provide information to answer key questions, give insight, and motivate the potential resident, investor, or funder to make a positive decision.

Critical to successful development of affordable housing is establishing your market and the kind of housing your target market wants and needs. The market for CDCs generally consists of families that need some form of down-payment or mortgage assistance. This market cannot be taken for granted. The days of “Build it and they will come!” are basically over. People have choices today.

By setting out to detail the state of the neighborhood and how residents feel about the community, you will have established housing needs and what will sell in the neighborhood. By utilizing responses to these surveys and discussions, neighborhood demographics, and focus groups you can create the appropriate housing approach and house type that will sell.

By identifying target audiences, the steering committee can refine its strategy for each category of potential market. Potential residents, investors and funders each need to be persuaded differently to invest in a neighborhood on the cusp of revitalization.

When you think about marketing outreach, go beyond advertising, public relations, and promotions. There are many non-traditional sources that can help you market your product: churches, employers, community organizations, etc. In fact it is these organizations, along with current residents of the community, which are your best sources for reaching your target market.
Step 3: Develop marketing materials.

Merely identifying target markets is not enough; marketing tools need to be created that allow potential homeowners, investors and funders to visualize how the neighborhood will be revitalized. Marketing materials that should be developed by the steering committee, include marketing brochures, community profile and press releases.

Marketing Brochures

These should be designed around a theme that captures the essence of the neighborhood and helps the reader visualize the positive attributes of the community. The focus for many CDCs is housing, so along with a general neighborhood brochure there needs to be one to cover properties, financing opportunities, and housing characteristics.

Each should complement the other and build on the strengths of the neighborhood as a whole. The community brochure is presented to potential investors and funders as an introduction to the community. The housing brochure will be provided to potential homebuyers as an invitation to look at the neighborhood. It should contain information that is factual and straightforward and should answer questions regarding basic criteria about the community. Overview information should cover neighborhood resources and quality of life data.

The brochure should create interest, leave a positive first impression, and encourage prospective homebuyers and investors to follow up by taking additional actions such as asking for more information or setting up an appointment. Make sure there is a contact person and number in the brochure.

Following is a list of necessary tasks in developing the brochure:

- Obtain other community brochures, assess for style, content, theme and format.
- Estimate budget. Keep in mind that there may be members of the steering committee that may be able to help with “in kind” services to limit expenses.
- Determine size, theme, and message. When prospects read the brochure, what “image” of the community will they come away with?
- Determine the life span.
- Outline the content points.
- Use a skilled individual (professional or committee member) to write the promotion copy, edit copy.
- Use a skilled production resource to assist with layout, photography, and preparation of print masters. Again look to committee members for “in kind” services.
- Proof the copy.
- Duplicate.
- Distribute to prospects.
- Follow up with prospects.

Community Profile

As stated above, the community profile or fact book is a detailed inventory of data on the neighborhood. Its purpose is to give an overview of the neighborhood and to suggest its potential. This overview must be based on an honest and balanced picture of the neighborhood. The overall presentation should emphasize the neighborhood’s positive attributes. Negative attributes should be presented, where possible, in the context of activities leading to improvement.

Because the profile is fluid by design, use of a two-pocket folder may be more cost effective than having the profile printed. Inside one pocket, you could include statistics about the neighborhood. In the other pocket, information regarding attitudes or quality of life as well as selling points that showcase the neighborhood. Another possible design would be loose-leaf notebooks with custom covers, along with tabbed dividers to separate the information. The graphic designs should complement the other marketing materials to reinforce the neighborhood’s positive image and ongoing efforts at improvement.
Building Neighborhoods of Choice

Pictures, graphs, charges, and other visuals can be used to enhance or clarify the information. Maps are particularly helpful in describing location and distance statistics. Testimonials from respected authorities such as business leaders, bankers, or consultants can lend credibility and color to the content.

Profile content considerations might include:

- banking
- hotels and motels
- recreation and sports
- churches
- housing
- retail services
- city services
- local industries
- size of neighborhood
- cultural activities
- maps
- building sites
- educational facilities
- markets
- taxes
- financing
- media
- transportation
- environmental facilities
- population
- utilities
- hospital and medical facilities
- public safety

Press Releases

A press release is an essential marketing tool. It enables you to convey the message that YOU want to communicate about your neighborhood to your target audience in a straightforward and concise manner. A well-written press release makes a journalist’s life easier by bringing the story to him or her. This, in turn, increases your neighborhood’s chances for press coverage.

A press release should contain the following:

- **FOR IMMEDIATE RELEASE:** These words, in all capitals, should appear in the upper left-hand margin, just under your letterhead.
- **Contact information:** list the name, title, phone, fax and email of the person handling outreach to the press
- **Headline**
- **Dateline**
- **Lead:** the first paragraph should both grab the readers attention and provide the basic information (who, what, where, when and why)
- **Main text**

It is important to make sure that your press releases are newsworthy; make sure you have something with enough substance to warrant a news article. Start with a description of the news itself, before stating who said it. Minimize adjectives and don’t use fancy words: stick to the facts! Planning and creativity are key to the effective implementation of these tools.

**Step 4: Execute external strategies for marketing real estate and the neighborhood.**

With goals and strategies in place, materials developed and target audiences identified, it is time to carry out the marketing plan. Whatever strategies are chosen, the plan should be flexible enough to respond to successes and failures. Learning what works for your specific neighborhood and affordable housing will require time, effort and adjustment. Remember, if at first you *did* succeed, you probably didn’t try anything difficult!

Marketing implies action, and it is imperative the steering committee target individuals with strong presentation skills or a great story to tell to lead the outreach activity. Members of the steering committee should look to their organizations to tap individuals that are effective in addressing diverse groups of people. They need to be able to tell the neighborhood story with excitement, commitment, and sincerity. While the steering committee may be able to structure the outreach activity, it takes special skills to “sell” the positive attributes of a community to those whose perceptions may be negative.
In the introduction, community renewal was defined as a process of creating neighborhoods of choice: safe, viable communities where people choose to sink their roots and raise families.

Marketing a “community” is telling the story of renewal in a manner that promotes a positive image of the neighborhood and encourages people to choose to live there. As we have seen, any marketing strategy and plan of action should answer some simple questions:

- What will motivate people to relocate to this neighborhood?
- How is this neighborhood perceived by the market place?
- What do current residents like about the neighborhood?
- What do current residents want to change?

We face some unique challenges when combining marketing with the concept of community renewal. It is one thing to create a product and find a market for that product. With community renewal, it is more than creating a product, it is differentiating your community from another. Because a community by nature is multi-faceted, a single approach will not work if the goal is creating neighborhoods of choice.

Too often, when community development corporations attempt to revitalize a neighborhood or a community they limit themselves to the development of the housing stock. However, it is more than houses that attract individuals to a particular area. If we were to do a survey that only asked one question: Why do you live in a particular neighborhood? Answers would include:

- Convenience of Retail Services
- Stable Housing Environment
- Safety
- Good Schools
- Quality Municipal Services
- Community Amenities

We know, however, that neighborhoods most in need of renewal or rebirth may not have all or any of the attributes a neighborhood of choice has. And most likely the perception, real or imagined, is not a positive one. The marketing activity outlined in this workbook is designed to help the CDC help others think differently about the neighborhood or community.

The essential marketing approach is creating an identity for the community that will entice investors, entrepreneurs, lenders, and families to invest not only dollars but time and energy to improving the neighborhood as a whole. There are many ways to develop a new identity for a community. Neighborhoods that need revitalization tend to be steeped in history, but they do not have to be. The city of Savannah, Georgia has on their web-site:

“Where the sun rises each morning over the Atlantic Ocean and moss hangs from the trees.”

What a picture that statement paints. But, anyone can create an “identity” or a “theme” for a neighborhood, on paper. For it to become alive, it has to be promoted. Renewal is an action, and it takes more than one entity to build neighborhoods of choice.

To successfully alter the perceptions of a neighborhood, real change has to take place in the neighborhood, and that change must be marketed in a thoughtful, organized, and ongoing manner. Marketing is an essential compliment to the development process. It requires skill, commitment, and a special set of tools. We know that it is not enough to market housing, in the process you must also market your community.

The goal of this workbook is to provide community development corporations tools to help them succeed in building neighborhoods of choice.
# Appendix I: Sources of Small Area Data

<table>
<thead>
<tr>
<th>Type of Data</th>
<th>Geographic</th>
<th>Limitations Level</th>
<th>Where to Find</th>
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<tr>
<td><strong>Mapping</strong></td>
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<tr>
<td>Community Mapping Assistance</td>
<td>Any</td>
<td>Primary focus is New York area nonprofits, but will help any group for small fee</td>
<td><a href="http://www.cmap.nypirg.org">http://www.cmap.nypirg.org</a></td>
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<tr>
<td>Project: will generate maps for nonprofit groups, some data of their own</td>
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<tr>
<td>Green Info Network: specializes in maps for presentations</td>
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<td><strong>Demographic</strong></td>
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| 1990 Census data             | Census Tract/ block group | Old data, won't capture changes in revitalized neighborhoods | [http://www.oseda.missouri.edu/uic/uicapps/xtabs3.html](http://www.oseda.missouri.edu/uic/uicapps/xtabs3.html)  
[http://census.gov/cdrom/look](http://census.gov/cdrom/look)  
[http://goldrush.berkeley.edu/GovData/info](http://goldrush.berkeley.edu/GovData/info) |
| Age, race, income, business establishments, employment, sales, purchasing power, etc. | Zip Code | Projections based on 1990 Census, not from sample; May have to purchase information | 1. *Demographics USA, 1999 Zip Edition*: Local library  
2. CACI Marketing Systems: [www.demographics.caci.com](http://www.demographics.caci.com)  
<p>| Birth, death records         | Various    | May not be computerized | City or County department of health or human services                       |
| <strong>Economic/Business</strong>        |            |                   |                                                                               |
| establishments, sales and employees |            |                   |                                                                               |
| Inflation adjuster           |            |                   |                                                                               |
| <strong>Building Development</strong>     |            |                   |                                                                               |
| Building/Demolition Permits  | Various    | Availability varies between jurisdictions | City governments                                                           |</p>
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<th>Geographic</th>
<th>Limitations Level</th>
<th>Where to Find</th>
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<td>Census Transportation Planning Package: provides data on commuting patterns</td>
<td>Census Tract</td>
<td>Must be purchased, based on 1990 Census</td>
<td><a href="http://www.bts.gov">http://www.bts.gov</a>, under products and services</td>
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<td>Free/reduced lunch, standardized test scores, enrollment</td>
<td>School's drawing area</td>
<td>Difficult to define where school draws student body</td>
<td>Local school system, census of students</td>
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</tr>
<tr>
<td>Voter registration</td>
<td>Varies</td>
<td></td>
<td>Local Boards of Election</td>
</tr>
<tr>
<td><strong>Housing</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Housing code violations</td>
<td>Varies</td>
<td></td>
<td>City or county building inspection department</td>
</tr>
</tbody>
</table>

Data listed are all available on annual basis unless otherwise noted.

Sources of data for small areas can be divided into two basic categories: on-line and local government. On-line sources are limited in coverage and local government sources vary between jurisdictions. A good place to start in local government is the city or county planning agency. That office may be able to help with mapping and with gathering or organizing data that is not currently available. The on-line sources here are probably not all that are available and new sources are added all the time. It should be noted that simply citing statistics regarding one's neighborhood may not be sufficient; the neighborhood needs to be put into perspective. Comparative statistics are available for most of the data types listed above, and are available at the city, county, state or national level. A good place to begin finding other statistics on-line is: [http://www.lib.umich.edu/govdocs/stats.html](http://www.lib.umich.edu/govdocs/stats.html)
## Stakeholder Roster

List organizations and individuals. Make sure to include contact name, address, phone number, fax number, and e-mail address.

<table>
<thead>
<tr>
<th>Organization/Individual</th>
<th>Initial Self-Interest</th>
<th>Possible Contributions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Include contact name, address, phone number, fax number, e-mail, and type of organization</td>
<td>Organizational and Personal gains</td>
<td>Powers and Commitments</td>
</tr>
</tbody>
</table>
Contact Schedule and Materials Required

Work Sheet
Priority Marketing Goal

<table>
<thead>
<tr>
<th>Priority Goal #</th>
<th>Title:</th>
</tr>
</thead>
</table>

Statement of the marketing goal:

The problem(s) we want to solve:

What the success would look like:

Key indicators of success:
1.

2.

3.

Background:

Major barriers to success:

Major opportunities for success:

Stakeholders:

<table>
<thead>
<tr>
<th>Key People with the Power to Assist</th>
<th>Key Public Officials</th>
<th>Key Organizations</th>
<th>Key Local Citizens</th>
<th>Major Allies</th>
<th>Major Competition</th>
</tr>
</thead>
</table>
Building Neighborhoods of Choice

Work Sheet

Objectives

<table>
<thead>
<tr>
<th>Priority Issue #</th>
<th>Title:</th>
</tr>
</thead>
</table>

Strategic Function:

<table>
<thead>
<tr>
<th>Objective #</th>
<th>Time Frame: From to</th>
</tr>
</thead>
</table>

Statement of the Objective:

Key Indicators of Success:
1.

2.

3.

Major Barriers to Achieving the Objective:

Major Opportunities:

Stakeholders:

<table>
<thead>
<tr>
<th>Key People with the Power to Assist</th>
<th>Key Public Officials</th>
<th>Key Organizations</th>
<th>Key Local Citizens</th>
<th>Major Allies</th>
<th>Major Competition</th>
</tr>
</thead>
</table>
Building Neighborhoods of Choice

Work Sheet

Action Steps & Materials Required to Achieve Objective

<table>
<thead>
<tr>
<th>Priority Issue #</th>
<th>Title:</th>
</tr>
</thead>
</table>

Strategic Function:

Objective

<table>
<thead>
<tr>
<th>Action Steps</th>
<th>What</th>
<th>Who</th>
<th>When</th>
</tr>
</thead>
</table>

Materials to be Developed

<table>
<thead>
<tr>
<th>What Materials</th>
<th>By Whom</th>
<th>By When</th>
</tr>
</thead>
</table>

Notes:
The LISC Center for Home Ownership

A resource of LISC, the Center for Home Ownership assists community development corporations in expanding home ownership opportunities in inner city neighborhoods and distressed rural communities throughout the United States. By providing technical assistance and training, identifying and disseminating information on effective home ownership models, and conducting research to strengthen the policy environment for home ownership, the Center enhances the home ownership development capacity of community development corporations. The Center for Home Ownership is founded on the premise that home ownership strengthens families, neighborhoods, and cities by giving residents a stake in the welfare of their communities.

The LISC Knowledge Sharing Initiative

The LISC Knowledge Sharing Initiative (KSI) facilitates information exchange among community development stakeholders. KSI’s mission is to improve LISC’s and our partners’ ability to learn from experience; recognize successes; document and share “best practices” and “lessons learned”; and facilitate access to a wide range of information and expertise. KSI collaborates closely with national LISC programs and local offices to identify and produce useful research papers, case studies, industry tools, and a host of annotated web links. KSI disseminates information by producing publications, holding online training sessions, fostering interactive discussions, and posting information on the LISC Online Resource Library (www.liscnet.org/resources).

For additional copies of this report or more information, please contact:

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This publication is also available online at the LISC Online Resource Library www.liscnet.org/resources

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