

2008

Near Northwest Neighborhood, Inc.

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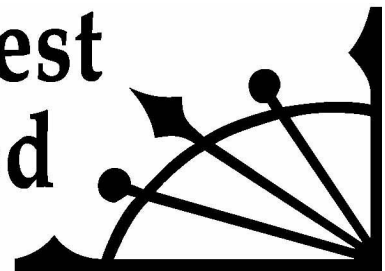
Web: [www.nearnorthwest.org](http://www.nearnorthwest.org)

# HOUSING STRATEGY PLAN

2008-2013

**Near Northwest  
Neighborhood**

INCORPORATED



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# Staff of NNN, Inc.

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Karen Ainsley, Executive Director

Luvenure Barnhill, Community Organizer

Karen Pietrzak, Administrative Assistant

Jeff Stanifer, Property Development Specialist

Liz Maradik, Resident Community Development Planner



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# Mission of NNN, Inc.

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The Near Northwest Neighborhood, Inc. is an organization of citizens dedicated to the preservation and revitalization of our neighborhood through:

- providing affordable housing to low-moderate income households,
- organizing and empowering community residents, and
- promoting the neighborhood’s interests within the neighborhood and the entire community.

# Values of NNN, Inc.

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Respect: Trust, Collaboration, Partnership

Inclusiveness: Openness, Hospitality, Diversity, Fairness

Sustainability: Clarity of Mission & Vision—Cultivation of Leadership; Long-range Strategic Planning; Cultural, Economic & Environmental Vitality

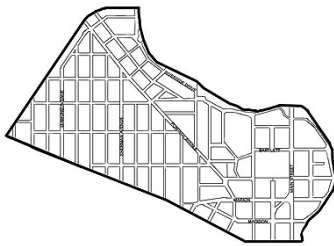
Credibility: Purpose, Integrity, Competence, Communication

# About NNN, Inc.

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The Near Northwest Neighborhood, Inc., a not-for-profit organization, was formed to improve the physical, social, and economic environment of the near northwest section of the City of South Bend.

In 1974, neighbors got together to discuss the formation of an association to promote and stabilize homeownership in the near northwest neighborhood of South Bend. They formed the South Bend Homeowners of the Near Northwest, Inc. In 1994, the neighborhood association was transformed into a Community Development Corporation, with an executive director, paid staff members and the ability buy homes it could rehabilitate and resell. Today, the Near Northwest Neighborhood, Inc. is the descendant of this early organization.



As a Community Development Corporation (CDC), the Near Northwest Neighborhood, Inc.'s primary focus is the acquisition, rehabilitation, and sale of homes to low-moderate income buyers—in order to revitalize the urban community while also increasing homeownership. However, the NNN, Inc. would be remiss if it did not also promote neighborhood leadership and the interests of the current residents through inviting the community to participate in a variety of social and environmental programs. There have been many accomplishments including Adopt-a-Block litter reduction campaigns, standardized trash container implementation, voter registration drives, community oriented policing initiatives and the organizing of activities to promote the neighborhood such as the Arts Cafe. Leadership has remained in the hands of the neighborhood residents through a board of directors and a committee structure to carry out the work.



## NNN, Inc.'s Commitment to Community Engagement

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NNN, Inc. is committed to providing opportunities for residents of the neighborhood to plan, implement, and assess the organization's housing strategy. Like individuals, NNN, Inc. recognizes that its neighborhood is unique in its history, character, assets, and aspirations. As such, NNN, Inc. is dedicated to empowering its neighborhood through programs that fulfill its mission of providing affordable housing to low-moderate income households, organizing and empowering community residents, and promoting the neighborhood's interests within the neighborhood and the entire community.

Residents must be engaged as active participants in order to create a unified, coordinated vision of NNN, Inc.'s housing opportunities, needs, priorities, goals and strategies and to determine how resources should be allocated to best meet those needs. The NNN, Inc.'s community engagement strategy is built upon inclusiveness, holistic vision, and commonly shared priorities.

A commitment to inclusiveness means that NNN, Inc. draws a distinction between citizen input and citizen participation. The former assigns residents to a passive role as merely an information source. The latter invites residents to take an active role as a change agent. As a result, NNN, Inc.'s community engagement strategy reflects the voice of segments in the community that traditionally go unheard.

The corollary to inclusiveness is a holistic vision. That is to say, the project mirrored the ideal housing continuum for the NNN, Inc. in accordance with its mission. A holistic vision takes into account the many factors necessary to build a strong community. It ensures that the resulting strategies and recommendations are comprehensive, yet reflective of the mission of NNN, Inc.

By the nature of its charitable purpose, NNN, Inc. is held in public trust. Consequently, the organization is mission-driven rather than profit-driven. It prioritizes effectiveness before, but not to the exclusion of, efficiency. Therefore, on occasion, NNN, Inc. may defer an expedient agency decision for a compelling

community need. In turn, the residents that are served by NNN, Inc., may also be respectfully asked to delay their individual needs for the greater common benefit.

While implementing the community engagement strategy based on the aforementioned principles required a great deal of effort and presented challenges, authentic community participation ensured that needs are accurately reflected and prioritized, residents possess a greater sense of ownership and determination, and decision-makers are more open to hear and support the recommendations.

## Inviting Public Participation

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In accordance with the public trust placed in NNN, Inc. and its commitment to inclusive planning, the community engagement strategy provided for, and encouraged, public participation, emphasizing the inclusion of those most likely to benefit from the programs provided by the organization, represented by individuals of low and moderate incomes. In addition, NNN, Inc. encouraged participation of populations whose voices have traditionally been minimized by mainstream society, including people representing minority populations, people who do not use English as their primary language, and people with disabilities.

Copies of NNN, Inc.'s community engagement strategy, as well as summaries of basic information about the organization's program areas, were made available to residents in both English and Spanish. These items were available at the offices of NNN, Inc., which is located at 1007 Portage Avenue, South Bend, IN 46616.

## Participatory Engagement of the Residents NNN, Inc. Serves

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Two of the three activities identified in the mission statement of NNN, Inc. explicitly relate to community engagement:

- Organizing and empowering community residents
- Promoting the neighborhood's interests within the neighborhood and the entire community

The other primary activity identified in NNN, Inc.'s mission is to:

- Provide affordable housing to low-moderate income households

Consequently, those that stand to benefit the most from the programs should have ample opportunities to help determine how NNN, Inc. allocates its resources. Specifically, NNN, Inc. developed the following strategies to support public participation:

### *Information Distribution*

Beginning in August 2007, and continuing throughout the community participation process, flyers and postcards were designed to inform residents in NNN, Inc.'s service area of the Community

Participation Plan activities. The flyers and postcards were distributed to locations residents frequent, such as local restaurants, grocery stores, food pantries, laundry mats, community centers, religious institutions, NNN, Inc.'s web site, newsletters, and beauty salons. In addition, the board members of NNN, Inc. contact five residents each and extend a personal invitation to the public forums.

#### *Community Forums*

Three community forums were held throughout the beginning of September 2007 and ending in October 2007. The forums were convened at the offices of NNN, Inc., which offered another opportunity for residents to be introduced to the organization and its programs, located at 1007 Portage Avenue, South Bend, IN 46616.

#### September 6, 2007; 6:00—8:00 PM Community Education and Engagement Forum

NNN, Inc. shared information about its programs with the Forum participants. Residents were asked to share their ideas about the housing needs and opportunities in their neighborhood and a shared vision for the future of the NNN, Inc. began to take form.

#### September 27, 2007; 6:00—8:00 PM Community Action Forum

Based on the information shared by residents in the first forum, neighborhood housing priority areas were identified in response to community concerns.

#### October 9, 2007; 7:00—9:00 PM Community Feedback Forum

NNN will present the neighborhood housing priority areas identified by residents in the first two public forums. Residents will then work together to develop concrete action steps that address the opportunities and challenges of these areas.

As a result of the resident participation in the community forums, four neighborhood housing priority areas were identified. These priority areas are seen, by neighbors, as key issues affecting the housing in the near northwest neighborhood. In addition to identifying these priority areas, neighbors worked together to develop potential strategies that could be used in order to address each of the areas. Since the neighborhood housing priority areas are seen as the main housing issues impacting the near northwest neighborhood, they should be the focus of the NNN, Inc.'s future housing efforts during the next five years.

## NNN, Inc.'s Property Development Criteria

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During the development of the Housing Strategy, the NNN, Inc. recognized the need to adopt formal Property Development Criteria. This set of criteria will assist NNN, Inc. in prioritizing the use of their limited resources in a manner that is in alignment with both their mission and guiding values. By utilizing the Property Development Criteria all potential housing projects will be examined in a



standardized manner and will result in the chosen projects having the greatest impact within the community. The following property development criteria, were approved by the Board of Directors in February 2008, and will assist NNN, Inc. in prioritizing how it will utilize its available resources.

1. The principal goal of the NNN's property development is to provide high quality, low-maintenance homes for low income individuals and families. The demand in the near northwest neighborhood of homes in need of rehabilitation far exceeds to funding of the NNN. As such, the NNN must prioritize how to utilize funding.
  - a. Funding is limited, so the NNN is not able to impact all properties in need.
  - b. Properties in areas that the private market will impact are not properties the NNN is interested in addressing.
    - i. Since these properties are able to attract private investment, the NNN's resources are better used elsewhere.
    - ii. Goal is to stabilize areas within neighborhood in order to make it desirable for the private market to impact the area in the future
2. Another goal of the NNN is to work in targeted revitalization areas. This concentrated approach will result in the stabilization and restoration of a specific geographic area which will ultimately help to better the entire neighborhood.
  - a. The NNN targeted areas are selected if by meeting all of the following criteria:
    - i. Neighbors' desire for an NNN presence
    - ii. Availability (or projected availability) of properties on market
    - iii. Feasibility of resale once rehabilitation is completed
    - iv. Impact on the overall neighborhood (major arteries, etc.)
    - v. Building conditions within the proposed area
      1. Building Conditions Codes:
        - a. **1- Excellent Condition** - Recently rehabilitated or remodeled. New paint, roof in very good condition
        - b. **2 - Good Condition** - Sound condition, good maintenance, no immediate need for repairs. ***No more than one of the following:*** limited painting/siding replacement needed, minor porch repair/painting, minor fence repair/painting.
        - c. **3 - Adequate Condition** - Needs basic cosmetic repairs, including ***no more than two of the following:*** painting/siding, trim, porch, and fence repair
        - d. **4 - Poor Condition** - Bulging walls, sagging foundations, broken windows and substantial improvements required
        - e. **5 - Uninhabitable** - Abandoned, fire damaged, boarded-up, vacant and possibly unsuitable for rehabilitation
        - f. **V - Vacant Lot**
      2. NNN will not impact an area heavily concentrated with 1's or 2's since these properties are in good shape and do not need major investment to improve the area. (More likely to be within area the private market can not impact.)
      3. The NNN will not impact an area heavily concentrated/surrounded by 5's since it would not be feasible to impact the number of properties necessary to create stability.
    - vi. The NNN will take the site condition into consideration when conducting an

analysis of where to work, but this will not be a determining factor.

1. Site Condition Codes:
  - a. **A - Excellent Condition** - Neatly trimmed and healthy vegetation, no trash, well maintained walkways, no vehicles on blocks, well maintained fencing, visible sidewalks, and curb and gutter in excellent condition
  - b. **B - Good Condition** - Neatly trimmed and healthy vegetation, no trash, visible sidewalks, curb and gutter in good condition, ***no more than one of the following***: deteriorated walkways, vehicles on blocks, deteriorated fencing
  - c. **C - Adequate Condition** - Some untrimmed vegetation, some trash, visible sidewalk, curb and gutter visible ***no more than one of the following***: deteriorated walkways, vehicles on blocks, deteriorated fencing
  - d. **D - Poor Condition** - Significant untrimmed vegetation, and/or trash, ***no more than two of the following***: deteriorated walkways, vehicles on blocks, deteriorated fencing, cracked sidewalks, crumbling gutters or curbs
  - e. **E - Very Poor Condition** - All vegetation untrimmed, significant trash, ***two or more of the following***: deteriorated walkways, vehicles on blocks, deteriorated fencing, no sidewalks, curbs or gutters
- b. It is important to the NNN 's property development work to have flexibility in order to respond to specific opportunities.
  - i. Change in the NNN's market conditions
    1. A number of properties in concentrated area become available suddenly.
      - a. The NNN consideration in taking advantage of there opportunities must be weighed against existing work load.
    2. Targeted area is becoming stabilized
      - a. NNN efforts stabilize area making it desirable for the private market to invest
      - b. The NNN is unable to impact property due to the inflated market value by property owner
  - ii. Availability of properties NNN target areas
    1. The NNN must be able to commit to purchase a concentration of homes and if unable to create the desired stability will not work in the area
      - a. Properties may be tied up in foreclosure, waiting for tax sale, have title problems, or an absentee owner, etc.
      - b. The NNN can not afford the price of properties in particular area
  - iii. The NNN may purchase properties not located within the targeted revitalization area if it meets a combination of criteria, which may include some of the following:
    1. Not within the specific target area, but due to its location can be seen as a continuation of past efforts / links together past revitalization areas
    2. The property is considered a nuisances
    3. Price of property is falls substantially below market value, making it ideal for an investor to purchase

4. Nuisance rental property which has the potential for additional subdivision that could increase the number of units
5. Property would destabilize area should an investor purchase it
6. Originally built as a single family home
7. A key stakeholder requests a partnership with the NNN and provides funding to impact property(s).

## NNN, Inc.'s Neighborhood Housing Priorities

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NNN, Inc. held three community forums beginning in September, 2007 and ending in October, 2007. During these forums residents worked together to develop a shared vision for the future of the neighborhood and the NNN, Inc., examined what the housing concerns of the neighborhood were and came up with potential solutions for addressing the concerns and working towards the shared vision. Based on resident input there were four neighborhood housing priority areas identified:

- Reinvestment and rehabilitation of existing homes
- Property tax
- Vacant and abandoned properties
- Teaching home maintenance and repair

Participants agreed that by addressing these areas, we could begin reaching toward the shared vision, and improve the housing within the neighborhood.

Upon further review of the identified neighborhood housing priority areas, it was found that priority four (teaching home maintenance and repair) fell under the umbrella of priority one (reinvestment and rehabilitation of existing homes). As such, the two areas were merged. As a result, educating residents about home maintenance and repair is a key strategy to be used in order to accomplish the goal of reinvestment and rehabilitation of existing homes. So ultimately there are three neighborhood housing priority areas:

- Reinvestment and rehabilitation of existing homes
- Property tax
- Vacant and abandoned properties

These neighborhood housing priority areas will be used as the basis of the NNN, Inc.'s future housing efforts over the next five years.

# Housing Strategy Action Plan

Once residents identified the neighborhood housing priority areas, they developed potential strategies and actions steps for addressing each of the areas (these suggestions can be found in the appendices). The residents’ ideas were used by the NNN, Inc. as it created the following Housing Strategy Action Plan.

As part of the implementation of the Housing Strategy Action Plan, the specific strategies and action steps have been referred to the responsible entity (as listed in the matrix) to further develop ideas and implement action steps that will accomplish each strategy. If additional ideas emerge from the responsible entities, which address the identified neighborhood housing priority areas, the Housing Strategy Action Plan will be altered to include them.

**Neighborhood Housing Priority Area:** Reinvestment and rehabilitation of existing homes

**Goal Statement:** Strive to improve the neighborhood housing stock so it is safe, decent, attractive and in good repair.

<b>Strategies</b>  <i>(a broad non-specific statement of an approach to accomplishing desired goals)</i>	<b>Action Steps</b>  <i>(something done, ‘carry through’)</i>	<b>Measures / Evaluation</b>  <i>(How will we know it was done?)</i>	<b>Responsibility</b>  <i>(Who is going to get it done?)</i>	<b>Potential Partners</b>  <i>(Who can help us?)</i>	<b>Timeframe</b>  <i>(When will it be done?)</i>
Continue rehabilitation of properties in the near northwest neighborhood	<ul style="list-style-type: none"> <li>▪ Utilize Property Development Criteria in selection of properties to impact</li>   <li>▪ Increase the impact of NNN projects by working in targeted areas</li> </ul>	<ul style="list-style-type: none"> <li>▪ Properties to be impacted shall have building condition code of 3 or 4</li>   <li>▪ Work to demolish properties, in target areas, with building condition code 5</li>   <li>▪ Focus efforts in areas with property building condition codes of mainly 3 &amp; 4</li> </ul>	<ul style="list-style-type: none"> <li>▪ Property Development Committee &amp; Staff</li>   <li>▪ Property Development Committee &amp; Staff</li>   <li>▪ Property Development Committee &amp; Staff</li> </ul>	<ul style="list-style-type: none"> <li>▪ Companies</li> <li>▪ Foundations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ongoing</li>   <li>▪ Ongoing</li>   <li>▪ Ongoing</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Increase the NNN’s capacity to impact properties through fundraising.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Projects will be located within existing revitalization areas or be a continuation of past efforts in order to reinforce previous investment</li> <li>▪ Increase promotion of NNN and its activities by contacting at least 2 new potential funders per year</li> <li>▪ Increase funds raised by targeted percentage each year.</li> <li>▪ Research and apply for new grant opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Property Development Committee &amp; Staff</li> <li>▪ Fund Dev Committee &amp; Staff</li> <li>▪ Fund Dev Committee &amp; Staff</li> <li>▪ Fund Dev Committee &amp; Staff</li> </ul>		<ul style="list-style-type: none"> <li>▪ Ongoing</li> <li>▪ On going</li> <li>▪ Ongoing</li> <li>▪ Ongoing</li> </ul>
Provide basic education on home maintenance, home-ownership, and about resources for homeowners to make their own repairs.	<ul style="list-style-type: none"> <li>▪ Inform community about existing classes for home maintenance &amp; repair</li> <li>▪ Hold informational seminars with presenters who are knowledgeable in home maintenance / repair</li> <li>▪ Utilize current outreach methods, such as the newsletter and listserv, to provide helpful tips to neighbors about home ownership and home maintenance (“Handyman’s Corner”).</li> </ul>	<ul style="list-style-type: none"> <li>▪ Promote through outreach methods like newsletters and listserv</li> <li>▪ Hold at least two per year</li> </ul>	<ul style="list-style-type: none"> <li>▪ Staff</li> <li>▪ Staff</li> <li>▪ Staff</li> </ul>	<ul style="list-style-type: none"> <li>▪ IUSB</li> <li>▪ Ivy Tech</li> <li>▪ Home improvement stores</li> <li>▪ Housing inspectors (Building Department / Community Development)</li> <li>▪ REWARD</li> <li>▪ Community Homebuyers Corp.</li> <li>▪ Area Employers</li> <li>▪ Neighbors</li> </ul>	

	<ul style="list-style-type: none"> <li>▪ Inform neighbors about available homeownership counseling services (pre-purchase &amp; post-purchase).</li> <li>▪ Utilize the NNN Homeownership Informational Sessions to promote homeownership to area residents and local employees.</li> <li>▪ Encourage neighbors to use NNN listserv as a resource for referrals of contractors from other residents.</li> <li>▪ Identify and inform neighbors of available resources for home repair, such as South Bend Home Improvement Program.</li> </ul>		<ul style="list-style-type: none"> <li>▪ Staff</li> <li>▪ Staff</li> <li>▪ Neighbors &amp; Staff</li> <li>▪ Staff</li> </ul>	<ul style="list-style-type: none"> <li>▪ County</li> <li>▪ Real Services</li> <li>▪ South Bend Home Improvement Program</li> </ul>	
Attract more private investment	<ul style="list-style-type: none"> <li>▪ Encourage private investment through the NNN housing work occurring in targeted areas</li> <li>▪ Research programs similar to the Notre Dame Avenue Housing Program as a method of achieving market rate new construction.</li> <li>▪ Continue events, like Arts Café, as a method to promote the</li> </ul>	<ul style="list-style-type: none"> <li>▪ If possible, utilize Building Permit data to analyze impact of NNN work.</li> <li>▪ Gather information from Notre Dame about its housing program</li> <li>▪ Identify organizations with similar existing programs</li> <li>▪ Contact identified organization to gather further information on implementation of program</li> </ul>	<ul style="list-style-type: none"> <li>▪ Property Development Committee &amp; Staff</li> <li>▪ Staff</li> <li>▪ Property Development Committee &amp; Staff</li> <li>▪ Property Development Committee &amp; Staff</li> <li>▪ Arts Café Committee,</li> </ul>	<ul style="list-style-type: none"> <li>▪ Auditors Office</li> <li>▪ Builders</li> <li>▪ Neighbors</li> <li>▪ Banks</li> <li>▪ City</li> <li>▪ Area employers</li> <li>▪ Area universities</li> <li>▪ Graduate student associations</li> <li>▪ Realtors</li> <li>▪ Media</li> </ul>	<ul style="list-style-type: none"> <li>▪ Complete once a year</li> <li>▪ Complete</li> <li>▪ 6/09</li> <li>▪ 12/09</li> <li>▪ Ongoing</li> </ul>

	<p>neighborhood and its housing</p> <ul style="list-style-type: none"> <li>▪ Inform property owners of existing tax incentives for home improvements</li> <li>▪ Partner with appropriate agencies to research and potentially develop incentives for private investment in new construction and rehabilitation.</li> <li>▪ Utilize neighbor’s testimonials to promote the neighborhood in order to attract private investment.</li> <li>▪ Utilize housing tours to promote the neighborhood and showcase area housing.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Research what other cities are doing to encourage private development in urban neighborhoods</li> <li>▪ Work with City to reduce development costs (such as water &amp; sewer taps)</li> <li>▪ Create banner / “art display” with neighbors responses to “why we love our neighborhood.”</li> <li>▪ Send press releases to media promoting at least two positive stories per year.</li> <li>▪ Utilize listserv to promote positive stories.</li> <li>▪ Explore other forms of media for testimonials, such as newsletters, NPR, Tribune article, electronic newsletter.</li> <li>▪ Offer housing tours to area graduate students at least once per year.</li> </ul>	<p>Membership Committee &amp; Staff</p> <ul style="list-style-type: none"> <li>▪ Organizing Committee &amp; Staff</li> <li>▪ Property Development Committee &amp; Staff</li> <li>▪ Property Development Committee &amp; Staff</li> <li>▪ Neighbors &amp; Marketing Committee</li> <li>▪ Marketing Committee &amp; Staff</li> <li>▪ Marketing Committee &amp; Staff</li> <li>▪ Marketing Committee &amp; Staff</li> <li>▪ Marketing Committee &amp; Staff</li> </ul>		<ul style="list-style-type: none"> <li>▪ 12/08</li> <li>▪ 12/08</li> <li>▪ 12/09</li> <li>▪ 12/09 &amp; on going</li> <li>▪ 6/09 &amp; On going</li> <li>▪ 12/09 &amp; on going</li> <li>▪ Summer '09 &amp; on going</li> </ul>
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	<ul style="list-style-type: none"> <li>Educate realtors about the work the NNN is doing &amp; opportunities in neighborhood.</li> </ul>	<ul style="list-style-type: none"> <li>Partner with City’s Realtor Certification class to invite realtors to event / presentation to learn more about the NNN at least once per year</li> <li>Provide Realtors with neighborhood educational / promotional materials</li> <li>Develop neighborhood promotional materials</li> <li>Partner with Realtors to make neighborhood promotional materials available in homes for sale</li> </ul>	<ul style="list-style-type: none"> <li>City Department of Community &amp; Economic Development, Marketing Committee &amp; Staff</li> <li>Marketing Committee &amp; Staff</li> <li>Marketing Committee &amp; Staff</li> <li>Marketing Committee &amp; Staff</li> </ul>		<ul style="list-style-type: none"> <li>5/09 &amp; on going</li> <li>5/09 &amp; on going</li> <li>5/09 &amp; revise yearly</li> <li>9/09 &amp; on going</li> </ul>
Encourage responsible landlord behavior	<ul style="list-style-type: none"> <li>Partner with the City of South Bend to develop programs / ideas that make landlords more accountable for properties (such as Landlord Registration)</li> <li>Distribute “helpful tips” for being a good neighbor and having good tenants to area landlords</li> <li>Educate neighbors about contacting property owners, code enforcement &amp; Police to address problem properties</li> <li>Develop polite generic letters that address concerns for neighbors to send to landlords</li> </ul>		<ul style="list-style-type: none"> <li>Nuisance Property Task Force &amp; Staff</li> <li>Nuisance Property Task Force &amp; Neighbors</li> <li>Nuisance Property Task Force &amp; Neighbors</li> <li>Nuisance Property Task Force</li> </ul>	<ul style="list-style-type: none"> <li>City</li> <li>Landlords</li> <li>Neighbors</li> </ul>	



Increase renters' ownership in property	<ul style="list-style-type: none"> <li>▪ Distribute "Good Neighbor" booklets to new neighbors</li> <li>▪ Engage renters in neighborhood activities</li> </ul>		<ul style="list-style-type: none"> <li>▪ Neighbors</li> <li>▪ Membership Committee</li> </ul>		
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**Neighborhood Housing Priority Area:** Property tax

**Goal Statement:** Educate and engage neighbors in property tax reform

<b>Strategies</b> <i>(a broad non-specific statement of an approach to accomplishing desired goals)</i>	<b>Action Steps</b> <i>(something done, 'carry through')</i>	<b>Measures / Evaluation</b> <i>(How will we know it was done?)</i>	<b>Responsibility</b> <i>(Who is going to get it done?)</i>	<b>Potential Partners</b> <i>(Who can help us?)</i>	<b>Timeframe</b> <i>(When will it be done?)</i>
Provide a forum to educate neighbors about property tax reform	<ul style="list-style-type: none"> <li>▪ Identify resources for educating neighbors about property taxes</li> <li>▪ Hold educational meeting(s), to review the property tax reform proposal(s) and laws, as necessary to keep residents apprised of the issue.</li> <li>▪ Empower residents to contact elected officials (in particular state representatives)</li> </ul>		<ul style="list-style-type: none"> <li>▪ Organizing Committee</li> <li>▪ Organizing Committee &amp; Staff</li> <li>▪ Organizing Committee</li> </ul>	<ul style="list-style-type: none"> <li>▪ Community Forum for Economic Development</li> <li>▪ Local Economics Professors</li> <li>▪ Local elected officials</li> <li>▪ State elected officials</li> </ul>	

**Neighborhood Housing Priority Area:** Vacant and abandoned properties

**Goal Statement:** *Identify and reduce the number of vacant and abandoned houses.*

<b>Strategies</b>  <i>(a broad non-specific statement of an approach to accomplishing desired goals)</i>	<b>Action Steps</b>  <i>(something done, 'carry through')</i>	<b>Measures / Evaluation</b>  <i>(How will we know it was done?)</i>	<b>Responsibility</b>  <i>(Who is going to get it done?)</i>	<b>Potential Partners</b>  <i>(Who can help us?)</i>	<b>Timeframe</b>  <i>(When will it be done?)</i>
Impact properties considered to be vacant and abandoned	<ul style="list-style-type: none"> <li>▪ Create new committee to address issues related to vacant and abandoned properties</li>   <li>▪ Continue partnership with the City of South Bend in implementation of the Dollar House Program</li> </ul>	<ul style="list-style-type: none"> <li>▪ Promote / ask for neighbor participation on committee</li>   <li>▪ Hold meeting to discuss committee roles and responsibilities</li>   <li>▪ Meet regularly to address topics</li>   <li>▪ Assist with modification of program</li>   <li>▪ Identify additional properties for the program</li>   <li>▪ Develop bid specifications for properties in program</li>   <li>▪ Oversee contractor completion of selective repairs</li>   <li>▪ Inspect homeowner improvements, and ensure</li> </ul>	<ul style="list-style-type: none"> <li>▪ Staff</li>   <li>▪ Vacant &amp; Abandoned Property Committee &amp; Staff</li>   <li>▪ Vacant &amp; Abandoned Property Committee &amp; Staff</li>   <li>▪ Staff</li>   <li>▪ Property Development Committee &amp; Staff</li>   <li>▪ Staff</li>   <li>▪ Staff</li>   <li>▪ Staff</li> </ul>	<ul style="list-style-type: none"> <li>▪ Dept of Code Enforcement</li> <li>▪ Division of Community Development</li> <li>▪ Auditors Office</li> <li>▪ Treasurers Office</li> <li>▪ City</li> <li>▪ County</li> </ul>	<ul style="list-style-type: none"> <li>▪ Complete</li>   <li>▪ Complete</li>   <li>▪ Ongoing</li>   <li>▪ As needed</li>   <li>▪ As funds available</li>   <li>▪ Within 90 days of purchase</li>   <li>▪ Based on contract</li>   <li>▪ Within 1 year of closing</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Partner with Code Enforcement to identify properties which should be slated for demolition through the Vacant &amp; Abandoned Housing Initiative.</li> <li>▪ Work with Code Enforcement to address problem vacant properties</li> <li>▪ Communicate with Code Enforcement about housing concerns in the neighborhood</li> <li>▪ Partner with Code Enforcement to assist with implementing the vacant housing ordinance</li> </ul>	<p>completed according to bid spec</p> <ul style="list-style-type: none"> <li>▪ Monitor homeowners compliance with program requirements</li> <li>▪ Assist with promotion of program</li> <li>▪ Coordinate with Code Enforcement to effectively utilize demolition in the neighborhood.</li> <li>▪ Communicate with Code regarding property within target area is on Code Hearing docket – in particular if demolition is requested.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Staff</li> <li>▪ Staff</li> <li>▪ Vacant &amp; Abandoned Property Committee &amp; Staff</li> <li>▪ Vacant &amp; Abandoned Property Committee &amp; Staff</li> <li>▪ Property Development Committee &amp; Staff</li> <li>▪ Property Development Committee &amp; Staff</li> <li>▪ Vacant &amp; Abandoned Property Committee &amp; Staff</li> </ul>		<ul style="list-style-type: none"> <li>▪ 3 yrs after improvements complete</li> <li>▪ As needed</li> </ul>
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	<ul style="list-style-type: none"> <li>▪ Educate neighbors about Code Hearings and the process for resolving housing problems.</li>   <li>▪ Develop a plan for the creation of a large scale green space – through demolition &amp; moving of houses.</li>   <li>▪ Empower neighbors to impact properties by contacting property owners, code enforcement &amp; Police</li>   <li>▪ Research methods for owners of vacant and abandoned properties to transfer title</li>   <li>▪ Develop polite generic letter which informs property owners of the potential methods of transferring</li> </ul>	<ul style="list-style-type: none"> <li>▪ Hold Code Seminar with focus on Code Hearings to educate neighbors.</li>   <li>▪ Develop method of informing neighbors when problem properties appear on Code Hearing docket</li>   <li>▪ Complete neighborhood analysis</li>   <li>▪ Identify location(s) for future development.</li>   <li>▪ Create a document outlining the plan for development.</li>   <li>▪ Communicate with relevant City Departments for assistance in development</li> </ul>	<ul style="list-style-type: none"> <li>▪ V &amp; A Property Committee, Environmental Committee &amp; Staff</li>   <li>▪ V &amp; A Property Committee, Environmental Committee &amp; Staff</li>   <li>▪ Property Development Committee &amp; Staff</li>   <li>▪ Property Development Committee &amp; Staff</li>   <li>▪ Property Development Committee &amp; Staff</li>   <li>▪ Property Development Committee &amp; Staff</li>   <li>▪ Nuisance Property Task Force &amp; Neighbors</li>   <li>▪ Nuisance Property Task Force</li>   <li>▪ Nuisance Property Task Force</li> </ul>		
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	<p>title of the property</p> <ul style="list-style-type: none"> <li>▪ Work with the City &amp; County to develop process to transfer tax delinquent properties to adjacent property owners</li> </ul>		<ul style="list-style-type: none"> <li>▪ Vacant &amp; Abandoned Property Committee &amp; Staff</li> </ul>		
Identify vacant and abandoned properties and their owners	<ul style="list-style-type: none"> <li>▪ Identify abandoned properties through a lot by lot assessment</li> <li>▪ Collect information on abandoned properties that includes owners name and contact information</li> </ul>		<ul style="list-style-type: none"> <li>▪ Vacant &amp; Abandoned Property Committee &amp; Staff</li> <li>▪ Vacant &amp; Abandoned Property Committee &amp; Staff</li> </ul>		
Identify strategies other neighborhoods / cities have found to be successful in combating vacant and abandoned properties.	<ul style="list-style-type: none"> <li>▪ Research what other communities with vacant &amp; abandoned housing problems have done to address vacant and abandoned properties</li> <li>▪ Develop potential solutions based on these strategies</li> <li>▪ Propose implementation of solutions to appropriate agencies</li> </ul>		<ul style="list-style-type: none"> <li>▪ Vacant &amp; Abandoned Property Committee &amp; Staff</li> <li>▪ Vacant &amp; Abandoned Property Committee &amp; Staff</li> <li>▪ Vacant &amp; Abandoned Property Committee &amp; Staff</li> </ul>	<ul style="list-style-type: none"> <li>▪ City of South Bend</li> <li>▪ Other neighborhoods / cities</li> <li>▪ Lending institutions</li> </ul>	
Market the neighborhood to realtors	<ul style="list-style-type: none"> <li>▪ Invite realtors to a neighborhood informational session and housing tour</li> </ul>	<ul style="list-style-type: none"> <li>▪ Partner with City's Realtor Certification class to invite realtors to event / presentation to learn more about the NNN at least once per year</li> <li>▪ Provide Realtors with neighborhood educational</li> </ul>	<ul style="list-style-type: none"> <li>▪ City Department of Community &amp; Economic Development, Marketing Committee &amp; Staff</li> <li>▪ Marketing Committee &amp; Staff</li> </ul>	<ul style="list-style-type: none"> <li>▪ Realtors</li> </ul>	<ul style="list-style-type: none"> <li>▪ 5/09 &amp; on going</li> <li>▪ 9/09 &amp; on going</li> </ul>

		/ promotional materials			
Promote resources available to help prevent houses from becoming vacant & abandoned	<ul style="list-style-type: none"> <li>▪ Inform neighbors about available foreclosure counseling</li> <li>▪ Inform neighbors about available post purchase counseling</li> </ul>		<ul style="list-style-type: none"> <li>▪ Staff</li> <li>▪ Staff</li> </ul>		
Introduce more neighborhood parks and/or community gardens in the neighborhood	<ul style="list-style-type: none"> <li>▪ Create list of City and County lots which could be utilized</li> <li>▪ Work with the South Bend Community Garden organization to develop plans for a community garden</li> <li>▪ Identify potential locations for community garden(s)</li> <li>▪ Partner with Parks Dept to develop plans for additional green space</li> <li>▪ Identify potential locations for new neighborhood park(s)</li> </ul>		<ul style="list-style-type: none"> <li>▪ Staff</li> <li>▪ Environmental Committee</li> <li>▪ Environmental Committee</li> <li>▪ Environmental Committee &amp; Staff</li> <li>▪ Environmental Committee &amp; Staff</li> </ul>	<ul style="list-style-type: none"> <li>▪ South Bend Community Garden</li> <li>▪ County</li> <li>▪ Parks Dept</li> <li>▪ Neighbors</li> </ul>	
Streamline legal issues involved with vacant & abandoned properties	<ul style="list-style-type: none"> <li>▪ Understand existing issues and the current process</li> <li>▪ Research how other communities deal with legal issues related to vacant and abandoned properties</li> <li>▪ Partner with City of South Bend, and other appropriate bodies, to implement changes</li> </ul>		<ul style="list-style-type: none"> <li>▪ Vacant &amp; Abandoned Property Committee &amp; Staff</li> <li>▪ Vacant &amp; Abandoned Property Committee &amp; Staff</li> <li>▪ Vacant &amp; Abandoned Property Committee &amp; Staff</li> </ul>	<ul style="list-style-type: none"> <li>▪ City Legal Dept</li> <li>▪ State elected officials</li> </ul>	



The Indiana Association for Community Economic Development (IACED) was proud to work in partnership with NNN, Inc., and neighborhood residents, to create this Housing Strategy. One of IACED's services is to provide quality and affordable consulting services to the community development industry.

IACED is a member-driven association dedicated to strengthening Indiana's communities by supporting local organizations engaged in community and economic development through the delivery of quality public policy, capacity building, and professional development services.

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# Appendix A

## NNN, Inc. Community Forums Invitation

**Near Northwest Neighborhood, Inc.**     *Reaching our potential.....together!*

## Your Voice Builds *Our* Community

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Speak out, be heard, and make your neighborhood a better place to live! Near Northwest Neighborhood, Inc. (NNN) invites you to attend three upcoming community forums where your ideas will shape the future vision for our community. Please make plans to attend today and don't forget to tell your neighbors! All meetings will be held at the NNN Offices, located at 1005 Portage Avenue (corner of Portage & California).

**September 6, 2007; 6:00—8:00 PM Community Education and Engagement Forum**

*What will happen?* NNN will share information about its programs and services. Residents will be asked to share their ideas about the housing needs and opportunities in their neighborhood to create a shared vision for the future of the NNN.

**September 27, 2007; 6:00—8:00 PM Community Action Forum**

*What will happen?* Based on the information shared by residents in the first forum, resolutions will be offered in response to community concerns and residents will be asked to help develop concrete action steps for the shared vision of the NNN.

**October 9, 2007; 7:00—9:00 PM Community Feedback Forum**

*What will happen?* NNN will present its priority recommendations based on the discussions of the previous forums to make sure the vision for the neighborhood is truly a shared one among residents.

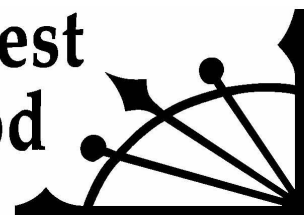
The Near Northwest Neighborhood, Inc. is an organization of citizens dedicated to the preservation and revitalization of our neighborhood through:

- providing affordable housing to low-moderate income households,
- organizing and empowering community residents, and
- promoting the neighborhood's interests within the neighborhood and the entire community.

1007 Portage Avenue  
South Bend, IN 46616  
Ph: 574.232.9182  
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# Appendix B

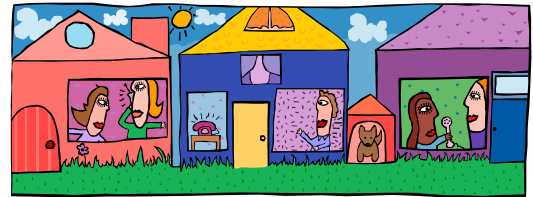
NNN, Inc. September 6, 2007 Community Forum Agenda

**Near Northwest Neighborhood, Inc.      *Reaching our potential.....together!***

## Your Voice Builds *Our* Community

### Community Public Forum

September 6, 2007; 6:00—8:00 pm

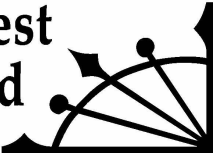


6:00-6:15	Introduction: Purpose of the Public Forum and Survey Community Beliefs about NNN, Inc.
6:15-6:30	NNN, Inc. Overview
6:30-7:15	Casting a Vision for NNN, Inc. Small Group Exercise (Groups: A, B, C, or D)
7:15-7:30	Identifying Community Assets Large Group Exercise
7:30-7:50	Defining Housing Issues Individual Exercise
7:50—8:00	Next steps

The Near Northwest Neighborhood, Inc. is an organization of citizens dedicated to the preservation and revitalization of our neighborhood through:

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# Appendix C

## NNN, Inc. Community Forum Rules of Conduct

**Near Northwest Neighborhood, Inc.**     *Reaching our potential.....together!*

## Your Voice Builds *Our* Community

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### Community Public Forum

September 6, 2007; 6:00—8:00 pm

### Forum Agreement

- Everyone gets to talk
- All comments respected
- No side conversations
- No personal criticism
- Respect the code of silence
- Be respectful of time
- Stay focused on task
- Set aside personal agendas
- Have fun!

# Appendix D

NNN, Inc. Identifying Community Assets Exercise

**Near Northwest Neighborhood, Inc.    *Reaching our potential.....together!***

## Your Voice Builds *Our* Community

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### Community Public Forum

September 6, 2007; 6:00—8:00 pm

Identifying Community Assets

*Near Northwest Neighborhood, Inc. provides programs for the residents of your community— a community that has many resources and strengths or what we call assets. Community assets can include people, places, events—you name it, it's anything that adds value and makes your neighborhood a special place to live.*

Quickly jot down at least 5 assets of your community:

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

4. \_\_\_\_\_

5. \_\_\_\_\_

Near Northwest Neighborhood, Inc. Reaching our potential.....together!

# Your Voice Builds *Our* Community

---

## Community Public Forum

September 6, 2007; 6:00—8:00 pm

### Identifying Community Assets

***Near Northwest Neighborhood, Inc. provides programs for the residents of your community—a community that has many resources and strengths or what we call assets. Community assets can include people, places, events—you name it, it's anything that adds value and makes your neighborhood a special place to live.***

#### Quickly jot down at least 5 assets of your community:

- Diversity—unique people
- Convenient location (close to airport, groceries, hospital)
- Public transportation
- People
- Affordable housing
- Leeper Park and river
- Historic properties
- Riverside Trail
- Walking distance to downtown
- Local supermarket
- 3-4 area schools
- Library
- Art around city (Studio Arts)
- Good involvement in Adopt-a-Block program
- NNN, Inc.
- People care about each other
- Charles Martin Youth Center
- Close to Notre Dame
- Studebaker Museum
- South Bend Symphony
- Morris Auditorium

# Appendix E

## Community Assets Exercise Results

Asset	Frequency
Diversity	9
Leeper Park-- ducks, swings, tennis courts	9
Close to downtown	7
Neighbors watching out for each other	6
Public transportation available	6
NNN, Inc.-- Programs, resources	5
People who are willing to work for change	5
Schools	5
Shopping Center (Martin's, CVS)	5
Community projects (social)	4
Great housing stock, though older	4
Adopt-a-Block	3
Affordable housing	3
Arts Café	3
Churches	3
Close to St. Joseph River	3
Historic properties	3
Rehabbing of housing stock	3
Close to hospital	2
Close to library	2
Community center for youth	2
Lots of green spaces	2
Northern Indiana Historical Museum	2
Riverside Trail	2
Strong community association	2
Studebaker Museum	2
City Mayor lives in neighborhood	
City Street Dept. sharing cost of sidewalk replacement	
Clean yards	
Close to groceries	
Close to restaurants	
Cookout	
Elwood: Portage business area	

Asset	Frequency
Good street lights	
Larry-- Mr. "McGiver"	
Luvature	
More places for young people to go and do	
Morris Civic Auditorium	
Near airport	
No standing junk or cars	
Not very much vandalism (at present)	
Notre Dame	
Notre Dame students	
Organizations and events	
People willing to be creative	
Pinhook's "Angel" Ride	
Quiet neighbors	
Recycling	
Regular police patrol	
Silve Hawks	
St. Mary's	
Studio Arts on LWW	
Trash pickup is on time and regular	
Yard waste pickup	
Yearly clean up	
Younger people moving into area	

# Appendix F

Casting A Vision for NNN, Inc. Exercise

**Near Northwest Neighborhood, Inc.     *Reaching our potential.....together!***

## **Your Voice Builds *Our* Community**

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### **Community Public Forum**

September 6, 2007; 6:00—8:00 pm

**Casting A Vision for NNN, Inc.**

◆Imagine it is 2012 and you have created the most desirable community. Answer the following questions by describing the community—as if you were able to see it, realistically around you.

**How is your community different?**

**Articulate this dream community in the form of a word picture (metaphor).**

**What is blocking your community from reaching its vision?**

# Appendix G

## Casting A Vision for NNN, Inc. Community Forum Results

**Near Northwest Neighborhood, Inc.**     *Reaching our potential.....together!*

## Your Voice Builds *Our* Community

---

### Community Public Forum

September 6, 2007; 6:00—8:00 pm

### **Casting A Vision for NNN, Inc.**

◆ Imagine it is 2012 and you have created the most desirable community. Answer the following questions by describing the community—as if you were able to see it, realistically around you.

#### **How is your community different?**

- Safer
- More interaction between neighbors
- Updated infrastructure
  - Pride of ownership
  - Street development—trees, curbs, etc.
- Welcome Wagon idea
  - Resources
  - Expectations
  - Education and responsibility of homeownership
    - Renters
    - Landlords
    - Homeowners
- Quiet and peaceful



- Shopping, banks, restaurants within walking distance
- Parks and bike paths
- Removal of abandoned homes/poor housing
- No more criminal activity
- Sense of connection among different sections and communities throughout neighborhoods
- Noteworthy schools that attract families
- People feel sense of pride in neighborhood
- Animals (dogs, cats) belonging to homes and not streets
- No absentee landlords
- Small neighborhood businesses
- Neighborhood where children can be children

**Articulate this dream community in the form of a word picture (metaphor).**

- A healthy human body, each part interconnected and working together
- “A jewel of the neighborhood”
- “Top of the line”
- “Strong sense of neighborly-ness”
- Mistaken perception—good place to live, not as bad as its reputation
- People walking around the neighborhood, sitting on their front porches
- Peaceful, colorful, small town feel

**What is blocking your community from reaching its vision?**

- Stress

- Economics
- Apathy
- Fear of involvement
- Crime, creates sense of fear and vulnerability
- People feel ignored
- Time
- School
- Responsibility
- Family
- Children
- Poverty
- Drug use
- Lack of financial resources
- Lack of city support, community members, staffing by city to do code and infrastructure work
- Lack of willingness for people to get involved and engaged in community
- Lack of viable options for neighborhood residents
  - Jobs, good housing for renters, etc.
- Lack of businesses, learning opportunities for youth
- Lack of promotion
- No curb appeal
- No wheelchair accessible walks
- Limited youth activities, gathering centers
- Redevelop Van Buren market

# Appendix H

## The Number 1 Belief \*I Have About NNN, Inc. Exercise

Near Northwest Neighborhood, Inc.     *Reaching our potential.....together!*

## Your Voice Builds *Our* Community

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Community Public Forum

September 6, 2007; 6:00—8:00 pm

The Number 1 'Belief'\* I have about NNN, Inc.

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Why I think this:

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*\*be-lief: (noun). 1) a state or habit of mind in which trust or confidence is placed in some person or thing, 2) something believed, 3) conviction of the truth of some statement or the reality of some being or phenomenon especially when based on examination of evidence. Synonyms: impression, feeling, notion, opinion.*

# Appendix I

## The Number 1 Belief Exercise Results

**Near Northwest Neighborhood, Inc.**     *Reaching our potential.....together!*

## Your Voice Builds *Our* Community

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### Community Public Forum

September 6, 2007; 6:00—8:00 pm

### **The Number 1 ‘Belief’\* I have about NNN, Inc.**

- I think that there is a slight shortcoming in “real” resources for the neighborhood. For example, we need a better system for addressing neighborhood needs like a more adequate resource center.
- I think there is both positive and negative beliefs I hold regarding NNN
- My only involvement has been from a safety standpoint with crime stats and discussion
- Neighborhood organization that is focused on upgrading the community within its boundaries
- NNN, Inc. is a very helpful organization. Important info if needed can be obtained from the staff. I have attended a few meetings and found that the staff is able to help solve neighborhood problems
- Working hard with as much as they’ve got—and looking for more
- The organization has the best interest of the neighborhood as a whole as its goal
- It’s an organization—especially the staff—who/that works extremely hard at everything they do; committed, passionate and energetic

- They do good work, have good intentions. However, somewhat unfocused direction. Quality of projects is providing fair housing to members of neighborhood boundaries
- Good effort, good people
- Rescuing and protecting housing
- That one person has too much “final” say in what goes; there is no accountability
- No accountability
- Because of its history and the commitment of a core of residents, it has potential as an agent of change
- I think they are doing a very good job in carrying out their mission

### **Why I think this:**

- I’ve been here a long time
- My neighbors are friendly and responsible with their home property. But I’m unhappy with condition of my street, it has deep potholes and I’ve called the street dept. I’m unhappy with some of the crime that happens within the neighborhood
- Unsure of complete character of NNN
- This staff has brought in several knowledgeable people from outside our area to explain very interesting and needed help to improve our neighborhood
- Large amount of progress with resources available. All staff seems to go above and beyond
- They have adjusted their strategies continually to respond in the most effective way and consistently seek neighbors’ input about their work
- I have never seen a staff member who doesn’t go above and beyond every task they’ve been given. They accomplish more than a 5-person staff could.

- I've seen projects inside and out, toured redevelopment areas, and even been on the board. Even had some problem seeing a cohesive direction in property and larger area selection for redevelopment
- I have met them
- Track record and visual—Portage and other streets
- When ideas are presented, “Karen” seems to have the only say when it will happen—only if “she” approves. She wants to run “everything”. Then when you want to know where the money is spent—we are kept in the dark
- At least two people (or groups) have wanted to open businesses in old market section of building and were not heard, but turned down
- I see committed people who have continued to come out for many years

# Appendix J

NNN, Inc. September 27, 2007 Community Forum Agenda

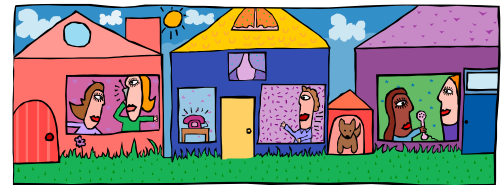
**Near Northwest Neighborhood, Inc.      *Reaching our potential.....together!***

## Your Voice Builds *Our* Community

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### Community Public Forum

September 27, 2007; 6:00—8:00 pm



6:00-6:15                      Introductions & Purpose of the Public Forum

6:15-7:00                      Results from First Forum & Survey

7:00-7:30                      Clarifying Housing Issues

Small Group Exercise (Groups: W, X, Y, or Z)

7:30-7:50                      Establishing Housing Priorities

Large Group Exercise

7:50—8:00                      Next steps

The Near Northwest Neighborhood, Inc. is an organization of citizens dedicated to the preservation and revitalization of our neighborhood through:

- providing affordable housing to low-moderate income households,
- organizing and empowering community residents, and
- promoting the neighborhood's interests within the neighborhood and the entire community.

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# Appendix K

## Clarifying Housing Issues Group Exercise

**Near Northwest Neighborhood, Inc.**

***Reaching our potential.....together!***

## Your Voice Builds *Our* Community

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### Community Public Forum

September 27, 2007; 6:00—8:00 pm

## Clarifying Housing Issues

**At the last forum you were given a chance to share your thoughts about housing issues in the Near Northwest Neighborhood. You are now going to work in small groups to review the comments shared by your neighbors and select five items that you think are most important to strengthen the housing in your community.**

### Clarifying Housing Issues – Small Group Exercise

- In discussion with your group, review the list of responses your neighbors shared about housing issues. Do you share the opinion of your neighbors?
- Now on your own, select from the list the FIVE items you think best addresses the housing issues in your neighborhood. Please write each idea on a separate post-it note. One idea per note. Please write as large as you can.
- Once you have chosen your top FIVE issues, rank them in order of importance and put that number in the bottom right hand corner of each post-it note. (1—is the most important issue, followed by 2, and so on...)
- Now give your top FIVE chosen and ranked ideas to the recorder. The recorder then will use the newsprint to tally the rankings.



# Appendix L

## Defining Housing Issues Exercise

**Near Northwest Neighborhood, Inc.      *Reaching our potential.....together!***

## **Your Voice Builds *Our* Community**

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### **Community Public Forum**

September 6, 2007; 6:00—8:00 pm

## **Defining Housing Issues**

**Now it is your chance to help identify housing issues that you believe are the most important to the revitalization of the neighborhood that NNN, Inc. serves. Generate a few ideas of things about the housing in your neighborhood that you would like to change and/or things about the housing that concern you.**

### **Defining Housing Issues – Individual Exercise**

Please write each idea you have on a post-it note. One idea per note.  
Please remember to write large enough that your thoughts are easy to read.

This is an individual exercise. Please work silently and independently. There will be an opportunity for group discussion.

# Appendix M

## Establishing Housing Priorities Exercise

**Near Northwest Neighborhood, Inc.**      *Reaching our potential.....together!*

## Your Voice Builds *Our* Community

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**Community Public Forum**

September 27, 2007; 6:00—8:00 pm

### **Establishing Housing Priorities—Large Group Activity**

- The small groups come back together in one large group.
- Final priorities from each small group are reported to the entire audience to be clarified and discussed.
- Each individual will be given FIVE colored dots. These dots will be used to ‘vote on’ the housing issues that should be given priority over the next few years.
- Discussion occurs on how individuals voted and what that means for the shared priorities of the neighborhood.

# Appendix N

## October 9, 2007 Community Forum Invitation

**Near Northwest Neighborhood, Inc.      *Reaching our potential.....together!***

## Your Voice Builds *Our* Community

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***Speak out, be heard, and make your neighborhood a better place to live!***

In September, Near Northwest Neighborhood, Inc. invited residents to attend two public forums. Many of you participated and shared your thoughts about your community. *NNN, Inc. needs you to spend one last evening with them to put those ideas into action!*

### **October 9, 2007: 7:00—9:00 PM Community Feedback Forum**

*What will happen?* NNN will present the housing priority areas identified by residents in the first two public forums. Residents will then work together to create a five-year action plan that addresses the opportunities and challenges of these issues.

*Please make plans to attend today and don't forget to tell your neighbors! We look forward to seeing you at the NNN, Inc. office, located at 1005 Portage Avenue (corner of Portage & California).*

**\*\*Remember\*\***

**Residents attending all three public forums will be**

**entered into a drawing to win a \$100 gift certificate from Martin's!**



The Near Northwest Neighborhood, Inc. is an organization of citizens dedicated to the preservation and revitalization of our neighborhood through:

- providing affordable housing to low-moderate income households,
- organizing and empowering community residents, and
- promoting the neighborhood's interests within the neighborhood and the entire community.

1007 Portage Avenue  
South Bend, IN 46616  
Ph: 574.232.9182  
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**Near Northwest  
Neighborhood**

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# Appendix O

## October 9, 2007 Community Forum Agenda

**Near Northwest Neighborhood, Inc.**     *Reaching our potential.....together!*

## Your Voice Builds *Our* Community

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### Community Public Forum

October 9, 2007; 7:00—9:00 pm



- |           |   |
|-----------|---|
| 7:00-7:15 | Introductions & Purpose of the Public Forum and Survey  |
| 7:15-7:30 | Results from Second Forum   |
| 7:30-8:30 | <i>Activity: Putting the Pieces Together</i><br>Developing Action Steps to Achieve Vision for NNN, Inc.     |
| 8:30-8:55 | <i>Discussion: Being the Change</i><br>Sharing the Vision and Responsibility for Fulfilling<br>Action Steps |

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# Appendix P

## Action Step Exercise

Near Northwest Neighborhood, Inc. *Reaching our potential.....together!*

## Your Voice Builds *Our* Community

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### Community Public Forum

October 9, 2007; 7:00—9:00 pm

### Putting the Pieces Together:

### Developing Action Steps to Achieve Vision for NNN, Inc.

- Listed below are the top 5 housing issues that were determined to be priorities by residents of NNN, Inc. at the September 27 Forum.
- Please review the list and consider which issue is most important to you.

### ***Top 5 Housing Priority Areas By Count***

<i>Housing Priority Area</i>	<i>Priority Count</i>
Reinvestment/Rehabilitation of Existing Homes	24
Property Tax	18
Provide Low-Cost Repair to the Neighborhood	14
Vacant and Abandoned Properties/Lots	13
Teaching Home Maintenance & Repair	10

- After you decide which issue is most important to you, identify your neighbors that share your perspective.

# Appendix Q

## Action Step Exercise part 2

### Action Step Planning Overview

**Results-based Accountability:** a disciplined way of thinking and taking action; it starts with the ends and works backward, step by step, to means. **Ends** (i.e. goals) are conditions of well-being for the community, as a whole, such as *affordable housing available to meet the needs of individuals and families*.

#### From Talk to Action Process

**Step #1:** What are the qualities of housing conditions, *for our specific issue*, we want for children, adults and families who live in our community?

**Step #2:** What would these conditions look like if we could see or experience them?

**Step #3:** How can we measure these conditions?

**Step #4:** Who are the partners that have a role to play in doing better?

**Step #5:** What works to do better, including no-cost and low-cost ideas?

**Step #6:** What do we propose to do?

**Step #7:** When are we proposing to do it?

Each group will be repeating these steps on each identified action area and priority. The steps can be done in any order as long as you do them all.

**End Product**

5-year action plan that includes:

- Narrative explanation of action area, identified priorities and corresponding objectives and action steps
- Grid that specifies action area, priorities, objectives and actions steps as well as timeframe, lead agency, and partners.
- Short explanation of how the results are and will be measured

Example:

Goal	Timeframe (years)					Responsible Party (lead organization, partners)	Measure
	1	2	3	4	5		
1. Improve Educational Opportunities for Youth							
Objective 1.1 Establish a charter schools			x	x	x	Community Center, Neighborhood Assn., CDC	
Action Step 1.11 Identify a project site			x				
2. Encourage Local Business Ownership and Generate Jobs for Youth and Young Adults							
Objective 2.1 Establish a start-up assistance program for businesses	x	x				Chamber of Commerce, Neighborhood Assn.	
Objective 2.2 Organize businesses and other resources to create jobs for youth.		x	x			Chamber of Commerce, CDC	

# Appendix R

## Action Planning Handout

Near Northwest Neighborhood, Inc. *Reaching our potential.....together!*

### Community Public Forum

October 9, 2007; 7:00—9:00 pm

#### Action Planning 'Do's'

#### SMART GOALS

##### ***Specific***

A specific goal has a much greater chance of being accomplished than a general goal. To set a specific goal you must answer the six "W" questions:

- \*Who: Who is involved?
- \*What: What do I want to accomplish?
- \*Where: Identify a location.
- \*When: Establish a time frame.
- \*Which: Identify requirements and constraints.
- \*Why: Specific reasons, purpose or benefits of accomplishing the goal.

##### ***Measurable***

Establish concrete criteria for measuring progress toward the attainment of each goal you set. When you measure your progress, you stay on track, reach your target dates, and experience the exhilaration of achievement that spurs you on to continued effort required to reach your goal.

To determine if your goal is measurable, ask questions such as.....How much? How many? How will I know when it is accomplished?

##### ***Attainable***

When you identify goals that are most important to you, you begin to figure out ways you can make them come true. You develop the attitudes, abilities, skills, and financial capacity to reach them. You begin seeing previously overlooked opportunities to bring yourself closer to the achievement of your goals.



You can attain most any goal you set when you plan your steps wisely and establish a time frame that allows you to carry out those steps. Goals that may have seemed far away and out of reach eventually move closer and become attainable, not because your goals shrink, but because you grow and expand to match them. When you list your goals you build your self-image. You see yourself as worthy of these goals, and develop the traits and personality that allow you to possess them.

### ***Realistic***

To be realistic, a goal must represent an objective toward which you are both *willing* and *able* to work. A goal can be both high and realistic; you are the only one who can decide just how high your goal should be. But be sure that every goal represents substantial progress. A high goal is frequently easier to reach than a low one because a low goal exerts low motivational force. Some of the hardest jobs you ever accomplished actually seem easy simply because they were a labor of love.

Your goal is probably realistic if you truly *believe* that it can be accomplished. Additional ways to know if your goal is realistic is to determine if you have accomplished anything similar in the past or ask yourself what conditions would have to exist to accomplish this goal.

### ***Timely***

A goal should be grounded within a time frame. With no time frame tied to it there's no sense of urgency. If you want to lose 10 lbs, when do you want to lose it by? "Someday" won't work. But if you anchor it within a timeframe, "by May 1st", then you've set your unconscious mind into motion to begin working on the goal.

T can also stand for **Tangible** - A goal is tangible when you can experience it with one of the senses, that is, taste, touch, smell, sight or hearing. When your goal is tangible you have a better chance of making it specific and measurable and thus attainable.

# Appendix S

## Action Step Worksheet

### Action Steps Worksheet

Housing Priority Area: \_\_\_\_\_

Goal Statement: \_\_\_\_\_

<b>Strategies</b> <i>(a broad non-specific statement of an approach to accomplishing desired goals)</i>	<b>Action Steps (including no-cost/low-cost)</b> <i>(something done, 'carry through')</i>	<b>Measures/Evaluation</b> <i>(How will we know it was done?)</i>	<b>Responsibility</b> <i>(Who is going to get it done?)</i>	<b>Timeframe (1-5 years)</b> <i>(When are they going to get it done?)</i>
1)	•			
2)	•			
3)	•			
4)	•			

# Appendix T

## Reinvestment and Rehabilitation of Existing Homes Action Steps

### Action Steps Worksheet

**Housing Priority Area:** Reinvestment and rehabilitation of existing homes

**Goal Statement:** *Ensure that all existing homes in the neighborhood are safe, attractive and in good repair.*

<b>Strategies</b>  <i>(a broad non-specific statement of an approach to accomplishing desired goals)</i>	<b>Action Steps (including no-cost/low-cost)</b>  (something done, 'carry through')	<b>Measures/Evaluation</b>  <i>(How will we know it was done?)</i>	<b>Responsibility</b>  <i>(Who is going to get it done?)</i>	<b>Timeframe (1-5 years)</b>  <i>(When are they going to get it done?)</i>
1) Provide homeowners with resources to make their own repairs	<ul style="list-style-type: none"> <li>• Identify and publicize existing resources</li> <li>• Lobby for new resources</li> <li>• Offer tax incentives</li> </ul>	<ul style="list-style-type: none"> <li>• Once information is collected and sent to residents (flyers, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• NNN</li> <li>• Volunteers</li> <li>• City</li> </ul>	
2) Promote responsible landlord behavior	<ul style="list-style-type: none"> <li>• Identify problematic landlords</li> <li>• Provide landlords a list of resources</li> <li>• Contact Code Enforcement</li> </ul>	<ul style="list-style-type: none"> <li>• Once lists of resources are generated, letters are sent, telephone calls are made</li> </ul>		
3) Increase renters' ownership in property	<ul style="list-style-type: none"> <li>• Distribute "Good Neighbor" booklet to new residents through landlords</li> <li>• Encourage landlords to provide incentives to renters to maintain and improve property</li> </ul>			

<p>4) Attract more private investment</p>	<ul style="list-style-type: none"> <li>• Lobby for tax incentives for rehabilitation and new construction</li> <li>• Get testimonials from existing investors in the neighborhood and use them to market the neighborhood to other potential investors</li> </ul>			
<p>5) Increase the impact of NNN rehabilitation projects</p>				

# Appendix U

## Property Tax Action Steps

### Action Steps Worksheet

**Housing Priority Area:** Property tax

**Goal Statement:** *Increase accountability in property tax assessment procedures.*

<b>Strategies</b> <i>(a broad non-specific statement of an approach to accomplishing desired goals)</i>	<b>Action Steps (including no-cost/low-cost)</b> (something done, 'carry through')	<b>Measures/Evaluation</b> <i>(How will we know it was done?)</i>	<b>Responsibility</b> <i>(Who is going to get it done?)</i>	<b>Timeframe (1-5 years)</b> <i>(When are they going to get it done?)</i>
1) Define assessment and tax rate procedures	<ul style="list-style-type: none"> <li>Find out what the state mandate is for property tax assessment</li> <li>Contact state representatives through phone calls, letters, e-mails, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Once values have been re-assessed</li> </ul>	<ul style="list-style-type: none"> <li>Elected officials at the city, county and state level</li> </ul>	2 years

# Appendix V

## Vacant and Abandoned Properties Action Steps

### Action Steps Worksheet

**Housing Priority Area:** Vacant and abandoned properties

**Goal Statement:** *Identify and reduce the number of vacant and abandoned houses.*

<b>Strategies</b> <i>(a broad non-specific statement of an approach to accomplishing desired goals)</i>	<b>Action Steps (including no-cost/low-cost)</b> <i>(something done, 'carry through')</i>	<b>Measures/Evaluation</b> <i>(How will we know it was done?)</i>	<b>Responsibility</b> <i>(Who is going to get it done?)</i>	<b>Timeframe (1-5 years)</b> <i>(When are they going to get it done?)</i>
1) Identify vacant and abandoned properties and their owners	<ul style="list-style-type: none"> <li>• Lot by lot assessment</li> <li>• A file on every property that includes owners name and contact information</li> </ul>		<ul style="list-style-type: none"> <li>• Ad hoc committee</li> </ul>	
2) Provide incentives for property improvement	<ul style="list-style-type: none"> <li>• Block awards</li> <li>• Tax breaks</li> </ul>			
3) Focus efforts on a specific area	<ul style="list-style-type: none"> <li>• Blitz-a-block: Promote rehabilitating an entire block at a time</li> </ul>			

<p>4) Market the neighborhood to realtors</p>	<ul style="list-style-type: none"> <li>• Take realtors on tours and “sell” the neighborhood to them</li> </ul>			
<p>5) More neighborhood parks</p>	<ul style="list-style-type: none"> <li>• Identify one or two spots for new neighborhood parks and focus on these for rehabilitation and beautification</li> </ul>			
<p>6) Streamline legal issues involved</p>				
<p>7) Research strategies other neighborhoods have found to be successful in combating this problem</p>				

# Appendix W

## Teaching Home Maintenance and Repair Action Steps

### Action Steps Worksheet

**Housing Priority Area:** Teaching home maintenance and repair

**Goal Statement:** *Provide basic education on home maintenance, home-ownership and post-purchase options.*

<b>Strategies</b> <i>(a broad non-specific statement of an approach to accomplishing desired goals)</i>	<b>Action Steps (including no-cost/low-cost)</b> (something done, 'carry through')	<b>Measures/Evaluation</b> <i>(How will we know it was done?)</i>	<b>Responsibility</b> <i>(Who is going to get it done?)</i>	<b>Timeframe (1-5 years)</b> <i>(When are they going to get it done?)</i>
1) Let community know that classes exist	<ul style="list-style-type: none"> <li>Flyers</li> <li>Advertize at supermarkets, community meetings, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Once more people begin attending classes</li> </ul>	<ul style="list-style-type: none"> <li>Local community organizations</li> </ul>	Ongoing
2) Recruit local handymen and professional contractors				
3) Foster connections with Home Depot, Menard's and similar stores	<ul style="list-style-type: none"> <li>Look for volunteers to provide training</li> </ul>	<ul style="list-style-type: none"> <li>Once the number of houses in need of repair of rehabilitation starts declining</li> </ul>		



# Appendix X

## Community Forum Participant's Commitment to their Neighborhood

Community Public Forum  
Near Northwest Neighborhood  
October 9, 2007

### **This is what I will do for my neighborhood:**

Talk to more neighbors about coming to meetings.

Ask neighbors to work with each other.

Get to know all my neighbors.

Have some small group discussions.

Continue improving my property.

Try to get the young people to do things with the neighborhood.

Continue trying to engage neighbors on my street.

Help with Adopt-A-Block.

Finish house map of my street for neighbors.

Call Code/Police/etc. as needed.

Encourage people to move to the Near Northwest Neighborhood.

Attend community meetings.

Maintain and improve my property.

Participate in community cleanups.

Be friendly to my neighbors.

Look out for my neighbors.



***"Talk to my neighbors - all of them."***

Be a watch dog. Keep informed.

Reach out to new residents in the neighborhood.

Volunteer for community activities.

Stay involved.

Be a better neighbor.

Help the NNN continue to function.

Be more aware of others in other parts of the neighborhood.

Help the neighborhood become a better place.

Continue my participation as a member of the NNN Board.

Encourage other residents to participate in neighborhood activities such as Adopt-A-Block.

Refer individuals to the NNN offices for information.

Talk to my neighbors – all of them.

Volunteer when possible, and help others' efforts.

Keep a big picture in mind.

Keep an eye towards making NNN a safe place.

Read current information on community development.

Keep active in Neighborhood Association activities.

Improve my home and neighborhood.

Be a good neighbor.

Pay closer attention to homes, both vacant and becoming dilapidated.

Be prepared to offer time for assessment of existing housing stock.

Meet neighbors and offer advice or knowledge on maintenance and repair or NNN mission.

Provide neighbor input gathered regarding property problems, concerns.

Relay NNN mission to others and get neighbors involved and active.

Help with minor repairs and cleanup efforts.



***“Keep a big picture in mind.”***

Neighborhood watch.

Participate in events offered.

Volunteer my time.

Always be welcoming to my neighbors.

Live and repair my home.

Clean and care for my neighborhood.

Have a voice in the NNN.

Always welcome newcomers.

Share ways to get funding.

Motivate and encourage neighbors to maintain property in good repair.

Encourage home ownership.

Keep it clean.

Establish a neighborhood watch.

Help with maintenance of yards.

Get to know my neighbors.

Look out for each neighbor.

Help with neighborhood problems.

Invest in the neighborhood.

Look to improve the neighborhood.

Build a strong relationship between the neighborhood and the city.

Serve on the NNN Board.

Keep my own home and property in excellent condition.

Participate in Adopt-A-Block and pick up litter.

Welcome new residents to the neighborhood.

Engage positively with my neighbors.



***“Stay involved.”***

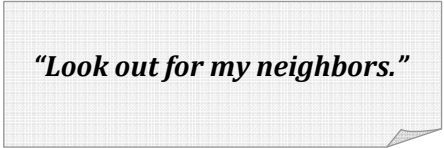


***“Invest in the  
neighborhood.”***

Call police when necessary.

Keep landscaping looking nice.

Be a good neighbor.



***“Look out for my neighbors.”***