REACH

TODAY’S DISCUSSION

1. Strategy
2. Housing
3. Data
4. Lessons Learned
5. Evanston- Activated: Video
1. STRATEGY

Darin Hall, Executive Vice President
APPROACH

HOLISTIC, COMPREHENSIVE, DATA-BASED

- Community Seeks Our Assistance
- High Core Blight Indicators
  - Forfeited Land, Tax Delinquency, Foreclosure, Code Violations
- Lead Organization With Capacity
- Anchor Institutions
- Established Community Housing Plan
- Private Developers Active in Neighborhood
- Each Plan Should Reflect the Neighborhood’s Needs and Desires
METHODOLOGY

SCALABILITY

- Collaborative model for revitalization to address multiple neighborhoods
- 10 neighborhoods over 10 years
- Roles are different in each neighborhood
- Model allows us to respond to varying community needs

Some neighborhoods have:

- Disinvested commercial & neighborhood business district, no lead community partner
- No residential housing market, disinvested business district, strong stakeholder & community partnerships
- Redevelop commercial and business districts, catalyze high performing lead organization
- Eliminate blight, reestablish residential market & business district
METHODOLOGY

1. Invitation into the Neighborhood
2. Neighborhood Capacity
3. Vision
4. Ability to use the Landbank’s Tools
5. Inclusion/Equity
6. Collaboration
METHODOLOGY

INVITATION INTO THE NEIGHBORHOOD

- WITH the Community and not TO the Community
- ACT as a resource representing interests of the Community
NEIGHBORHOOD CAPACITY

Communities know the problems that they face, they often don’t have the staff or resources needed to change sustainably.

Friction: developers vs. community
METHODOLOGY

VISION

- Create a thriving neighborhood of choice. People want to be there – both new residents and legacy residents

- Create places to work, shop, play, with opportunities for everyone to participate in expanding, shared prosperity

- Invest at scale to create new market comps and position neighborhood for future investment

- Important because neighborhoods have been forgotten over past 40-50 years...focus on long-time residents and bringing millennials in as well
METHODOLOGY

ABILITY TO USE THE LAND BANK’S TOOLS

**Acquire Property**
- Donation
- Forfeited Land
- Tax Foreclosure
- Code Violation
- Foreclose Demolition/ Stabilization Lien

**Dispose Property**
- Land Bank Programs
- NIP Demolition
- Develop Reuse/ Redevelopment Strategies

**Hold Property**
- Hold Properties Tax Free
- Expedition of Clear Title
- Economies of Scale
  (Maintenance/Insurance)

**Leverage Partnerships**
- City and County
- Private, Non-Profit
- CDC Network
- Development Community

Port Authority / Land Bank collaboration:
Make strategic acquisitions at scale and low cost; conserve resources for renovating the properties to attract buyers to target neighborhoods
METHODOLOGY

INCLUSION/EQUITY

Critical to everything that we do

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<th>% WBE</th>
<th>% SBE</th>
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Equity: Just and fair inclusion into a society in which all can participate, prosper, and reach their full potential.
TIMING

YEARS 1-5
Focus on rehabbing residential properties and bringing vacant/abandoned properties back to productive use

RETURN ROOFTOPS

YEARS 6-10
Focus on blight removal and assembling sites to support neighborhood business districts

BRING JOBS
NEIGHBORHOODS

EVERY NEIGHBORHOOD IS UNIQUE

Unique challenges

No predisposed point of view

Same analysis each time

Different tools used based on that analysis
2. HOUSING

Deborah Robb, Director of Housing Development and Inclusion
AVAILABILITY

REACH Evanston Acquisition Strategy

1 Donation
4 Expedited Tax Foreclosure
5 Forfeited
10 Purchases

Landbank Tools
- Donation
- Forfeited Land
- Tax Foreclosure
- Code Violation
- Foreclose Demolition/ Stabilization Lien
CONDITION

BEFORE

1520 RUTH

AFTER
CONDITION

BEFORE

3351 WOODBURN

AFTER
CONDITION

3351 WOODBURN

BEFORE

AFTER
CONDITION

BEFORE

3351 WOODBURN

AFTER

REACH - A LOOK AT YEAR 5
MARKET ASSESSMENT

HOME SALES THEN & NOW

- No market value home sales
- Disinvestment
- Trapped in a cycle
- Senior citizens
Evanston Housing Sales vs Construction Costs

SALE PRICES TO DATE:
$99,900
$119,900
$79,900
$142,900
$182,250
$174,900
$189,900
$215,000
$185,000
$152,000
$193,600
$158,900
$214,900
$183,900
$215,900
$264,900
NEXT REACH NEIGHBORHOOD...
NEXT REACH NEIGHBORHOOD...
NEW CONSTRUCTION & REHAB

MORGAN STREET
NEW CONSTRUCTION & REHAB

MORGAN STREET
NEW CONSTRUCTION & REHAB

SITE PLAN OF THE FIRST UNIBILT HOMES ON MORGAN STREET
NEW CONSTRUCTION & REHAB

THE PEEBLES

Floor Plans

Elevations

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HCLRC BOARD MEETING
NEW CONSTRUCTION & REHAB

THE KEMPER

Floor Plans

Elevations

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NEW CONSTRUCTION & REHAB

RENDERINGS OF THE FIRST UNIBILT HOMES ON MORGAN STREET
## REHABSTO DATE

### EVANSTON (2014-2016)
- 19 Rehabs
- 5 New Infill in 2017
- 6 Additional Rehabs

### WALNUT HILLS (2016-2017)
- 7 Under way
  - 3 New
  - 4 Rehabs
3. DATA

William Basil, Planning Associate
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**Focus: Hamilton County**

**Rows of Data:** 399,613

**Columns of Data:** 89

**Total Data Points:** 3,556,557
TECHNOLOGY PARTNERS

CAGIS (ArcMap)

- Micro-level Analysis
- Parcel Information
  - Address
  - Parcel ID
  - Owner
  - Auditor’s Value
  - Tax Delinquency
  - Foreclosures
  - Code Violations
  - Etc.
BENCHMARKING NATIONAL BEST PRACTICES

PITTSBURGH MODEL – METHODOLOGY

- Asset Profiles Data
- Core Blight Indicators:
  - Percent of Vacant Lots
  - Percent of Homes in Foreclosure
  - Percent of Structures Condemned
  - Percent of Tax Delinquent Properties (2+ Years)
  - Percent of Properties with Code Violations
- Housing Indicators:
  - Median Home Sale Price
  - Average Duration of Residency
  - Per Capita Building Permit Value
  - Percent of Owner-Occupied Homes
  - Prevalence of Good Condition Buildings
- Demographic Indicators:
  - Population Change
  - Per Capita Crime Rate
  - Percent of Population Age 65+
  - Percent of Population in Poverty
  - Percent of Pop. Age 25+ without H.S. Diploma
- Housing Characteristics Index:
  - Basis for the four strategy areas which determine the scale of neighborhood interventions and PLAN-GH recommendations
- Action Planning Map:
  - P1, E1, S1, R1, P2, E2, S2, R2, P3, E3, S3, R3, P4, E4, S4, R4
- Quality of Life Index:
  - Provides an additional dimension to the strategy areas and to PLAN-GH recommendations by indicating an area’s social stability

Hamiton County
Land Reutilization Corporation
BENCHMARKING NATIONAL BEST PRACTICES

PITTSBURGH MODEL – ACTION PLANS/POLICY

**Preserve:** Very Targeted Strategies

**General Housing Characteristics:**
- High property values, low vacancy rates
- Generally well-maintained homes
- Strong, responsive real estate market
- Regionally competitive neighborhoods

**Examples of Very Targeted Interventions:**
- No direct public agency intervention in the housing market is needed
- Promote neighborhood assets and support organizations engaged in it
- Sell undervalued vacant land owned by public agencies to generate revenue
- Support programs which provide assistance to homeowners facing foreclosure

**Stabilize:** Broad Strategies

**General Housing Characteristics:**
- Moderate to low property values
- Weaker housing markets—without broad intervention areas may destabilize
- More vacancies than "Enhance" areas—higher risk for widespread vacancies

**Examples of Broad Interventions:**
- Conduct broad building code enforcement sweeps
- Demolitions for side yards in low density areas
- Promote low-interest loans for exterior home renovations, weatherization and energy efficiency
- Build "social capital" (block-watches, home-ownership/job training programs)

**Enhance:** Targeted Strategies

**General Housing Characteristics:**
- Moderate to high property values, low vacancy rates
- Real estate market is active, but not strong enough to respond to scattered problems
- Some homes not up to modern standards, and need rehab.
- Some pockets of instability exist

**Examples of Targeted Interventions:**
- Focused building code enforcement for targeted problem areas
- Home improvement/purchasing programs
- Targeted home rehab, with selective demolition/removal where necessary
- Support foreclosure/credit counseling and estate planning programs

**Reinvent:** Very Broad Strategies

**General Housing Characteristics:**
- Very low property values
- Traditional real estate market forces are either very weak or nonexistent
- Higher concentrations of vacant homes and unmaintained vacant lots

**Examples of Very Broad Interventions:**
- Land-banking for very large scale development or green space
- Smarter land use initiatives, such as creating clusters of green space (both active and passive), and clustering development near transportation nodes
- Avoid scattered-site or small scale developments
- Create "Life Estate" programs for elderly homeowners (reverse mortgage)
USING DATA TO EVALUATE NEIGHBORHOODS

Core Blight Indicators
- Tax Delinquency
- Forfeited Land
- Condemned Structures
- Code Violations
- Foreclosures
- Sheriff Sales
- Vacant Lots

Real Estate Indicators
- Sales Price
- Improved Property Value
- Duration of Occupancy
- Owner Occupancy
- Building Condition
- Vacancy

Prosperity Indicators
- Income
- Poverty Rate
- Crime Rate
- Employment Status
- H.S. Diploma Rate
- Public Space
- Health
- Population Density

Property Characteristics Index

Strategy Matrix

Quality of Life Index

[Diagram of matrix and indices]
### USING DATA TO EVALUATE NEIGHBORHOODS

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<th>Maintain</th>
<th>Evolve</th>
<th>Stabilize</th>
<th>Transform</th>
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**Intervention Scale**

- Maintain
- Evolve
- Stabilize
- Transform

**Quality of Life Scale**

- 4
- 3
- 2
- 1
USING DATA TO EVALUATE NEIGHBORHOODS

**Maintain – Very Targeted Strategies**
- No Direct Public Subsidy Needed
- Promote Neighborhood Assets
- Support Neighborhood Organizations
- Sell Underutilized Vacant Land for Revenue
- Create Strategies to Assist WBE/MBE
- Create Strategies to Assist Foreclosures

**Evolve – Targeted Strategies**
- Some Direct Public Subsidy Needed
- Promote Neighborhood Assets
- Focused Building Code Enforcement
- Targeted Home Rehab
- Selective Demolition/Infill
- Assist WBE/MBE and Foreclosures

**Stabilize – Broad Strategies**
- Direct Public Subsidy Needed
- Promote Neighborhood Assets
- Conduct Broad Code Enforcement Sweeps
- Broad Home Rehab Strategies
- Create Strategies for Renovations, weatherization, and façade improvements
- Create Strategies for Business Incubation

**Transform – Very Broad Strategies**
- A Lot of Direct Public Subsidy Needed
- Promote Neighborhood Assets
- Landbank on Large Scale
- Assemble Property for Large-Scale Mixed-Use Development
- Large-Scale Home Rehab and Demolition
- Create Greening Strategies
USING DATA TO EVALUATE NEIGHBORHOODS

Start Tracking:
- Median Home Sale Price
- Avg. Duration of Residency
- Percent of Owner-Occupied Homes
USING DATA TO EVALUATE NEIGHBORHOODS

Start Tracking:
- Population
- Per Capita Crime Rate
- Median Family Income
- Housing Volume
- Family Structure
- Education Attainment
USING DATA TO EVALUATE NEIGHBORHOODS

Action Planning Map

Housing
- Preserve
- Enhance
- Stabilize
- Reinvent

Quality of Life
- 4 - Excellent
- 3 - Good
- 2 - Fair
- 1 - Poor
REACH NEIGHBORHOOD COMPARISON

Evanston

827 acres
Total Population: 8,569

Walnut Hills

950 acres
Total Population: 5,759
REACH NEIGHBORHOOD COMPARISON

EVANSTON

Within our Target Area:

- Median Home Values - $72,000
- Vacancy – 23%
- Ownership 37% vs. Rental Occupied 56%
- Median Household Income - $17,031
- High School Degree 18%
- Caucasian - 2%, African American - 91%
- Below poverty line - 55%

Source: U.S. Census Bureau, 2010 - 2014 American Community Survey (ACS) 5-Year Estimates

WALNUT HILLS

Within our Target Area:

- Median Home Values - $67,900
- Vacancy – 51%
- Ownership 22% vs. Rental Occupied 43%
- Median Household Income - $13,828
- High School Degree 22%
- Caucasian – 5%, African American – 94%
- Below poverty line - 54%
## REACH NEIGHBORHOOD COMPARISON

### EVANSTON

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### WALNUT HILLS

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4. LESSONS LEARNED

Darin Hall, Executive Vice President
LESSONS LEARNED

NO ONE SIZE FITS ALL APPROACH– EVERY NEIGHBORHOOD IS DIFFERENT

- Every plan is unique and is focused on solving different problems
- There are different levels of neighborhood involvement and capacity
- Gentrification and displacement will happen if intentional strategies to combat it are not employed
- Managing Expectations
- Prioritizing Neighborhoods
- Growing Partnerships/Leveraging Resources
- Including Legacy Residents in the New Plan
LEGACY RESIDENTS

EASING THE TRANSITION

- Faith-based: GO Cincinnati & Crossroads

- “Meet the Neighbors”

- Landscaping, painting, and other services