



OCRA & IHCD's Capacity Building Courses

Delivered by HPG Network

Identifying Community Strengths & Weaknesses

Building Local Capacity for Planning & Action

Coalition Building/Building Partnerships

How to Seek & Implement Feedback

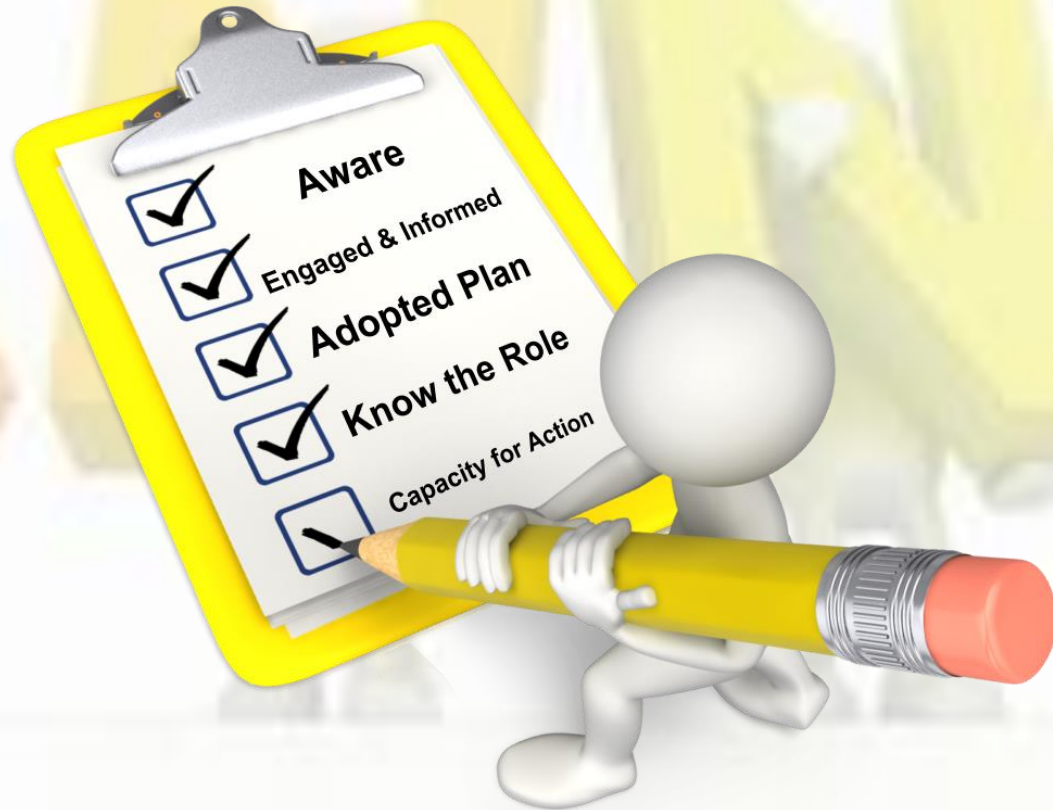


The background features the word 'ACTION' in large, bold, sans-serif letters. Each letter is filled with a different color: 'A' is orange, 'C' is yellow, 'T' is light green, 'I' is yellow, 'O' is light green, 'N' is yellow, and 'A' is light green. Inside each letter, there is a faint, grey silhouette of a human figure, suggesting that the letters are composed of or supported by people. The overall aesthetic is clean and modern, with a focus on community and human impact.

Building Local Capacity for Planning & Action

*How to develop a vision for the future
of a community*


Traits of Investment Friendly Communities





Becoming an Investment Friendly Community

The Vision: Begin with the End in
Mind

A row of large, colorful, stylized letters spelling 'MAN' in the background. The letters are rendered in a 3D, blocky style with soft shadows. The 'A' is orange, the 'M' is yellow, and the 'N' is green. The letters are slightly blurred and have a soft glow.

“The most pathetic person in the world is some one who has sight but no vision.”

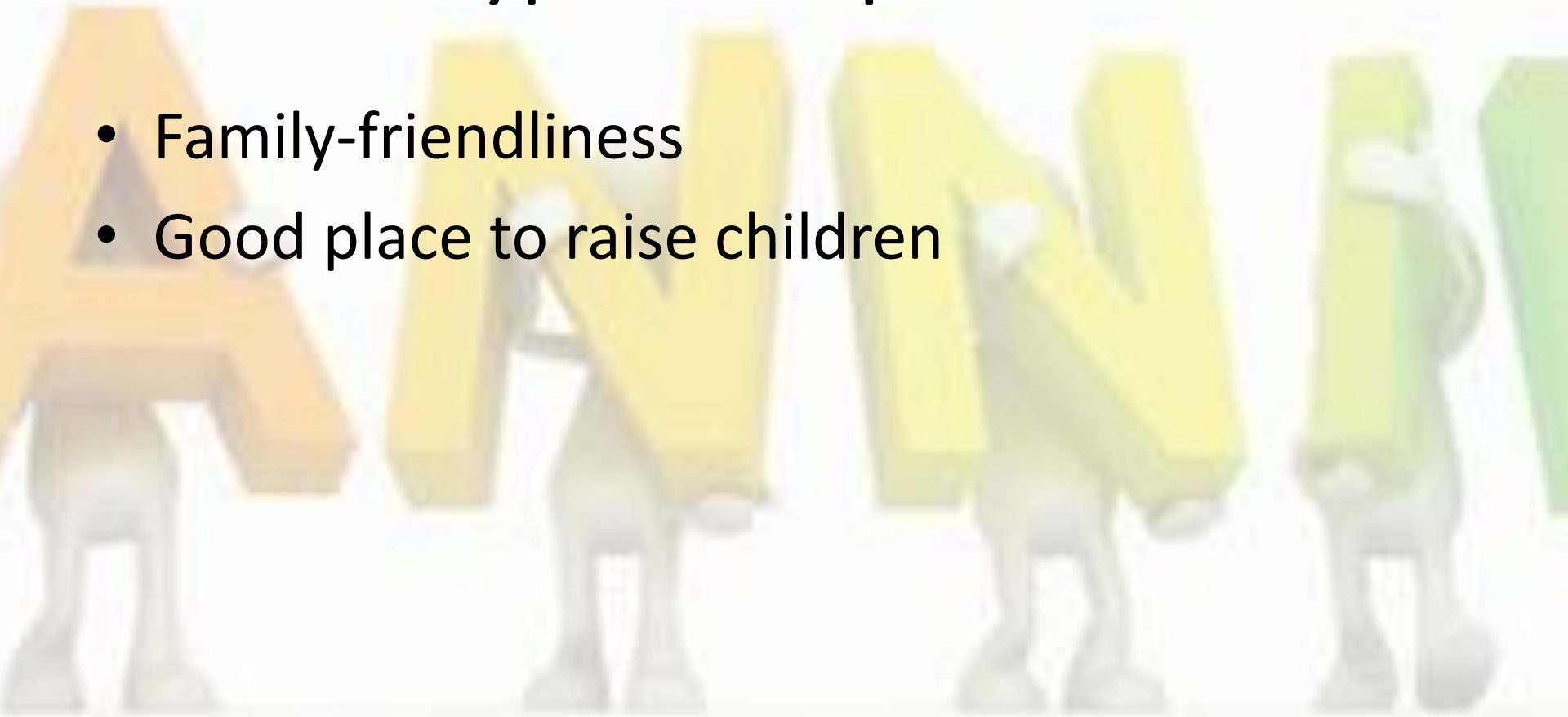
- Helen Keller

A row of colorful, 3D block letters spelling 'ANNA' is shown. Each letter is a different color: 'A' is orange, 'N' is yellow, 'N' is light green, and 'A' is green. Small, grey, stylized human figures are visible inside the letters, appearing to be holding or supporting them. The background is a light, neutral color.

What is the most important goal
citizens have for your
community?

Typical Responses

- Family-friendliness
- Good place to raise children



A row of colorful, 3D block letters spelling 'FAMILY' is shown. The letters are orange, yellow, and green. Small grey figures are standing behind the letters, appearing to hold them up. The background is a light, neutral color.

What does “family-friendliness”
look like?

Typical Responses

- Education
- Community safety
- Recreation



Others said...

- Citizen involvement
- General climate of the community
- Physical environment
- Diversity of the community

A row of large, colorful letters spelling 'ANNAN' in a sans-serif font. The letters are orange, yellow, and green. Small, grey, stylized human figures are positioned behind each letter, appearing to hold or support it. The background is a light, neutral color.

Visioning

A Method for Bringing Communities
Together to Gain Alignment &
Consensus on Who It Wants to Be

Visioning Is...

- Process by which a community defines the future it wants
- Through public involvement, communities identify their purpose, core values & vision of the future

Why Vision?

- Excellent public participation technique
- Designed to build consensus regarding a community's common future
- Useful & accepted part of the comprehensive planning process

Outcomes of Visioning

- Emphasizes community assets rather than needs
- Assesses community options and opportunities on the basis of shared purposes and values
- Stresses early and continuous public involvement in the process
- Acts as a stand-alone process or part of a comprehensive planning process

Source: UW Extension G3752

Who Participates in Visioning?

- **Economic sectors:** agriculture, manufacturing, services, tourism, others
- **Organizations:** arts and culture, unions, churches, environmental, youth, others
- **Local government:** elected officials, police, transportation, housing, others
- **Specific populations:** age, ethnicity/race, sex income level, homeowners/renters, others
- **Political views:** conservative/liberal/moderate & pro- and anti-growth

Potential Benefits of a Visioning Exercise

- Brings a community together as people recognize their shared values & purposes
- Articulates a shared vision of the community
- Serves to lay out what the community should look like physically, socially and environmentally in 5, 10, or 20 years
- Creates a sense of ownership in community residents to the extent that they want to see their vision come to life over a period of time

A row of large, colorful 3D letters spelling 'ANNA' is shown. The letters are orange, yellow, and green. Small, grey, stylized figures are positioned behind each letter, appearing to hold or support it. The background is a light, neutral color.

Visioning Techniques

Visioning for Comprehensive Planning

- In a comprehensive planning process, visioning can be used as a consensus-building technique
- Visioning facilitates the development of an effective comprehensive plan
- Focuses on how to organize collective thought & action
- Aligns, weaves together & equally empowers those represented in the process

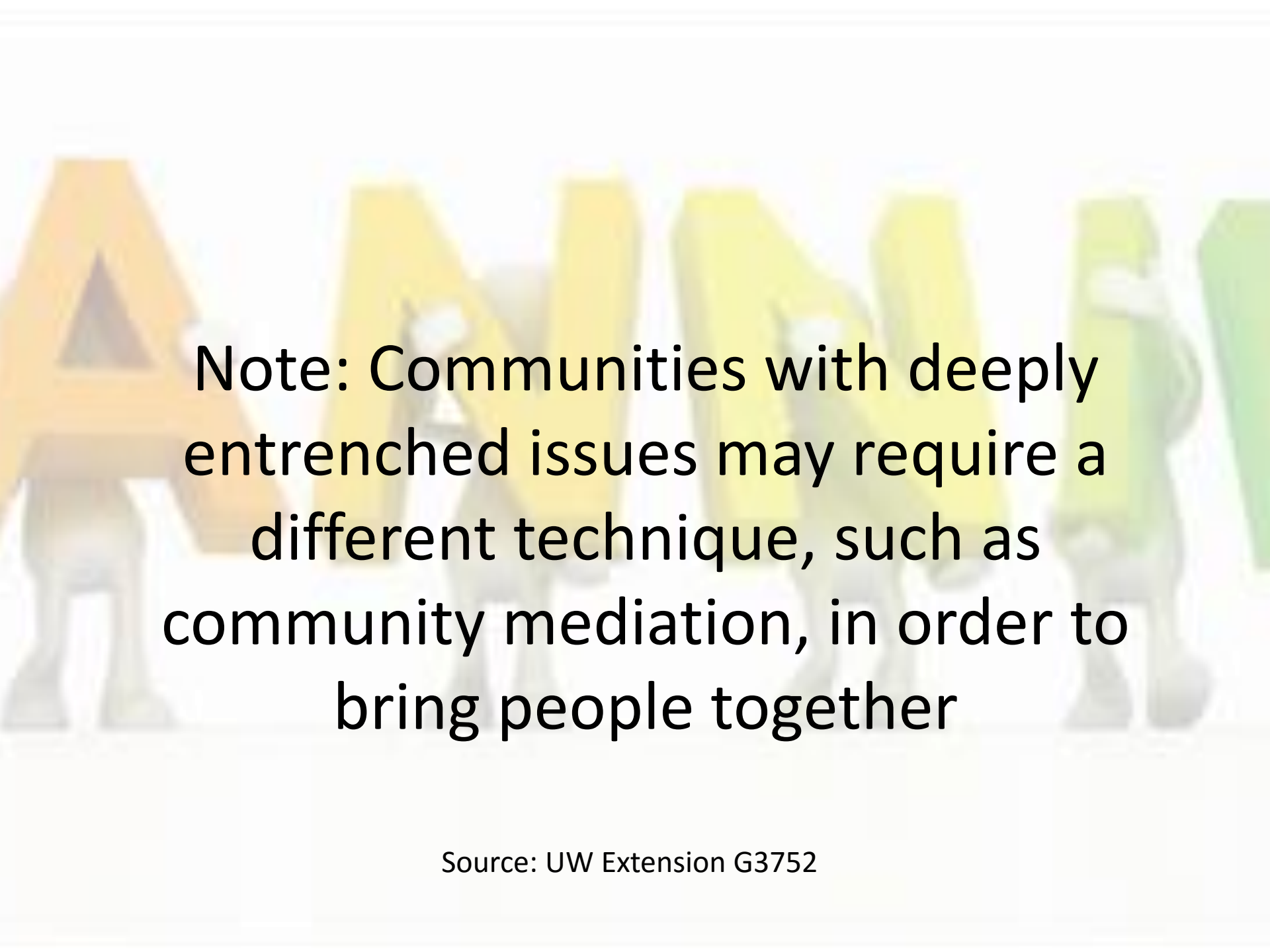
Source: UW Extension G3752

Visioning for Multi-jurisdictional Initiatives

- Builds consensus on core values
- Helps people realize that despite differences they share many of the same long-term goals

Visioning Can Positively Bridge the Past with the Future

- Many communities suffer from divisive perspectives that involve past issues & policies
- This past divides the community into factions
- Division makes it difficult for a local gov't to spearhead a comprehensive planning process
- Visioning can be a way to establish consensus on general beliefs and values



Note: Communities with deeply entrenched issues may require a different technique, such as community mediation, in order to bring people together

Source: UW Extension G3752

Visioning Process

- Announce & kickoff the process
- Hold a community visioning workshop
- Establish task forces
- Hold thematic visioning workshops
- Hold community feedback workshop

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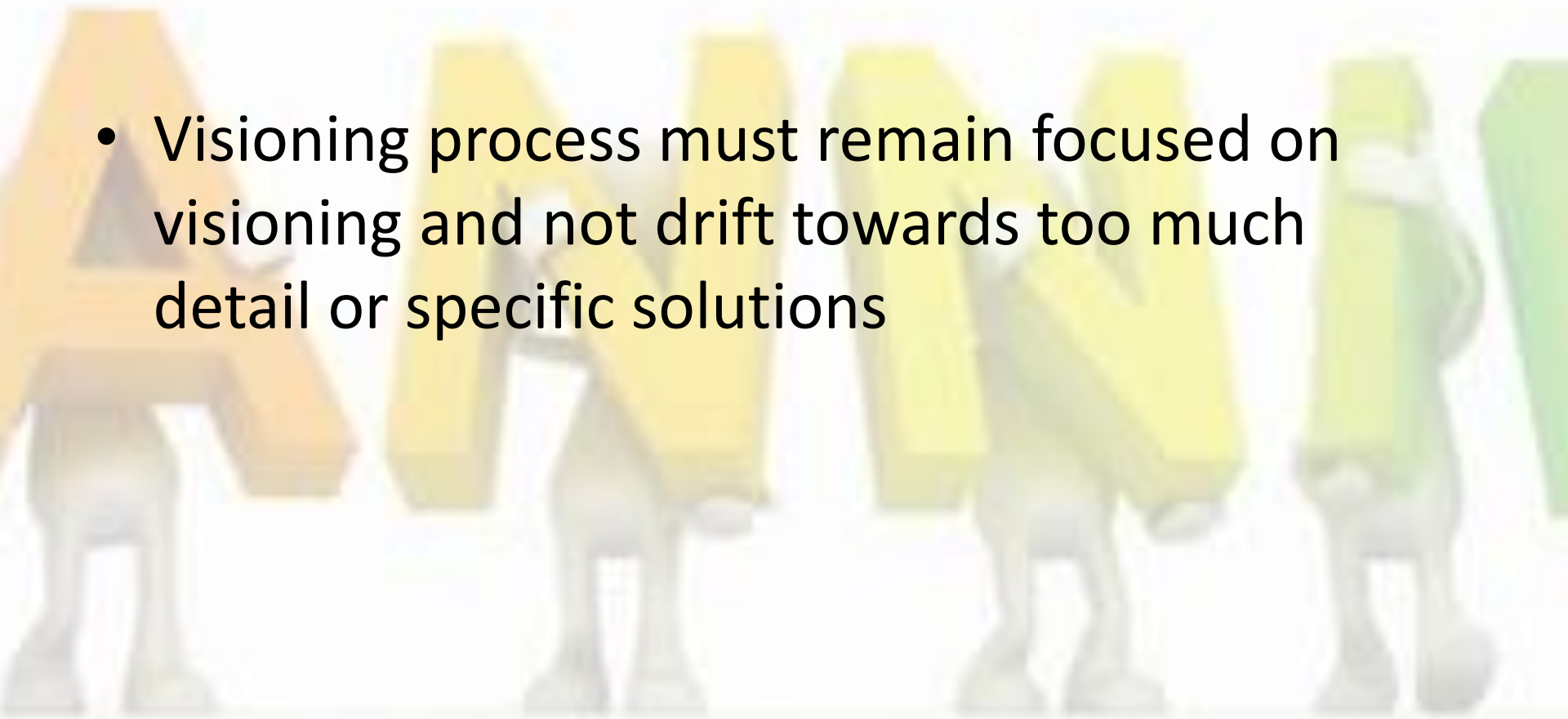
Results of a Visioning Process

Results of a Visioning Process

- Overall community vision statement
- Thematic vision statements that can address all the elements of the comprehensive plan law
 - Housing
 - Transportation
 - Natural Resources

CAUTION!

- Visioning process must remain focused on visioning and not drift towards too much detail or specific solutions



Results of Visioning Process cont'd

- Better communication lines developed within community
- Context for consideration & adoption of long-range functional goals & related policies
- Sounding board during inventory & analysis of data
 - Asking how trends & other data fit into your community's vision can spur a more useful discussion about it

Results of a Visioning Process cont'd

- Grounded discussions & decisions when devising land use criteria & resulting policies
- “Human glue” when naysayers challenge the adoption of your community’s comprehensive plan

A row of five large, 3D block letters spelling 'ANNA'. The first letter 'A' is orange, the second 'N' is yellow, the third 'N' is yellow, the fourth 'A' is light green, and the fifth 'A' is dark green. Each letter is held up by a small, grey, stylized figure with a white head and two legs. The background is a light, neutral color.

The Vision Statement

Components of a Vision Statement

- Positive, present-tense language
- Those who read it get a feeling for the community/region's uniqueness
- Reflects inclusiveness of the community/region's diverse population
- Depicts highest standards of excellence & achievement
- Focuses on people & quality of life & place
- Has a stated time period

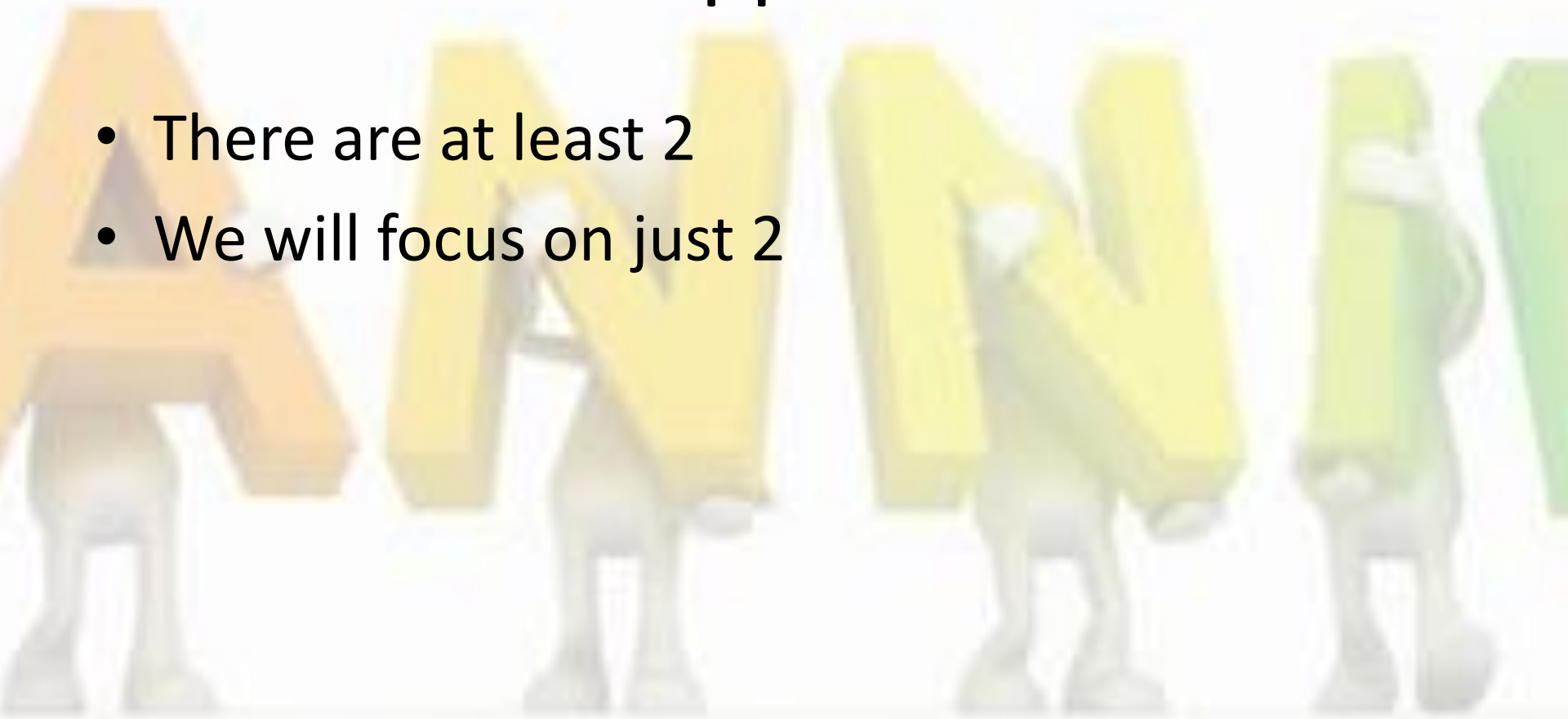
Source: The National Civic League Press



Incorporating Visioning Into a Comprehensive Planning Process

Two Approaches

- There are at least 2
- We will focus on just 2



Approach #1 – Visioning @ the Beginning

- Many communities develop a vision at the beginning of the planning process
- Vision statement acts as a guide for the rest
- Builds a foundation upon which to build & evaluate the rest of the process

Cost/Benefit to Approach #1

- Citizens feel they're in control & their input is meaningful when visioning is done this way
- Planners, politicians & others must give up control of the results & trust that citizens will develop a vision (and goals & objectives) that are both useful & appropriate for the community

Approach #1: Visioning- Comprehensive Planning Process

Comprehensive Plan

1. Plan for planning
2. Data collection & analysis
3. Strategy formulation
4. Select preferred alternatives
5. Draft plan
6. Plan review & approval
7. Plan implementation
8. Monitor, reassess & amendment

Visioning (Step 0)

- Launch visioning process
- Community Visioning Workshop
- Establish task forces
- Thematic visioning workshops
- Community feedback workshops

Approach #2 – Visioning After Issues Have Been Identified

- This type of vision acts more like a mission statement
- Can still guide the rest of the process

Cost/Benefit to Approach #2

- Planners & politicians maintain some control over the process
- Risk is that citizens will not trust the results of the plan & more effort will be needed by planners to ensure trust & ownership of the resulting plan


Comprehensive Planning-Visioning Process

Comprehensive Plan

1. Plan for planning
2. Data collection & analysis
- 3. Issue identification**
4. Visioning
5. Strategy formulation
6. Select preferred alternatives
7. Draft plan
8. Plan review & approval
9. Plan implementation
10. Monitor, reassess & amendment

Visioning (Step 4)

- Launch visioning process
- Community Visioning Workshop
- Establish task forces
- Thematic visioning workshops
- Community feedback workshops

A row of colorful, stylized human figures holding up large letters that spell out 'HUMAN'. The figures are in shades of orange, yellow, and green, and the letters are in corresponding colors. The background is a light, neutral color.

“Vision acts as the ‘human glue’ to the planning process by getting a broad spectrum of people from a community involved & excited about their community’s future.”

Source: UW Extension G3752

Maximizing Participation in the Visioning Process

- Press releases
- Advertisements
- Invitations to a broad set of community stakeholders
- No one should be excluded from visioning sessions
- Everyone should have an equal voice
- Representation from all parts of the community is critical

Source: UW Extension G3752

Are You Prepared for a Visioning Process

- Why should our community use visioning?
- Do we need visioning for all aspects of our community?
- Should we always use visioning in a comprehensive planning process?

Are You Prepared for a Visioning Process

- **Why should our community use visioning?**
- Do we need visioning for all aspects of our community?
- Should we always use visioning in a comprehensive planning process?

Why Should We Use Visioning?

- If community already has a good sense of where it is going, no need
- If you hear a lot grumbling & disagreements about growth and change, visioning could help to look at the issues more carefully

Are You Prepared for a Visioning Process

- Why should our community use visioning?
- **Do we need visioning for all aspects of our community?**
- Should we always use visioning in a comprehensive planning process?

Need Visioning?

- If community feels it has a good sense of where it's headed except for one area, visioning exercise is possible for only that one area
- Example: Declining downtowns
 - You have tried different methods, but not working
 - People aren't satisfied with the results
 - Visioning can help to define a focused plan for a downtown

Are You Prepared for a Visioning Process

- Why should our community use visioning?
- Do we need visioning for all aspects of our community?
- **Should we always use visioning in a comprehensive planning process?**

Should We Use Visioning in Our Comprehensive Planning Process?

- Maybe
- Visioning typically does not make sense if:
 - Community is absorbed in a narrowly defined crisis
 - Stakeholders have no faith in the value of public dialogue
 - Community has a well-developed sense of itself & land use issues are not overly contentious



Plus / Delta

Advantages & Disadvantages of
Visioning

Advantages to Visioning

- Serves as a catalyst
 - Brings together community residents to talk about their community in new ways
 - After visioning, community residents often are motivated to get more involved in their community
- Creates excitement
 - ...about the planning process
 - People like to know that they can be a part of their community in meaningful ways

Source: UW Extension G3752

Advantages cont'd

- Keeps the process on track
 - Because you have a vision statement(s), community residents can make sure that the rest of the planning process addresses issues raised from the visioning exercise & addresses how to achieve the vision
- Keeps implementation moving forward
 - Excitement created around visioning process & related outcomes residents are motivated to keep track of the actions proposed to achieve the vision they helped to create

Disadvantages

- Added cost to the planning process
 - Intensive public participation process
 - Involves much organization
- Can creates unreasonable expectations
 - ...that the local gov't cannot fulfill
 - Important to create short-term goals & objectives to manage expectations & to show early wins

Disadvantages cont'd

- Relies on a facilitator
 - Difficult to conduct visioning sessions without a group of facilitators to make the process a successful one
 - Many communities have trained a local planning or land use committee to facilitate visioning workshops
 - This approach has proved to be not only successful, but committee walks away feeling its members have learned a new skill & accomplished something meaningful

Visioning

- Useful tool in comprehensive planning
- Can easily be included in the comprehensive planning process
- Can occur parallel to data collection & analysis
- Vision statement provides a framework or hook upon which to hang ideas & information
- Provides a rationale and the framework for more meaningful questions
- Can assist a community in identifying important & current issues – cell towers, gravel pits, urban sprawl, farmland preservation, etc.

Traits of Investment Friendly Communities



A row of large, 3D block letters spelling out the name 'ANNAN'. Each letter is supported by a small, grey cartoon donkey. The letters are colored in a gradient: 'A' is orange, the first 'N' is yellow, the second 'N' is a lighter yellow, and the 'A' is light green. The donkeys are positioned behind the letters, appearing to carry them. The background is a plain, light color.

From Vision to Awareness

Community Development Projects



✓ Awareness of Stakeholders' Needs & Desires

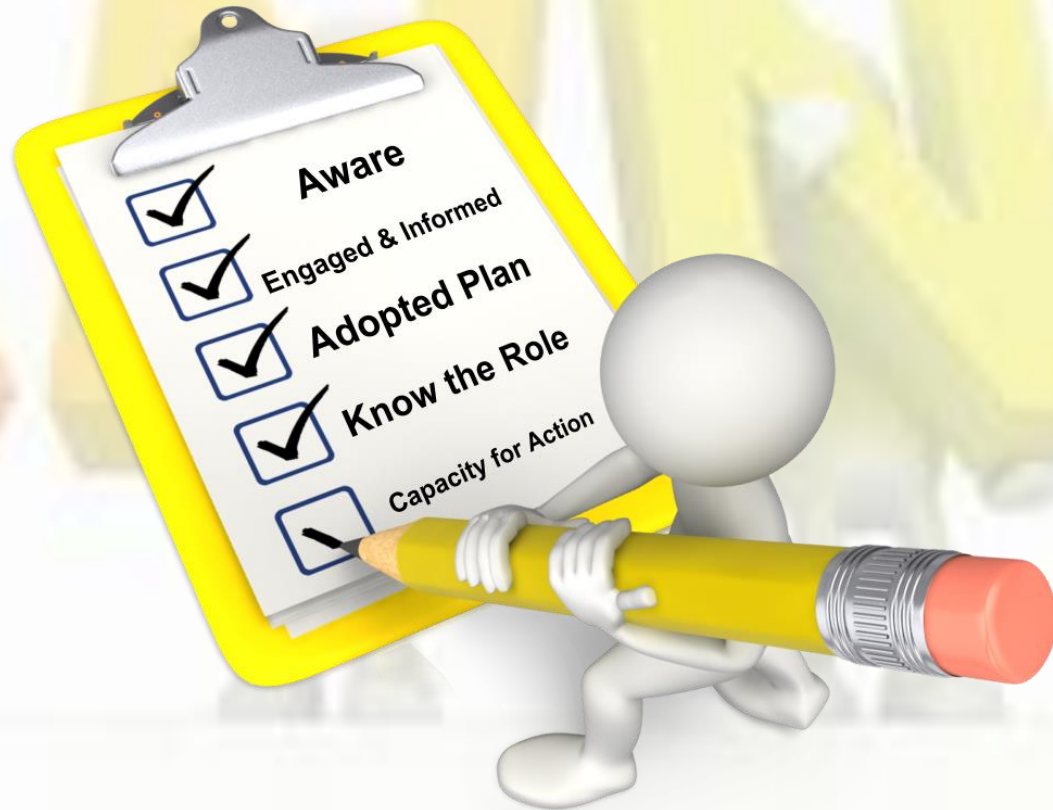
- Identify the Stakeholders:
 - Neighborhood residents
 - Community leaders
 - Local funders
 - Community organizations
 - Governmental officials
- Solicit stakeholder input early and often
 - Mayor's nights in & nights out
 - Listening tours
 - Focus groups
 - Consultations with "experts"

✓ Awareness of Stakeholders' Needs & Desires

- Identify underrepresented populations to assure strategic outreach and engagement of these populations
 - E.g. Lenders, developers, colleges & universities, employers, faith-based organization, builders, lenders, very low-income families, seniors, youth, etc.



Traits of Investment Friendly Communities



A row of five 3D block letters spelling 'ANNA' is shown. Each letter is carried by a small, grey cartoon donkey. The letters are colored: 'A' is orange, 'N' is yellow, 'N' is yellow, 'A' is light green, and the final 'A' is dark green. The donkeys are positioned behind the letters, appearing to support them from below. The background is a plain, light-colored surface.

From Aware to Informed

✓ Engaged & Informed

- Collect and use data describing the community's condition
 - Basic descriptors about households, age of structures & race and ethnicity
 - Social & economic characteristics
 - Housing
 - Mobility

✓ Engaged & Informed

- Identify & Address Barriers to Choosing to Live in or Remain in Your Community
 - Aging in Place
 - Affordability
 - Lending conditions
 - Transportation
 - Lead-based Paint
 - Access to essential services
 - Other Barriers



✓ Engaged & Informed

- Use Information to:
 - Identify & monitor community conditions
 - Raise awareness
 - Mobilize stakeholders
 - Set priorities
 - Allocate resources
 - Evaluate the effectiveness of strategies
 - Advocate for change

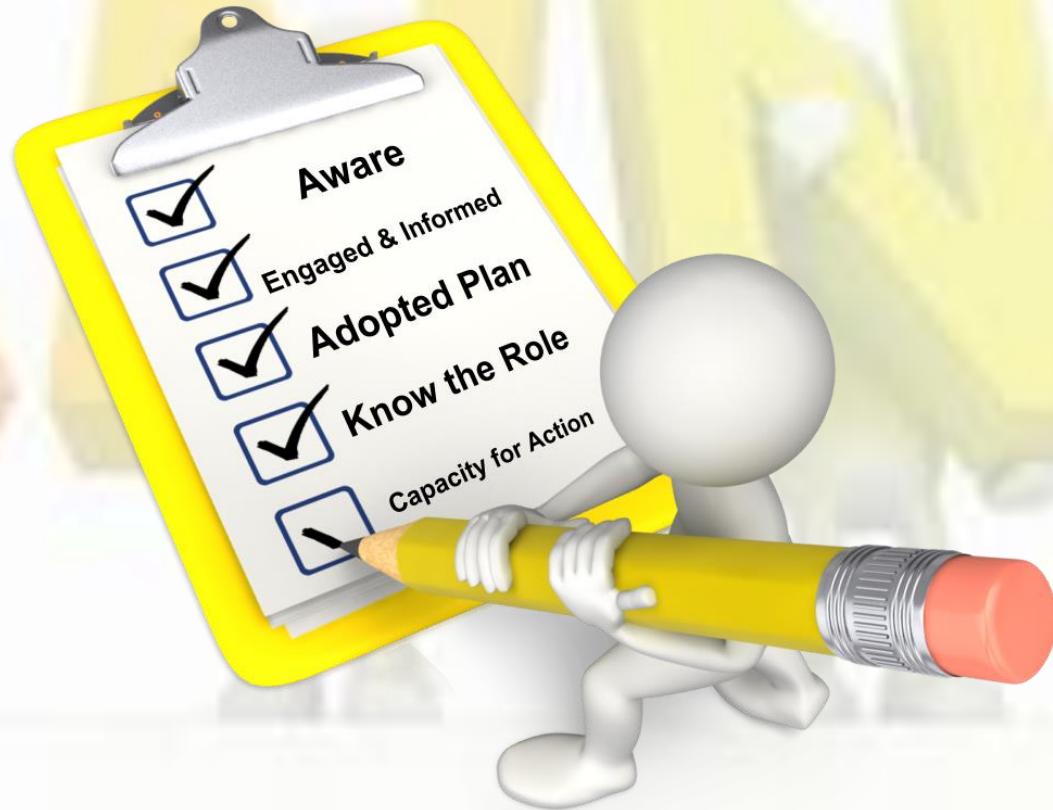
✓ Engaged & Informed

- Information Resources
 - Census data
 - Administrative data
 - Special Surveys & Inventories

✓ Engaged & Informed

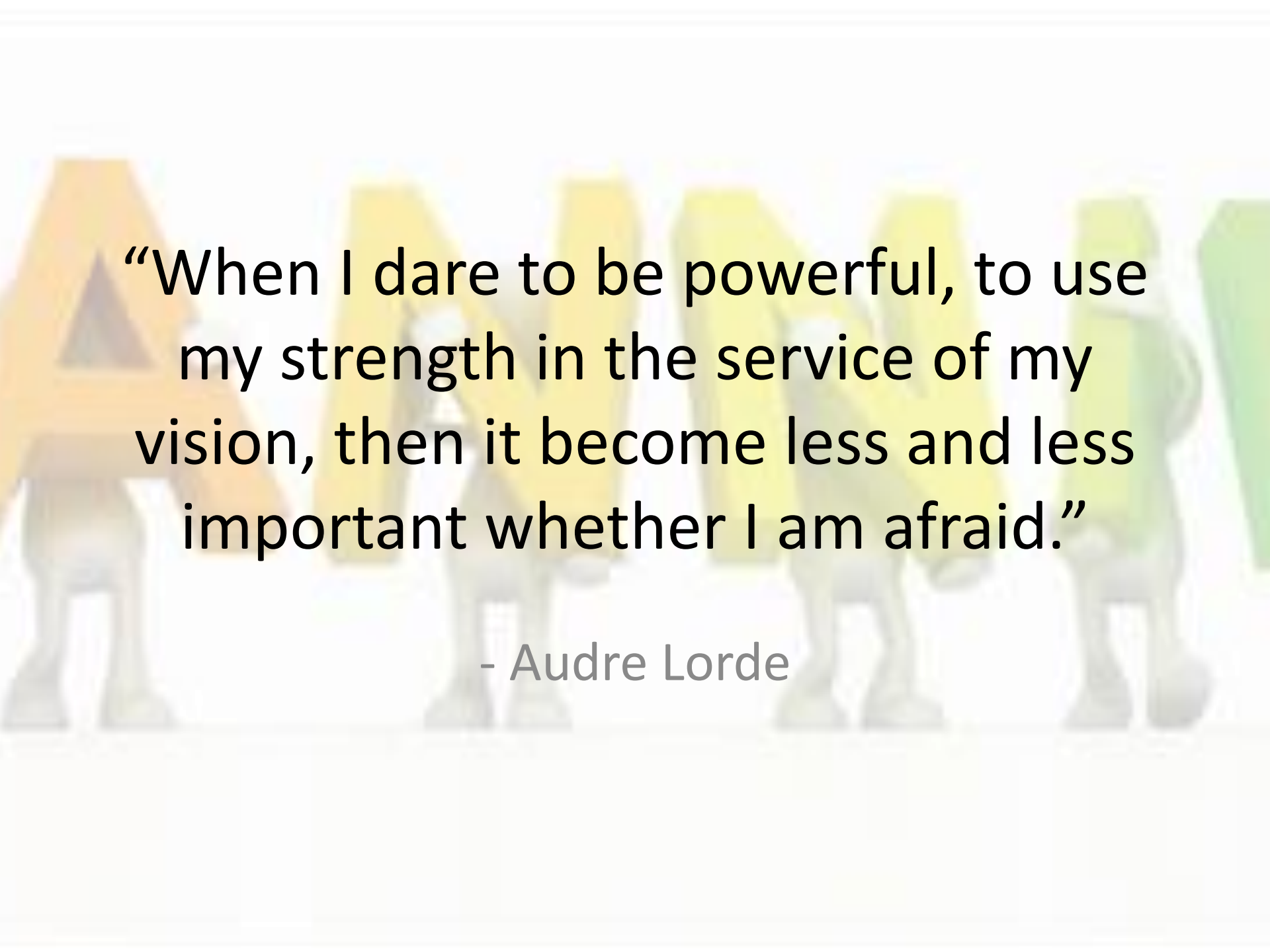
- Typical problems that communities face:
 - Foreclosures & related blighting influences
 - Job readiness & job availability
 - Barriers to seniors' ability to age in place
 - Poverty, family dissolution, welfare dependency
 - Crime/drugs
 - Physical blight & lack of safe, decent affordable housing

Traits of Investment Friendly Communities



A row of five large, 3D block letters spelling 'ANNA'. The letters are colored in a gradient from orange to green. Each letter is held by a small, grey, stylized figure. The background is a light, neutral color.

From Informed to Committed



“When I dare to be powerful, to use
my strength in the service of my
vision, then it become less and less
important whether I am afraid.”

- Audre Lorde

✓ Adopted Plan(s)

- Proactive in nature and set the stage for progress
- Provide a basis for engaging stakeholders & helping them to coalesce around ideas
- Provide guidance for prospective partners and investors
- Promote transparency about community priorities
- Provide for internal and external alignment for implementation



✓ Adopted Plan(s)

- Communities should adopt/review adopted plans to assure they accurately reflect current community conditions and priority needs
 - Housing Needs
 - Non-Housing Community Development Needs
 - Homeless Needs
- Begin with what you already have:
 - Regional Plan
 - Comprehensive Plan (long range)
 - Consolidated Plan (State of Indiana)
 - Redevelopment Plans
 - Other Plan

✓ Adopted Plan(s)

- Specifically define community conditions that demand greater attention than others
 - Conditions of housing stock or neighborhood infrastructure
 - Lack of affordable housing
 - Concentrations of very low income populations
 - Engagement of traditionally underrepresented populations

Traits of Investment Friendly Communities



A row of colorful, 3D block letters spelling 'ANNAN' is shown. Each letter is supported by a small, grey, stylized figure that appears to be carrying it. The letters are colored in a gradient from orange to green. The text 'From Commitment to Action' is overlaid in the center of the image.

From Commitment to Action

✓ Defining the Role of Government

- Limited resources limit the scope
- There may be an even more limited role for government
- Be clear with stakeholders from the outset about what you're inclined to encourage and/or support and what you're prepared to do
- Translate these statements firmly into practice

✓ Knowing the Role of Government

- Common Roles for Government:
 - Convener – bringing together groups to work jointly on issues
 - Facilitator – helping groups resolve conflicts and reach consensus
 - Catalyst – inspire change to happen
 - Partner – combining government resources with others

✓ Knowing the Role of Government

- Examples:

- Where possible, expand the use of community-based organizations and private sector partners in implementing programs & delivering services
- Operate government services in a community building style
- Invest local funds in projects and programs that strengthen neighborhoods & extend housing life cycles

✓ Knowing the Role of Government

- Examples (cont'd):
 - Harmonize policies in a way that create a synergistic effect , a.k.a. the “Wow Factor”
 - Develop policies around how to customize the Low Income Housing Tax Credit Program & other similar programs to solve local housing & neighborhood development-related issues
 - Improve access to jobs, job training, credit and housing
 - Unite residents, developers, realtors, and community-based organizations

Partnership



Traits of Investment Friendly Communities



✓ Capacity to Take Action

- Know your community's capacity and capacity gaps
- Inventory & acquire required technical skills, expertise and resources in housing and neighborhood development



✓ Capacity to Take Action

- Internal – Administrative:
 - On staff; and/or
 - Via contracted services; and
 - Leveraging resources
- External – Leadership & Collaboration:
 - Community-based non-profit partners
 - Businesses
 - Philanthropic & community leaders
 - Lenders

The background features a row of stylized, colorful letters: 'A' (orange), 'N' (yellow), 'A' (yellow), 'N' (yellow), 'A' (yellow), 'N' (yellow), and 'A' (green). Each letter is filled with a human-like figure in a similar color, appearing to be part of the letter's structure. The figures are positioned as if they are holding up or supporting the letter. The overall aesthetic is clean and modern, with a light gray background.

More Traits of Investment Friendly Communities

- ✓ **Foster Effective Communications**
 - ✓ Establish & Manage Success Metrics

✓ Effective Communications

- Engage neighborhood leaders and emerging grassroots leadership through leadership training
- Encourage capacity enhancement for non-profit partners to undertake community development projects
- Engage public and non-profit leaders to establish and/or maintain a well-coordinated system of care
- Encourage corporate leaders to support the State's comprehensive community development platform for stabilizing Indiana's communities

Communication



✓ Success Metrics

- Change in Circumstance
 - **Neighborhood Revitalized**
- Change in Status
 - **Renter to Homeowner**
- Change in Functioning
 - **Increased ability to age in place**
- Change in Attitude
 - **Perception of Neighborhood from unsafe to safe**
- Prevention
 - **Lifecycle of existing housing stock extended**

Success





Case Study

Interactive Exercise

New Mayor, New Vision

- Great City, Indiana elected a very popular mayor who had run on a general platform of reforming city government by holding it more accountable to meeting its objectives.

The Promise

- The mayor's housing platform called for addressing the community's growing need for more and better housing in the wake of the national foreclosure crisis by reducing vacancies in Great City's neighborhoods, providing homeowners with tools for aging in place and making downtown strong again.

The Challenge

- Shortly after the election Great City was approached by a developer seeking City support for a new 30-unit rental housing tax credit development in one of the city's oldest neighborhoods.

Vision to Action

- In response to this request the mayor called together his cabinet of top leadership to decide how to implement programs to achieve these priorities and to discuss how to respond to the developer's request.

Past Performance

- The city had previously run two citywide programs with government funding
 - Down Payment Assistance & Closing Costs for new homebuyers
 - Homeowner Rehabilitation
- For the fifth consecutive year the city contracted with a non-profit housing developer to undertake five units of substantial rehab of vacant single-family properties for homeownership

Staff Assessment

- Homeownership programs were extremely popular
- Not much data to substantiate this, other than reported foot traffic and staff fatigue.
- Staff is concerned that it has no experience rental housing programs
- The developer is seeking all five points, but there is no clear guideline on how many should be awarded

Results of Internal Data Scan

- The community's only adopted plan does not specifically address housing needs.
- The community has never been asked to consider rental housing.
- There is little available data to assist the team with making good decisions.

The Decision

- The mayor will insist on knowing how results will be measured & that there be community support for his decision.

Your Thoughts?

- What should the mayor's staff propose in order to address stated objectives?
- Who should be involved in determining this?
- How should the team substantiate its recommendation on whether to support the rental housing developer's request?
- What other information should be gathered to make decisions on new programs?

The background features large, stylized, 3D block letters spelling out the word 'ANNA'. The letters are in various colors: the first 'A' is orange, the first 'N' is yellow, the second 'N' is light green, and the second 'A' is a darker green. The letters have a soft shadow beneath them, giving them a three-dimensional appearance.

Q & A

**Please use the right navigation bar
to enter your questions**

Need Help?

- OCRA staff have been trained in facilitation
- Contact your community liaison for assistance



Upcoming Courses

- Building Local Capacity – June 17, 2016
- Coalition Building – July 17, 2016
- Public Feedback – August 5, 2016
- Leveraging Public/Private Investment – September 6, 2016
- Fundamentals of Project Management – October 20, 2016