

# MISSOURI'S D.R.E.A.M. INITIATIVE

DOWNTOWN REVITALIZATION AND ECONOMIC ASSISTANCE IN MISSOURI

## *Challenges of Community Redevelopment Work*

*June 10, 2008*

*Presented by*

***Community Mediation & Consulting, Inc.***

***9111 Westbrooke Drive, Suite 100***

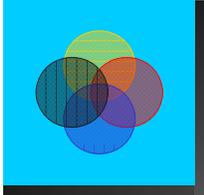
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Community Mediation & Consulting, Inc.



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DOWNTOWN REVITALIZATION AND ECONOMIC ASSISTANCE IN MISSOURI

**Present by:**

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*and*

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**The Midwest Center for Nonprofit Leadership  
Bloch School of Business and Public Administration  
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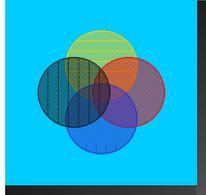
DOWNTOWN REVITALIZATION AND ECONOMIC ASSISTANCE IN MISSOURI

## ***Challenges of Community Redevelopment Work***

### ***Workshop Outline***

1. The Basic Tenets of a Democracy and Commercial Revitalization
2. Community Development Core Stages
3. The Challenges of Effective Community Development
4. The “Main Street Four Point Approach” to Commercial Revitalization





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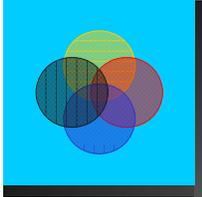
DOWNTOWN REVITALIZATION AND ECONOMIC ASSISTANCE IN MISSOURI

## *Challenges of Community Redevelopment Work*

### **The Basic Tenets of a Democracy & Commercial Redevelopment**

- A. Downtown Redevelopment is a fundamental act of a democracy and genuine civic engagement.
- B. Every element involved in Downtown Redevelopment involves social and political processes.
- C. Without building broad Community Support for DR new Financial Capital will be mis-directed, making no long term difference.
- D. The multiplicity of self-interests = community and public interest.





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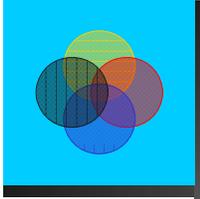
DOWNTOWN REVITALIZATION AND ECONOMIC ASSISTANCE IN MISSOURI

## ***Challenges of Community Redevelopment Work***

### **The Basic Tenets of a Democracy**

- 1) **Tolerance:** The capacity of recognizing and respecting the beliefs and practices of others.
- 2) **Critical Thinking and Decision Making:** Thinking with careful evaluation of premises and evidence, and coming to conclusions objectively while reaching agreement through discussion, debate and analysis.
- 3) **Thinking Together and Making Meaning:**
- 4) **Power Sharing and Empowerment:** Sharing practices, rules, and roles that result broad-based leading, giving people ability to, or permit or enable respecting others' history, language and traditions.
- 5) **Individual Responsibility and Civil Involvement with Others:** Are traits that grow with the opportunities to share mutual tasks in a democracy, while accommodating the responsibility to maintain group orderliness.





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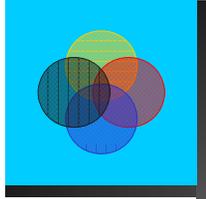
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## *Challenges of Community Redevelopment Work*

### **The Challenges of Enacting the Democratic Tenets**

- a) People value more greatly a democracy that favors their interests.
- b) People confuse Capitalism with Democracy; Self-interest v. Public Goods, Services, Capital.
- c) Formal and Informal social structures will limit the willingness of some to remain democratic even where public money and public benefits are present.
- d) Community Engagement is Messy, Risky, Counter-culture and frequently does not work. Incentives are unclear and deferred.





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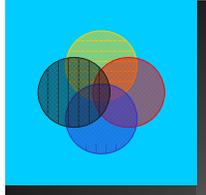
## *Challenges of Community Redevelopment Work*

## **The Challenges of Enacting the Democratic Tenets**

### **Questions:**

1. What challenges have you seen or experienced enacting democratic tenets while doing downtown redevelopment?
2. Have groups worked well within and with other community and business groups?
3. What processes could make this easier, safer?





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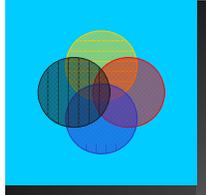
## *Challenges of Community Redevelopment Work*

## Community Development Core Stages

### What is Community?

1. Sense of Membership: Displaying symbols of membership
2. Mutual Importance: Recognize and support each other
3. Shared World Views: Holding common beliefs and shared values
4. Bonding/Networking: Enjoy time spent together
5. Mutual Responsibility for the Health of the Community: The survival and health of the community is a primary concern of all its active participants.





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## *Challenges of Community Redevelopment Work*

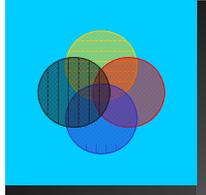
## **Community Development Core Stages**

### **Definitions of Community Building or Development:**

A. An ongoing process where members of a community share skills, talents, knowledge and experiences that strengthen or develop themselves and the community.

B. Continuous, self-renewing efforts by residents, community leaders and professionals engaged in “collective action” aimed at problem solving and enrichment that results in improved lives and greater equity, and produces new or strengthened institutions, organizations, relationships, and new standards and expectations for life in community.”





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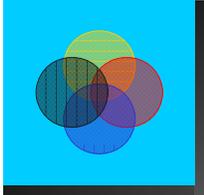
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## *Challenges of Community Redevelopment Work*

### Community Development Core Stages

1. **The Goal is to learn to depend on one another** within the community. Capital is attracted from within and externally once a sense of community is expressed in support of a vision.
2. **Form a working group** as diverse as possible. This will help to establish a broad informal dialogue within the community which will become the basis of support within the broader community.
3. **Identify community stakeholders.** These are people, institutions, and organizations whose own well being will rise or fall with that of the community.
4. **Do an objective assessment** of the community. What do the trends indicator for the future? What actions now will directly impact those trends and most likely reverse them? This must be clear.





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## *Challenges of Community Redevelopment Work*

### Community Development Core Stages

5. **State the purpose of the development** or lead organization, i.e., the nonprofit for community redevelopment.
6. **Develop a detailed plan of action.** Set short and long term goals.
7. **Work the plan** beginning immediately, starting with small steps, small successes.
8. **Review and evaluate** periodically with the full community.
9. **Celebrate** each successful stage of the plan. This builds momentum and community confidence.





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## ***Challenges of Community Redevelopment Work***

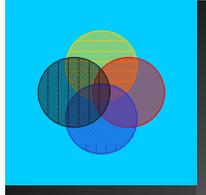
### **Community Development Core Stages**

#### **Challenges to Developing and Working the Redevelopment Plan?**

##### **Questions:**

- 1. What are the greatest barriers to organizing and beginning the work?**
- 2. What solutions of you used to overcome these barriers?**
- 3. Who has used a broad, diverse set of community members, in the redevelopment planning process?**
- 4. Can an outside process or meeting facilitator, or consultant ease the process or are they seen as outside interference?**





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## ***Challenges of Community Redevelopment Work***

### **Main Street Four Point Approach to Commercial Revitalization**

(from the National Trust for Historical Preservation)

#### **A Comprehensive Commercial District Revitalization Strategy**

1. Organization
2. Promotion
3. Design
4. Economic Restructuring





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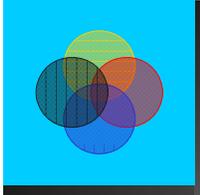
(from the National Trust for Historical Preservation)

#### **A Comprehensive Commercial District Revitalization Strategy**

##### **1. Organization**

- a) Getting everyone working toward the same goals
- b) Assembling the appropriate human and financial resources
- c) A volunteer governing board and standing committees to do the detail work
- d) Volunteers coordinated by a paid program director (continuity)
- e) Build consensus as you work and on the goals and plans





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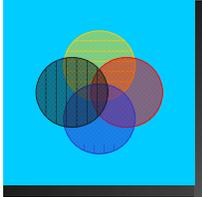
### **Main Street Four Point Approach to Commercial Revitalization**

#### **A Comprehensive Commercial District Revitalization Strategy**

##### **2. Promotion**

- a) Creating and marketing a positive image of the redeveloped downtown
- b) Using advertising, retail promotional activity, special events and marketing campaigns by local volunteers
- c) This will improve consumer and investor confidence and increase commercial activity
- d) Audience is residents, investors, owners, visitors, government representatives and others





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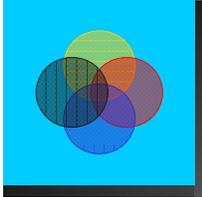
### **Main Street Four Point Approach to Commercial Revitalization**

#### **A Comprehensive Commercial District Revitalization Strategy**

##### **3. Design**

- a) Capitalizing on the downtown's best assets
- b) Creating an attractive atmosphere
- c) Good design should be community derived and supported
- d) Encourage rehabilitation and new construction, side by side
- e) Create a long term maintenance and continuous development plans at the same time





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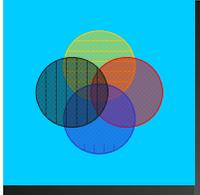
### **Main Street Four Point Approach to Commercial Revitalization**

#### **A Comprehensive Commercial District Revitalization Strategy**

#### **4. Economic Restructuring**

- a) Strengthens a community's existing economic assets
- b) Expands and diversifies its economic (tax) base
- c) Sharpens the competitiveness of existing businesses and attracts more
- d) Converting unused, vacant, or underused commercial space boosts the profitability of the downtown business district
- e) Remember: The 4 forces of real estate values: social, political, physical and economic...





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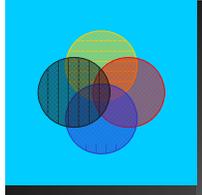
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## ***Challenges of Community Redevelopment Work***

### ***Questions?***

- ***How do we bring everyone in to the process and work for a common goal?***
- ***How do each of these cooperate?:***
  - ***Business Owners (without real estate)***
  - ***Real Estate Owners***
  - ***City Officials***
  - ***Businesses and Investors outside of Downtown***
  - ***Big Box Stores' interest in Community Support?***





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