

**Ohio Basic Economic  
Development Course**

Presentation on Community Development  
Jim Sweeney, Sweeney & Associates  
April 10, 2018

**Sweeney &  
Associates**  
creative community  
development

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Agenda

- **The Franklinton Story**
- **The Community Economic Development Framework**
  - What makes for a healthy community?
  - Community Development & Economic Development
- **Variations on the CED theme**
  - Wide range of Community Development Strategies
  - Specific focus areas
- **How to get started?**
  - A Community Development Assessment Approach
  - What makes for a Strong Community Development System?
  - Current Issues and Challenges

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**Franklinton, 2017**



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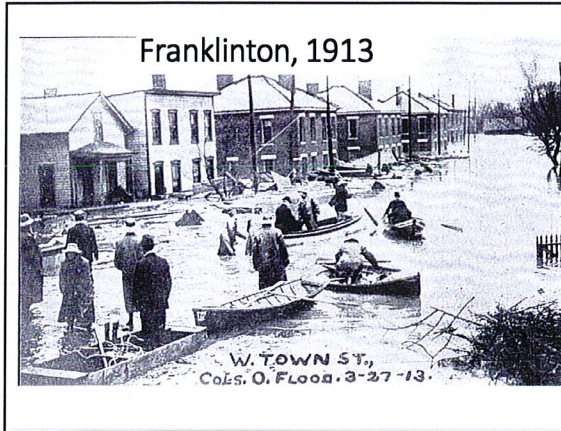
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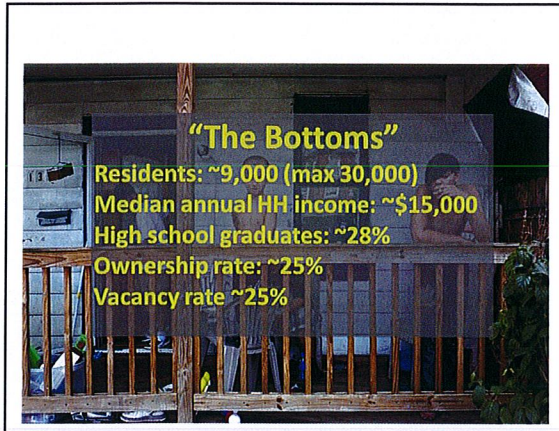
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Problems:

1. People of Franklinton have **no good housing options** to buy or rent. Fton housing stock is bad and values are too low to support investment.
2. Fton is **homogeneous** – everyone is poor so we need to attract higher income people and no outsiders are willing to take a risk on "The Bottoms"
3. FDA needs to sell houses to stay alive, grow, and stay relevant. The FDA must earn fees.

Ideas:

- Use all the subsidy programs to build houses ourselves and through partnerships
- Use art to rebrand "The Bottoms"

Geographic Consideration

- Neighborhood split west and east by SR315. 98% of people living in west. Focus new housing there.
- East mostly vacant land and vacant industrial buildings, adjacent to downtown - ripe for redevelopment as soon as someone notices!
- Focus rebranding there.

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**West Franklinton Strategy:** Build as much affordable housing as possible as fast as possible. All projects are selected strategically to support past and planned projects.



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**East Franklinton Strategy:**  
**change the brand**  
**control the land**  
**make a plan**



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**East Franklinton Strategy:**  
**change the brand**  
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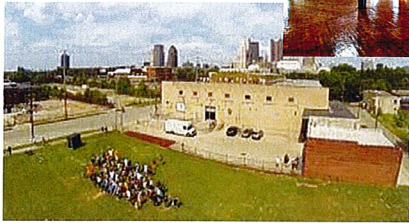
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**East Franklinton Strategy:**  
change the brand  
control the land  
make a plan



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Partnering to repurpose and renovate  
a 100-year old manufacturing building into  
a world class arts and innovation center



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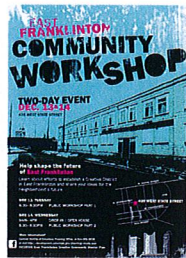
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**East Franklinton Strategy:**  
change the brand  
control the land  
make a plan



Best Economic Development Plan:  
• American Planning Association  
• Urban Land Institute

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**Key Point #1** → Community Development is all about what makes for a healthy *community*

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-  Strong and diversified economic base
-  Infrastructure to support business & residents
-  Public services = police, fire, planning, code enforcement & development
-  Quality and diverse options in health care, housing, education, cultural & natural resources.
-  Involved citizenry, responsive community leaders, consensus on community vision

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**Key Point #2** → Community development and economic development are interrelated. It's a distinction without a difference.

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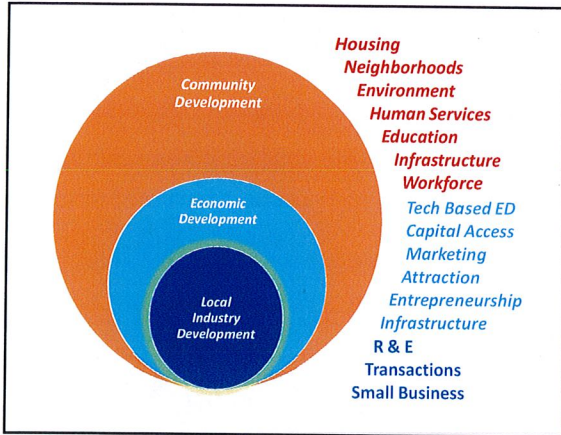
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**Key Point #3** → A healthy community is more than just a concept. It directly impacts on the ability of a community to fund basic services needed by residents and businesses

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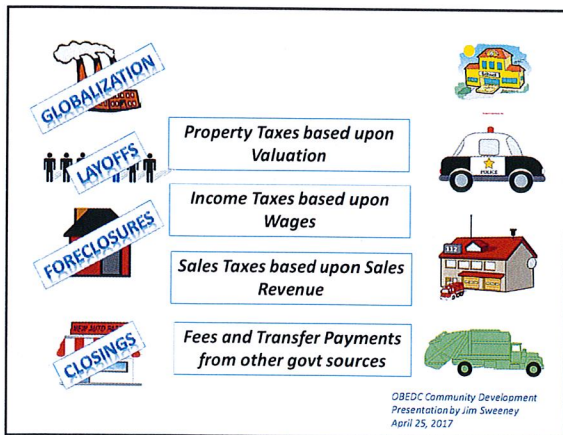
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Key  
Point  
#4

Community development is about connections: Linkages among urban and rural, neighborhood and suburb.

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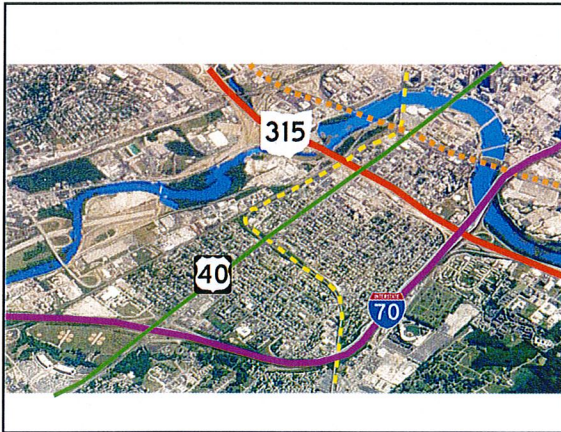
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Key  
Point  
#5

Start by understanding the current health of your community.

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*Community Development Litmus Test*

*A-List*

- 1 • Do you have adequate fiscal resources to meet both short-term needs *and* long-term?
- 2 • Is the community maintaining the number & quality of jobs?
- 3 • Is the community dependent on a limited number of businesses?
- 4 • Do you have a balance of land uses?
- 5 • Is your local economy based on regional or local assets?

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*Community Development Litmus Test*

*B-List*

- 1 • Is the quality of your environment improving?
- 2 • Is local crime activity increasing?
- 3 • Do you have housing that your residents can afford and a range of housing choices available?
- 4 • Is the educational attainment of your school system improving?
- 5 • Is the local government fiscal condition satisfactory?

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*Community Development Litmus Test*

*C-List*

- 1 • Is leadership from key sectors of the community strong?
- 2 • Is there a spirit of tolerance and diversity in the community?
- 3 • Are local infrastructure systems strong and well financed?
- 4 • Are citizens involved in community activities and issues?
- 5 • Does the community have a strong healthcare delivery system?

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**Key Point #6** → Identify the major community assets that support development in the community.

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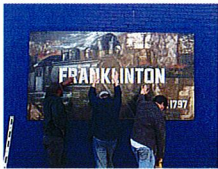
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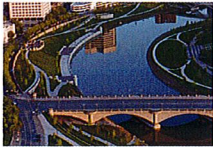
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**Unique Franklinton Assets**

Rich History 

Proximity to Central Business District 

Amenities 

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**Key Point #7** → Form new creative partnerships that will promote community development

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**CED Strategy** *Partnerships*

**Affordable Housing**

- Local Government
- State Government
- Nonprofit lenders

**Rebranding**

- Mayor Coleman
- Local and National Arts Orgs
- Local Foundations

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**CED Strategy** *Encourage Development and Growth of Grassroots Partners in the Neighborhood*

**Goal: Enlist a wide range of partners, major employers, public & non profit**

- Local Government
- Colleges and Universities
- Workforce Agencies & Schools
- Regional & State Organizations
- Trade / Industry Associations
- Tech Based Groups

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**Key Point #8**

Establish a leadership group that meets frequently, celebrates success and alters course if necessary.

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**CED Strategy** *CED Leadership Team*

**Goal:** Establish a working partnership with **key stakeholders** that provides leadership

- Recruit elected, business, nonprofit and community leaders
- Develop a vision and strategic plan to guide actions
- Lean and (not too) mean
- Manage relationships with partners



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Key  
Point  
#9

There is no silver bullet. It will take a mix of strategies – and those strategies will change shape over time

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**CED Strategy** *Main Street Re/Development*

**Goal:** Distinctive retail experience based upon local assets

- Determine “buying power” realistically
- Development that fits the need (central city vs. town square vs. tourism vs. historic community)
- Condition of the real estate and infrastructure
- Neighborhood Commercial Revitalization (NCR)



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**CED Strategy** Neighborhood Revitalization

- Goal: Sustainable mixed use neighborhood**
- Most broadbased...and most challenging
  - Housing, retail, human services, safety, code enforcement
  - Community engagement is critical
  - Partnerships with CDCs and CHDOs are critical



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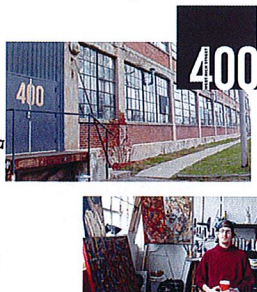
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**CED Strategy** Anchor Asset Development

- Goal: Develop community anchor to attract private investment**
- Typically heavy in public real estate and infrastructure investment
  - An anchor that will encourage others to invest
  - Ongoing operating support
  - Requires staying power: nothing develops as fast as you want



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**CED Strategy** Business Attraction

- Goal: Increase jobs through new businesses locating in the community**
- Key question: Why would they locate in your city?
  - Customer, supplier, tourism, proximity to key infrastructure (intermodal)
  - Investment in marketing
  - Development sites need to be "ready to go"



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**CED Strategy** Business Retention & Expansion

**Goal:** Maintain and increase by assisting businesses already in the community

- In the long run, the most effective because it builds on existing strengths
- Long term commitment to dialogue with businesses and problem solving
- "Your community's best companies are your competitors' best prospects" Eric Canada




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**CED Strategy** Workforce Development

**Goal:** Increase the basic and applied skills of residents to improve job opportunities

- Match job skills with job vacancies or match skills gaps with training programs
- Partnerships with community college, tech school or workforce agency
- Partnership with major employer(s) in key fields
- Major challenge: Work readiness




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**CED Strategy** Community Wealth Building

**Goal:** Increase assets available to residents to support human development

- Help low income citizens find resources to buy homes, get an education, child care, and take care of their families
- Individual Development Accounts
- ByCar
- Focus is wealth building, not subsidy




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**CED Strategy** Entrepreneurial Development

**Goal:** Increase the number of new business starts and improve the survival rate

- Technical assistance, capital, and key linkages
- Incubation
- Pre-seed, seed and venture capital
- Biz Plan competitions
- Economic Gardening (Littleton, Colorado)




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**CED Strategy** Affordable Housing Development

**Goal:** Increase housing choices for full range of citizens

- The appraisal gap
- Infill development, Multi-family affordable housing
- Foreclosure Prevention
- Access to subsidy is typically a prerequisite (tax credits, sub debt)
- Federal and state resources are tight (HOME funds reduced 30%)




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**CED Strategy** Rural Development Challenges

**Goal:** Appropriate Rural area development

- Basic infrastructure development often lagging (broadband)
- Protection of natural assets is a priority
- Frequently dependent upon a single employer
- Lower per capital income increases human service needs




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*CED Strategy* *And many more....*

Arts Smart Growth  
Cluster Tourism  
Development  
Music Broadband  
Community Leadership

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Current Trends in Community Development

- Creative Place Making
- Entrepreneurship
- Collaboration is the new Competition
- Workforce
- Death of the Big Deal
- Retention and Expansion is the best attraction strategy
- Think, Plan and Act Regionally

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*Discussion / Questions*



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*Thank you.*

**Jim Sweeney**  
**sweeney73@gmail.com**

**\*Special thanks for Mark Barbash....**

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### Additional Resources

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### UNC Lessons to be Learned

1. In small towns, community development IS economic development.
2. Small towns with the most dramatic outcomes tend to be proactive and future oriented; they embrace change and assume risk
3. Successful CED strategies are guided by a broadly held local vision
4. Defining assets and opportunities broadly can yield innovative strategies that capitalize on a community's competitive advantage
5. Innovative local governance, partnerships and organizations significantly enhance the capacity for CED
6. Effective communities identify, measure and celebrate short term successes to sustain support for long-term CED
7. Viable CED involves the use of a comprehensive package of strategies and tools, rather than a piecemeal approach

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UNC categories of CED Strategies

- Industrial Development
- Entrepreneurship
- Arts/Creative Economy
- Cluster-based Development
- Business Retention/Expansion (BR&E)
- Workforce Development
- Tourism
- Downtown Development/Revitalization
- Broadband Internet
- Leadership/Organization Development

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Selected Website Resources

- Ohio Development Services Agency: <http://www.development.ohio.gov/>
- Jobs Ohio: <http://jobs-ohio.com/>
- OSU Extension: <http://ohioline.osu.edu/lines/comun.html#econddev>
- University of Wisconsin Extension: <http://www.uwex.edu/ces/cced/>
- UNC School of Government Community and Economic Development
  - <http://www.sog.unc.edu/programs/cednc>
- North Carolina Rural Center: <http://www.ncruralcenter.org/>
- Rural Assistance Center for Health and Human Services
  - [http://www.raconline.org/topics/communities/econ\\_dev.php](http://www.raconline.org/topics/communities/econ_dev.php)
- US Department of Agriculture Rural Development
  - <http://www.rurdev.usda.gov/CEDP-NRDP.html>
- Appalachian Regional Commission: <http://www.arc.gov/>

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