Image & Impact:
The Role of Neighborhood Marketing

Reclaiming Vacant Properties
September 29, 2016
Presenters

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- **David Sann**: Director of Housing Development St. Ambrose Housing Aid Center, Inc.
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Agenda

• Introductions
• Why Marketing Matters
  – The Neighborhood Marketing Program
• Neighborhood Perception: Challenges & Opportunities
• Enhancing Image and Impact through Neighborhood Marketing
• Q&A, Discussion and Additional Resources
Who’s in the Room?

• Local, state or federal government
• Elected officials
• Community-based organizations
• Other nonprofits
• Neighborhood residents
• Researchers
• Funders
Why Marketing Matters

• Stability is a result of people believing that they have made a good investment by moving into or staying in the neighborhood.

• A stable neighborhoods needs to have a positive image among current and future residents.

Photo: Home renovation in Newhallville (New Haven, CT)
Every Neighborhood Has A Brand

• A brand is simply what people think about your neighborhood.
• Without an effective marketing strategy, a neighborhood’s brand will largely be defined by outsiders.

Photo: Art on Elm Street Festival, East Waco (Waco, TX)
The Neighborhood Marketing Program

Through the Neighborhood Marketing Program, NeighborWorks America partners with communities to build strong neighborhood brands and restore market demand.

Photo: It’s Better in Brownsville Logo Launch Party (Miami, FL)
The Neighborhood Marketing Process

**Prepare**
- Create your team
- Understand your current brand
- Set goals
- Identify target markets

**Define**
- Identify neighborhood strengths
- Define your new brand
- Develop a brand statement or promise
- Train stakeholder on the new brand

**Reinforce**
- Align activities and communication
- Implement strategies to reinforce the brand
- Be creative, take risks and have fun!

**Refine**
- Monitor progress
- Evaluate outcomes
- Refine strategies
A lot of people love it [Barrett Clay Works]... Everyone here really cares about each other. It's like we're a family... We're a community connected through pottery.
Perception Challenges & Opportunities
Reinventing Seversville

Reclaiming Vacant Properties Conference
Baltimore, MD
September 29, 2016
Late 80’s Seversville – Ghost Town
Historic West End Stakeholders Take Action

GRAND OPENING
July 24, 1991

WEST CHARLOTTE BUSINESS INCUBATOR
DAY, JANUARY 23, 1991

“...I really want to do something for the neighborhood. I want to help people get to their destination...”

— Louise Sellers

“...Broadway Furniture would like to be a part of the neighborhood. It would be nice to have the furniture in the neighborhood...”

— Ernestine Johnson

Plans for improving Five Points Road include adding plantings in the area near the Brookshire Freeway (also known as I-77) and West Trade Street and the east end of Beatties Ford Road and Brookshire Freeway.

The changes for Five Points are under discussion, and some are already underway.

“I am hopeful that the changes will be made and that Five Points will be restored to its former glory.”

— Louise Sellers

“...I am excited about the changes that are being made in Five Points. I think it will be a great asset to the neighborhood...”

— Ernestine Johnson

“...I am hopeful that the changes will be made and that Five Points will be restored to its former glory.”

— Louise Sellers
Early 90’s – Seversville Housing Revival
Where is Seversville?
The Impetus for Neighborhood Marketing
Area Assets

- Proximity to Uptown
- Walkable to Panthers Stadium, nice parks and greenway system
- Tree canopies
- Involved residents/Neighborhood association
- Majority of homes were affordable
- Local universities nearby (JCSU, Johnson & Wales)
BELAIR-EDISON AT A GLANCE

- An affordable community in Northeast Baltimore City, nestled between Herring Run and Clifton Parks
- 6,800 households, mostly rowhomes built between 1920 and 1950
- Stable and attractive with working class families
- Consistently high home ownership rate
- Commercial Main Street & shopping centers
- Public, private & charter school options

- Experienced a lot of turnover in the 80s and 90s that led to instability
- Instability provided opportunities for predatory practices and speculative investors
Belair-Edison Neighborhoods, Inc.’s “Aha Moment”

- In 1998, Belair-Edison was characterized by high rates of foreclosures and a stagnant real estate market.
- BENI’s work had been largely reactionary, driven by resident complaints.
- In 2000, we switched gears, moving to a proactive model.
- Once residents had the tools to handle day-to-day concerns, BENI could focus on the bigger picture.
- Since then, BENI’s revitalization programs have played a crucial role in strengthening and stabilizing this community.
**Healthy Neighborhoods**

- In 2000, BENI adopted the Healthy Neighborhoods approach aimed at helping Baltimore’s middle neighborhoods
- Build from strength strategy with the goal of
  - Raising property values
  - Setting high standards for physical conditions (property maintenance and improvement)
  - Marketing neighborhood as community of choice
  - Getting residents personally invested and involved with community and each other
WHAT CHANGED?

• Increased confidence in neighborhood
• Increased investment from city and other partners
• BENI created partnerships with gov., other non-profits, realtors, etc. to help further our work
• Neighborhood housing values began to take off, especially along Target Blocks
2009: A TOTALLY DIFFERENT STORY

• In 2009, median sales price for Belair-Edison dropped to $72,000 from $108,000 in 2008
• However, the market was largely driven by foreclosure-related activity (46% of all transactions in 2009)
• Medians sales price for foreclosure-related transactions was $50,000; while for non-foreclosure-related transactions, it was $112,500
• The number of auction notices jumped to 297 (includes multiple notices for same property)
WHAT WE DIDN’T WANT

• Vacancy and blight
TURNING LEMONS INTO LEMONADE

• Though the number of auction notices dropped because of BENI’s increased outreach (2005-2008), we could not prevent all foreclosures.
• Vacant houses could become a nuisance.
• BENI was not a CDC and lacked capacity to redevelop real estate despite need.
• Partnered with St. Ambrose to renovate FHA foreclosures and sell them at market value to owner-occupants, bolstering our market and retaining high percentage of homeownership.
WHAT WE WANTED ALL ALONG

• A healthy community with strong blocks and residents who were engaged and vested in the neighborhood.
ST. AMBROSE HOUSING AID CENTER, INC.

• Comprehensive housing services in Baltimore since 1968
• Mission to create and maintain housing opportunities for low & moderate income people and support strong neighborhoods
COMMUNITY ASSETS

• Green Space
• Housing Stock
• Affordability
• Schools
• Access to Fresh Food
• Shopping
• Library
• Events & Activities
• Location
• Neighborly
• Transportation
COMMUNITY CHALLENGES

- Declining Appearance
- City Services non respondent
- Community fragmentation
- Belair Rd.
- Nuisance properties
- Public Safety challenges
- Litter/Trash
- Starter Neighborhood
- Affordability
- Insufficient Youth Activities
Group Discussion

• What are some potential steps that CMHP, St. Ambrose/BENI and their partners could undertake to improve perceptions of the neighborhood?
Enhancing Image & Impact

Belair-Edison

Seversville

Culture • Art • History

Since 1890
New Brand Deployed in Historic West End

JOIN US FOR THE Seversville Brand Intro Event

11 am - 12 pm
Saturday, July 18th

Mosaic Village
Skyline Terrace
1601 W. Trade Street

followed by
New Brand Goes Social
Collaborative Marketing Events Elevate Seversville’s Profile

We hope to see you at the corner of W. Trade and Bruns Avenue this weekend!

**WEST END PUMPKIN PALS**

OCTOBER 9 -
1600 W. Trade Street
(Across from Mosaic Village)

FOOD TRUCKS
Saturdays 3pm –

COME JOIN US FOR OUR
October 24th 11am
Featuring kids games and free play!

**Savory Saturdays**

August 20, 2016 • 8:00am - 12:00pm
1635 W. Trade Street, Charlotte, NC 28208
(Outside at Mosaic Village)

**BREAKFAST ON THE PROMENADE AT MOSAIC VILLAGE FEATURING**

- Café Ganache
- Neighborhood Cafe
- Coffee Priest
- Lola’s

- Kronuts, French Pastries, Bagels, and Biscuits
- Mimosas, Bloody Marys, and more
- Latte, Smoothies, Coffees, and Teas
- French Toast, Breakfast Burritos, Egg Casserole, and Gifts

Sponsored by five points
Goals Achieved via Seversville NMP

- Knight Foundation $1.5M grant for Historic West End plan
- Charlotte Center City Partners purchased old A&P for redevelopment as food services incubator & grocery
- Numerous news articles highlighting Seversville as “up & coming”
2014: A Change in Community Image Led to a New Community Brand

In July 2014, BENI and St. Ambrose Housing Aid Center worked with Interface Media on identifying a Neighborhood Marketing Strategy for a slightly different Belair-Edison.

• Demographic shift

• Different local businesses

• Look and feel not the same

• Morale was changing
BENI and St. Ambrose Joint Marketing Efforts

- Residents as marketers
- Grass roots marketing like “Pick Your Neighbor Parties” where residents invite friends and family to open houses
- Marketing the neighborhood as a community of choice (brochures, newspapers, City Paper ads, website and email outreach)
- Working with partners like Live Baltimore and Healthy Neighborhoods
- Developing strong relationships with real estate agents (annual brunches/lunches; BENI preferred realtor program)
- Neighborhood-wide open houses (St. Ambrose specific house tours and previews) – invite residents too
- Community events as marketing opportunities
- Pre-purchase homeownership counseling
HOW DID WE GET TO THE STRATEGIES?

• Reviewed Current Marketing Methods

1. Website
2. Quarterly Newsletter
3. Social Media
4. Eblasts
5. Google Ads
6. Brochure
7. One-Sheeters
8. Buyers Guide
9. Flyers

• Conducted Community Tours

What neighborhoods did we like and why?

• Held Focus Groups -surveys

Who was vested in the community and what was their feedback?
CURB APPEAL STRATEGY

PRIORITIES

✓ Continue block beautification projects
  • Develop a Beautiful Belair-Edison anti-litter campaign

SECONDARY

✓ Focus on front yards and sidewalk planting strips
✓ Continue to organize businesses and implement Belair Road improvements
✓ Develop a tool lending library for home repair and gardening
COMMUNITY BUILDING & COMMUNITY PRIDE STRATEGY

PRIORITIES
✓ Form a nuisance task force to target top priority block issues
✓ Form alliance of community partners
✓ Continue to promote existing events and consider new ones to connect the residents to each other and community assets

SECONDARY
• Form a parents group to share resources and organize activities
✓ Promote green, sustainable, cost-saving projects
✓ Develop "senior village" network
✓ Form good landlord group
HOW DO WE KNOW WHAT IS WORKING?

- Increased the number of home improvement loans from 4 million to $4.22 million.
- Increased the amount of families in FY2016 in pre and post-purchase housing educational information in both group and individual counseling sessions from 600 to 1,000.
- Increased the amount of resident-led block projects from 69 to 83, now worth more than $115,000 in improvements.
- Coordinated and/or tracked 28 additional commercial renovations now worth over $5.4 million.
- Increased the amount of Resident Market Leaders from 6-19 which, which means more community volunteers.
- Strengthened community partnerships with stakeholders.
LESSON LEARNED:

- You MUST get community buy-in
- Make sure everyone is aware of the brand
- You may have to go back to the drawing board
- Work with community stakeholders to help reinforce your brand
- Try to flood the media with positive stories about your community
- Partner with community groups & non-profits to reinforce your efforts
NEXT STEPS

EVEN MORE:
• Creative Block Beautification Projects
• Streetscape Improvements
• Cleaning & Greening Efforts
• Public Art
• Community Events & Activities
• Positive Community Stories
• Community Partnerships
• New residents
• New business owners

AS WELL AS:
• Marketing Consultant to help with a new community website, revamped logo and an official community marketing re-branding launch.
Questions & Discussion

Photo: Freret Street (New Orleans, LA)

Photo: Washington Neighborhood Street Painting (Dubuque, IA)
Neighborhood Marketing Guide

As part of the Neighborhood Marketing Program, NeighborWorks America has assembled a number of resources and publications that share key concepts, strategies and tools to assist community-based organizations in creating positive neighborhood brands.

Download these resources to learn how to redefine your neighborhood’s image, create community pride, and attract and retain residents, business and residents.

The Neighborhood Branding and Marketing Process

Click the image or download the Neighborhood Marketing Program brochure to learn more about the neighborhood branding and marketing process.

Resources

Click on the boxes below for more information and to download the articles.
Neighborhood Marketing Videos

www.stablecommunities.org/marketing
www.youtube.com/user/NeighborWorksAmerica
Thank you!

www.stablecommunities.org/marketing
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