



Dallas–Fort Worth



Historic Como Preservation Council
Land Use Challenge | mTAP 2021



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I. INTRODUCTION

KEY PROJECT STAKEHOLDERS

I. HISTORIC COMO PRESERVATION COUNCIL

- Estrus Tucker, President/ Dorothy Dubose / Larry Crocket/ Ella Burton/ Sandra Stanley

II. COMO PARTNER ORGANIZATIONS & REPRESENTATIVES

- Nancy Jakowitsch - Staff Attorney, Legal Aid of NorthWest Texas
- Caleb Roberts -NW TX Co-Director, Texas Housers
- James McGee - President, Southern Dallas Progress CDC
- Mark Riebe - Chairman, Texas Bank Financial
- Myrtle Bowles-Scott - Sr. Vice President & Chief Compliance Officer, Texas Bank Financial

III. THE CITY OF FORT WORTH

- Councilman Bryan Byrd, District #3
- Michael Crain, District #3 Director
- Patrina Newton, Senior Planner, Planning and Data Analytics Department,
- Laura Voltmann, Senior Planner, Development Services
- Martha Obermiller, Strategic Development & Revitalization Coordinator Economic Development Dept Economic Development
- Other Key Departments include: Police, Development Services, Code Compliance, Neighborhood Services, Park & Recreation, Transportation & Public Works, Public Events, & others

IV. THE LAKE COMO COMMUNITY

- Como Leaders Council/Como Neighborhood Advisory (NAC) - a Collaboration of Como Organizations, Como 501(c)3's, Private Developers, Business Partners, Como Ministerial Alliance and public & private located in Lake Como

I. ULI MTAP TEAM



Melisa A. Baune
Cole & Associates



Max Faye
City of Dallas



Brian McNally
Crescent Communities



Jenna R. Pugliese
Expedition Capital Advisors
(mTAP Mentor)



Chandler Sims
CBRE

INITIAL PROJECT GOALS

- I. **Affordable Housing:** How do we best determine appropriate and affordable housing development to revitalize Lake Como in a manner that builds up the neighborhood but protects the best aspects of Lake Como's development pattern and housing character from incompatible development and gentrification?
- II. **Vacant Lot Utilization:** What steps should be taken to redevelop large residential lot vacancy (30%, especially the ones located in the southeast sector of the Como neighborhood)?
- III. **Combat Racism:** Various forms of systemic racism (i.e. historical disinvestment, redlining and sub-prime lending) have impacted the Lake Como neighborhood, particularly in the area of housing renovation. What steps and tools could be used to combat these patterns?
- IV. **Redevelop Historically Significant Commercial Real Estate:** What are appropriate redevelopment strategies to facilitate the redevelopment of Lake Como's Horne Street commercial properties including the potential opportunity for a placemaking redevelopment of key heritage properties (e.g., former Blue Bird Nite Club)?

UNDERSTANDING THE COMO NEIGHBORHOOD TODAY

I. COMO: A COHESIVE NEIGHBORHOOD WITH A STRONG DESIRE TO PRESERVE ITS RICH HISTORY

II. KEY DEMOGRAPHICS INCLUDE:

- a) 89% of the population as of 2020 is African American & Hispanic
- b) Approximately 9% of the residents have an Associates degree or higher
- c) Approximately 87% of the homes that exist today were built pre- 1990
- d) The median household income is \$20,841

III. KEY DESIRES INCLUDE:

- a) Provide more affordable housing in the neighborhood
- b) Promote family-owned, small businesses in the neighborhood
- c) Preserve history of special locations, like the Bluebird Jazz Club
- d) Ensure that the residents that have called Como home for generations reap the benefits of new and re-development
- e) Consider the walkability for the residents in the neighborhood
- f) Continue working alongside existing partners, such as the City of Fort Worth, to accomplish collective goals
- g) Identify and form new strategic partnerships to accomplish collective goals

- I. SUMMARIZE THE MATERIALS/RESOURCES ALREADY COMPILED TO HELP WITH THE HISTORIC COMO PRESERVATION COUNCIL'S SHORT-TERM AND LONG-TERM GOALS**

- II. INTRODUCE NEW IDEAS AS APPLICABLE TO SUPPLEMENT THE WORK THAT HAS ALREADY BEEN DONE**

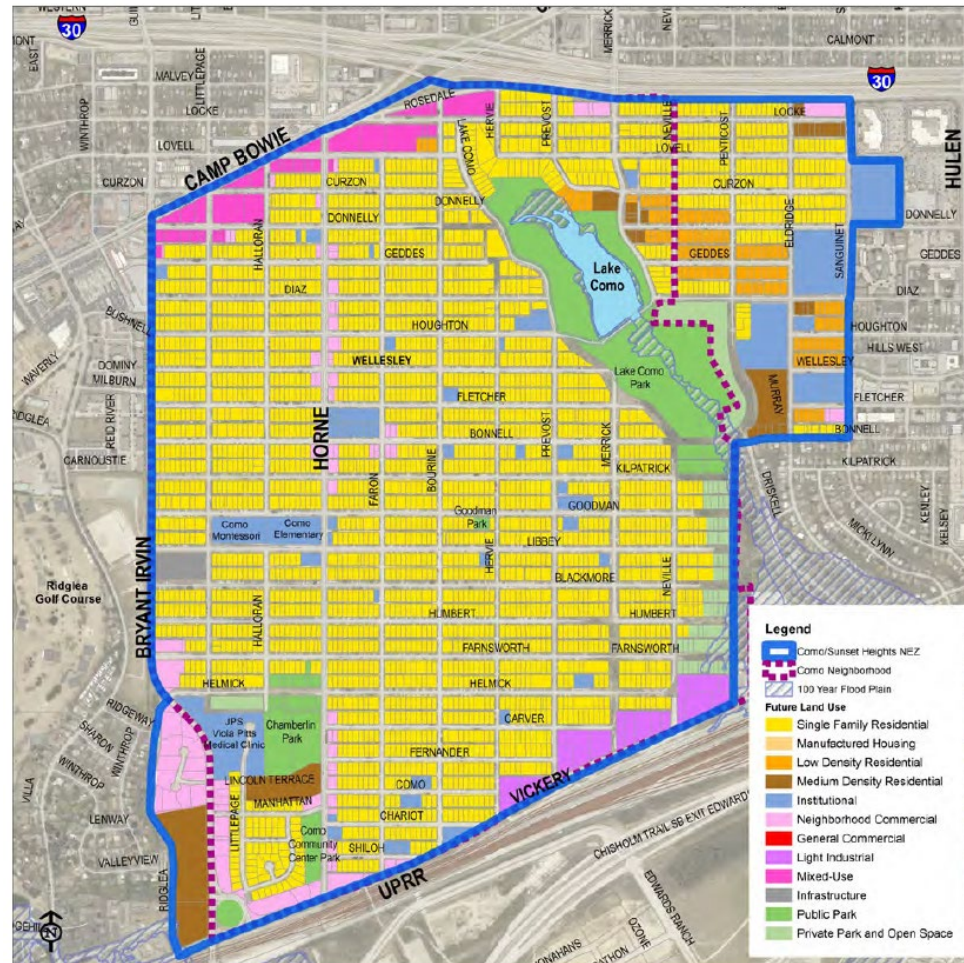
- III. OUTLINE A PLAN FOR IMPLEMENTATION, INCLUDING KEY CONTACT INFORMATION**

- IV. CREATE A RESOURCE THAT COULD BE USED BY FUTURE EMPLOYEES OF THE HISTORIC COMO PRESERVATION COUNCIL'S NON-PROFIT (FORMATION OF SUCH ORGANIZATION TO BE EVALUATED IN THE FUTURE)**



II. NEIGHBORHOOD PLAN RECOMMENDATION

- I. IN 2017, THE CITY OF FORT WORTH ADOPTED A NEIGHBORHOOD EMPOWERMENT ZONE (NEZ) STRATEGIC PLAN FOR COMO/SUNSET HEIGHTS
- II. THE CITY'S PLAN INCLUDES A FUTURE LAND USE MAP THAT DEPICTS THE DESIRED OUTCOME FOR FUTURE DEVELOPMENT, OUTLINED BELOW:



NEIGHBORHOOD PLAN RECOMMENDATION: **SINGLE-FAMILY**

KEY INITIATIVE #1: CREATE STRATEGY TO DEVELOP AFFORDABLE SINGLE-FAMILY HOMES ON VACANT LOTS

- I. IDENTIFY KEY VACANT LOTS IN THE NEIGHBORHOOD, INCLUDING VACANT LOTS IN THE SE CORNER AND NEAR HORNE STREET (30% VACANCY THROUGHOUT NEIGHBORHOOD)**
 - a) Assemble a list of existing landowners, including the 30 +/- lots owned by the City of Fort Worth
 - b) Identify potential for approaching other lot owners for purchase
- II. IDENTIFY POTENTIAL CAPITAL PARTNERS FOR ACQUISITION AND DEVELOPMENT OF LOTS**
 - a) Equity: Long-term equity provider with strong community ties
 - b) Debt: Institutional lender to provide revolving line of credit
- III. IDENTIFY FOR PROFIT AND NON-PROFIT DEVELOPERS**
 - a) Habitat for Humanity: potential to expand relationship
 - b) Builders of Hope: equivalent in Fort Worth
 - c) EDCO: equivalent in Fort Worth
 - d) Catholic Housing Initiative
 - e) Any others
- IV. ISSUE AN RFQ AND RFP USING THE EXISTING DESIGN GUIDELINES THAT HAVE BEEN OUTLINED IN THE NEZ**
 - a) Considerations: *Single-family ownership? Single-family for rent? Land Lease model?*



Source: Tarrant Appraisal District (TAD) 2014, and Google Earth.
Note: Some of the vacant sites may have redeveloped since 2014

KEY INITIATIVE #2: CONSIDER ESTABLISHING A HOUSING COALITION FOR ONGOING SUPPORT

- I. IDENTIFY REPUTABLE HOUSING PROFESSIONALS INCLUDING MORTGAGE BANKERS, DEVELOPERS, GOVERNMENT REPRESENTATIVES, COMMUNITY ADVOCATES, DESIGN CONSULTANTS, ETC.**
 - a) Identify appropriate and creative mortgage lending products for prospective homebuyers of varying income levels and credit scores
 - b) Determine feasibility and desirability of establishing additional land use governing measures to aid affordable housing in the Como neighborhood (e.g., Conservation District, Historic Overlay District, or Homestead Preservation District.)
 - c) Identify private and governmental funding sources to achieve housing goals
 - d) Resolve property title issues of abandoned houses
 - e) Educate Como residents about property title issues

KEY INITIATIVE #3: PROVIDE HOMEOWNER SUPPORT TO EXISTING RESIDENTS TO INCLUDE REHABILITATION AND FORECLOSURE PREVENTION

I. APPROXIMATELY 79% OF EXISTING HOMES IN THE COMO NEIGHBORHOOD WERE BUILT PRIOR TO 1960

- a) Housing stock rehab should be based on available financial resources and other limitations of Como property owners
- b) Rehab projects can include but should not be limited to:
 - Beatification of the property
 - Mechanical, Electrical, Roofing and Insulation Upgrades
 - Accessibility improvements

II. ESTABLISH A HOUSING REPAIR REFERRAL NETWORK AND NEIGHBORHOOD REHAB PROGRAM

- a) Create a referral network for major housing repair and rehab projects. Include the City's Priority Repair programs.
- b) Establish a Neighborhood Housing Repair and Maintenance Program (NHR & MP) for minor repairs (e.g. lawn work, fence repair, etc.) Employ young adults, teenagers and others that may be needing work history under the supervision of a qualified adult to provide technical and soft skills, earn money and help build pride in the Como neighborhood.
- c) Seek sponsors and funding for the Housing Repair & Maintenance Program from government sources, grants, foundations, and private companies.
- d) Advertise and market the program through multiple channels including, neighborhood website, newsletters, church alliances, neighborhood schools and local businesses.

KEY INITIATIVE #3 (CONT.): PROVIDE HOMEOWNER SUPPORT TO EXISTING RESIDENTS TO INCLUDE REHABILITATION AND FORECLOSURE PREVENTION

III. FORECLOSURE PREVENTION

- a) Determine underlying factors that contribute to the high foreclosure rate in the Como neighborhood and devise effective prevention initiatives.
- Undertake a study to determine underlying causes of the foreclosure challenges in the Como neighborhood and outline effective solutions
 - Determine the loan types offered and financial institutions active in the Como neighborhood by researching the Home Mortgage Disclosure Act data
 - Establish a referral network of reputable mortgage foreclosure counseling agencies
 - Partner with Banks Community Reinvestment Act (CRA) divisions to develop workshops and literature on foreclosure prevention and less risky home mortgages
 - Periodically check mortgage and tax foreclosure data to determine the effectiveness of the prevention programs

SINGLE FAMILY RESOURCES

YIGAL LELAH, NEIGHBORHOOD BUILDERS COMMUNITY DEVELOPMENT CORPORATION

YIGAL@CASABELLAHOMES.COM P: (972) 385-8311

NBCDC'S MISSION IS TO BUILD A STRONG COMMUNITY AND A BETTER DALLAS BY PLACING FAMILIES IN NEW HOMES THAT ARE SAFE, DECENT, AND AFFORDABLE FOR LOW TO MODERATE-INCOME FAMILIES, EXPANDING THE SUPPLY OF QUALITY HOUSING, AND THROUGH COMMUNITY PARTNERSHIPS.

MAGGIE J. PARKER, INNOVAN NEIGHBORHOODS

MAGGIE@INNOVANNEIGHBORHOODS.COM P: (214) 315-1555

OUR MISSION IS TO ADVANCE COMMUNITY-ANCHORED REAL ESTATE DEVELOPMENT THROUGH INNOVATIVE, COLLABORATIVE SOLUTIONS. AS A PARTNER OF MATTHEWS SOUTHWEST, INNOVAN NEIGHBORHOODS LEVERAGES THE 30-YEAR TRACK RECORD OF AN INTERNATIONAL, FULL-SERVICE PRIVATE REAL ESTATE COMPANY ALONGSIDE COMMUNITY DEVELOPMENT STRATEGIES TO BUILD AND STRENGTHEN NEIGHBORHOODS IN CONCERT WITH COMMUNITY STAKEHOLDERS.

JENNA PUGLIESE

PUGLIESE.JENNA@GMAIL.COM P: (806) 584-1236

JENNA HAS WORKED WITH A VARIETY OF NON-PROFITS IN DALLAS-FORT WORTH RELATED TO AFFORDABLE HOUSING AND IS WILLING TO MAKE INTRODUCTIONS TO HABITAT FOR HUMANITY, BUILDERS OF HOPE, EDCO, AND/OR CATHOLIC HOUSING INITIATIVE FOR CASE STUDY REFERENCES.

NEIGHBORHOOD PLAN RECOMMENDATION: HOUSING CHOICE

I. KEY QUESTION

Currently, the Como neighborhood has limited higher density housing to offer housing choice and options to its current and prospective residents. This is a contributing factor to an unstable and weak housing market in the Como neighborhood.

A full neighborhood spectrum of housing products includes higher density mixed-income residential (townhomes, apartments, and condominiums) to promote housing choice.

Benefits to housing choice development include:

- Providing in-neighborhood options for residents of all ages with different housing needs and income levels
- Complement the existing single-family homes
- Reverse the outmigration trend of middle-class households from the neighborhood
- Higher density residential would bring additional population to support quality, neighborhood-serving retail and other commercial businesses in the Como neighborhood

What is the role of the community to initiate and promote housing choice development?

NEIGHBORHOOD PLAN RECOMMENDATION: HOUSING CHOICE

II. KEY CONSIDERATIONS

- a) Stakeholders' Unsupported Project Types Include: Duplexes & Section 8 Apartments
- b) Como stakeholders' preference is to retain the predominantly single-family nature of the neighborhood
- c) Current and future land use plans with "urban residential" land use designation in target locations
 - Topography and flood prone property should be a consideration when evaluating housing choice opportunities.
- d) Current and future land use plans with "medium density residential" land use designation is limited to the existing Villas on the Hill property. No other land parcels have an existing "medium density residential" land use designation.
- e) Desire to create buffer zones where industrial areas abut residential areas

III. KEY INITIATIVES

a) Conduct a Housing Market & Feasibility Study

- Determine the market potential for higher density mixed-income housing and senior housing in the Como neighborhood.
- Specific target location or locations should be identified to focus the study on
- Market & Feasibility Study Resource: Kimberly Byrum – Zonda – kbyrum@zondahome.com

- Partner with a strategic partner to educate the community on housing choice options
 - Community leaders should help educate the general community on affordable housing properties and programs with the help of a strategic partner such as Fort Worth Housing Solutions

- Identify appropriate local, state, and federal funding sources to achieve the affordability goal (e.g., Low-Income Housing Tax Credit (LIHTC) program, etc.).



NEIGHBORHOOD PLAN RECOMMENDATION: HOUSING CHOICE

III. KEY INITIATIVES (CONTINUED)

b) Use Urban Residential (UR) Development Standards in Target Locations

- Target locations from 2017 recommended land use plan seen no activity to date
 - Review the land use map annually to determine if updates are required to reflect zoning changes, market trends, and/or community values
- Current target locations present challenges with land assemblage due to fractured ownership, topography, and/or floodplain
 - Propose to the community amending the future land use plans to include additional UR land use designation areas so rezoning for higher density uses requires less hurdles
- Require new multifamily development to rezone to the Urban Residential (UR) zoning district in order to activate the UR zoning development standards that include higher quality design features and a focus on building a walkable neighborhood.
- Receipt of NEZ incentives or other public assistance for any new multifamily projects should be contingent upon rezoning to UR.

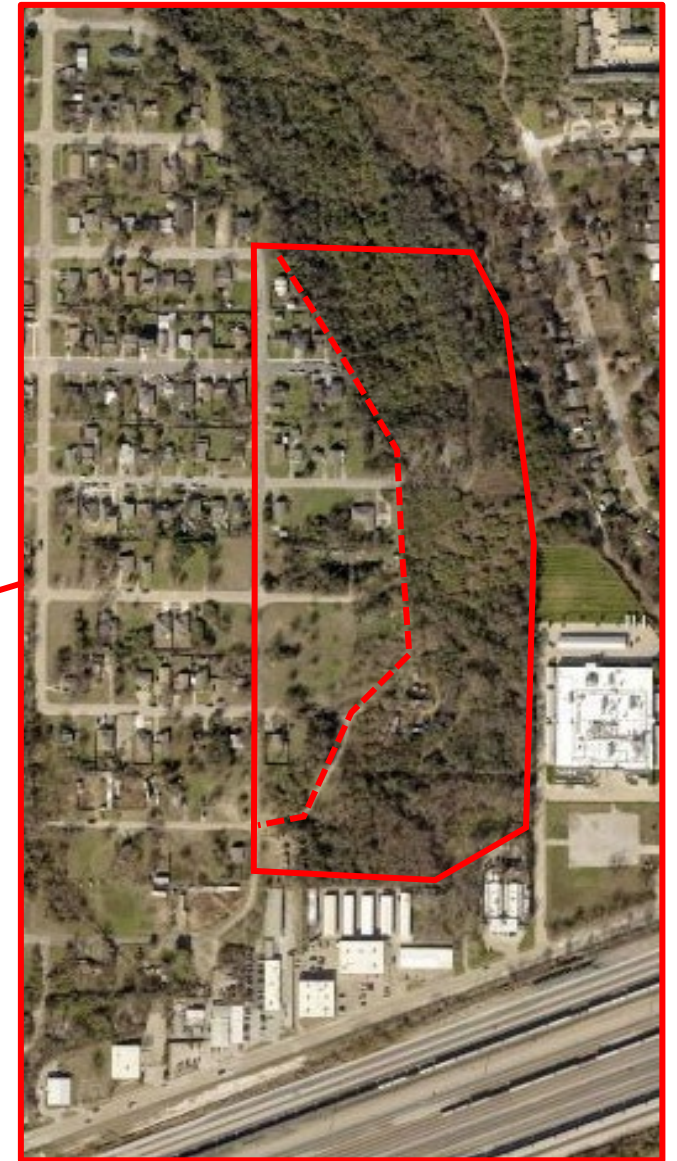
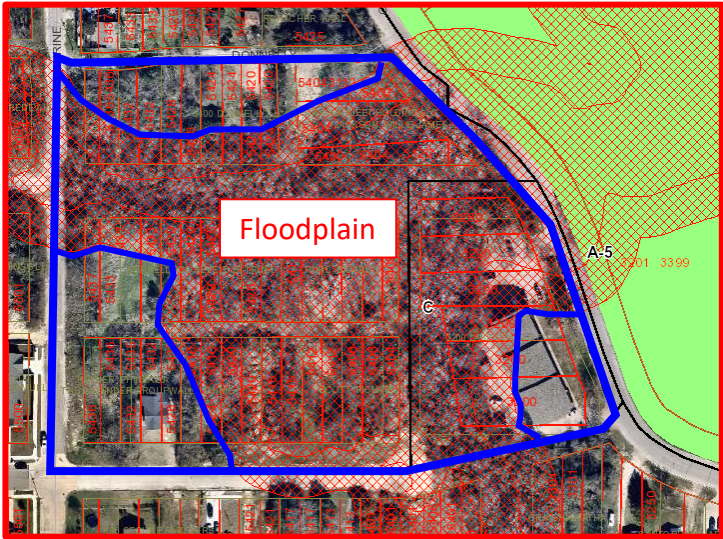
c) Land Assembly

- Based on the results of the housing market and feasibility study, outline a strategy to assemble land in target locations.

d) Seek Permanent Affordable Multifamily Units

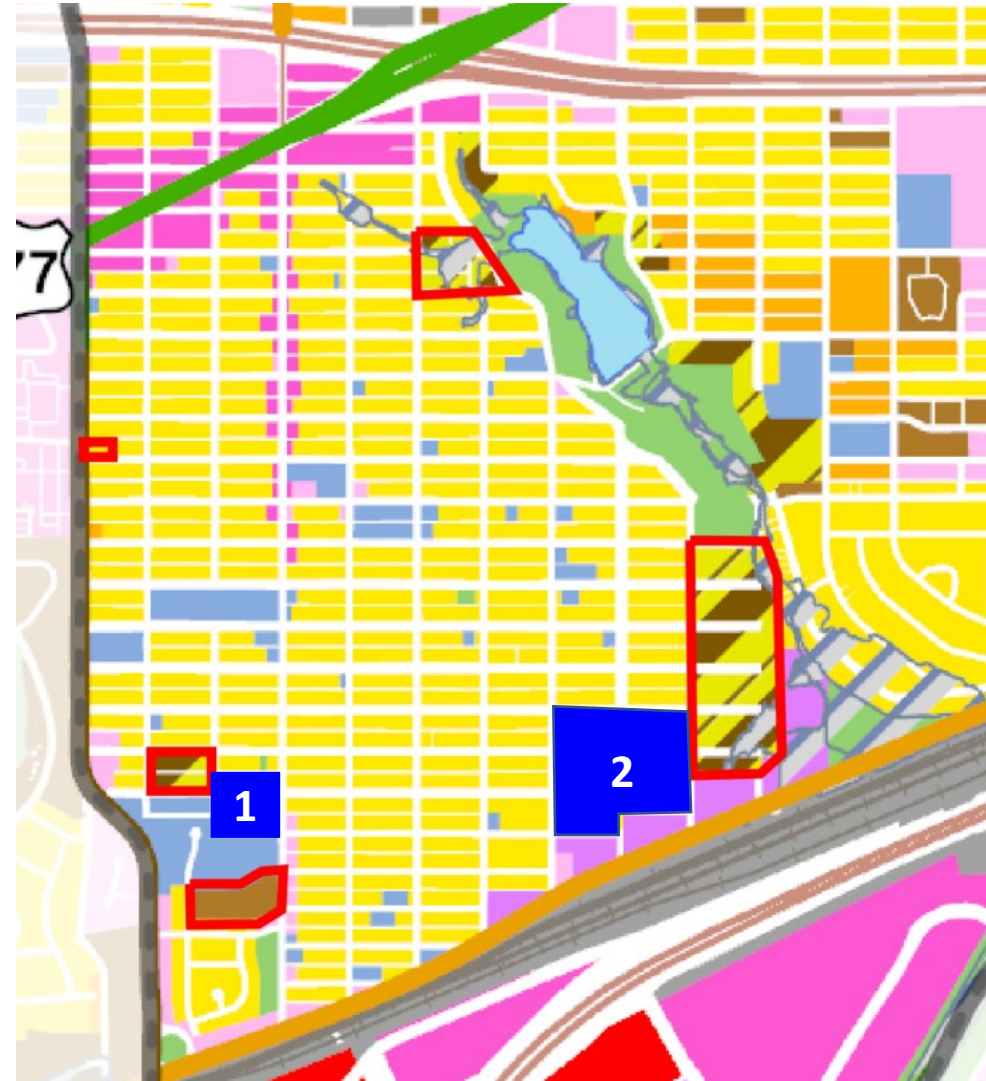
- With the formation and guidance of the Housing Coalition, seek best practice solutions to structure a requisite number of permanent affordable units in new multifamily mixed-income projects.
- Coordinate with the funding sources so permanence can be achieved

2021 Land Use Plan Challenges

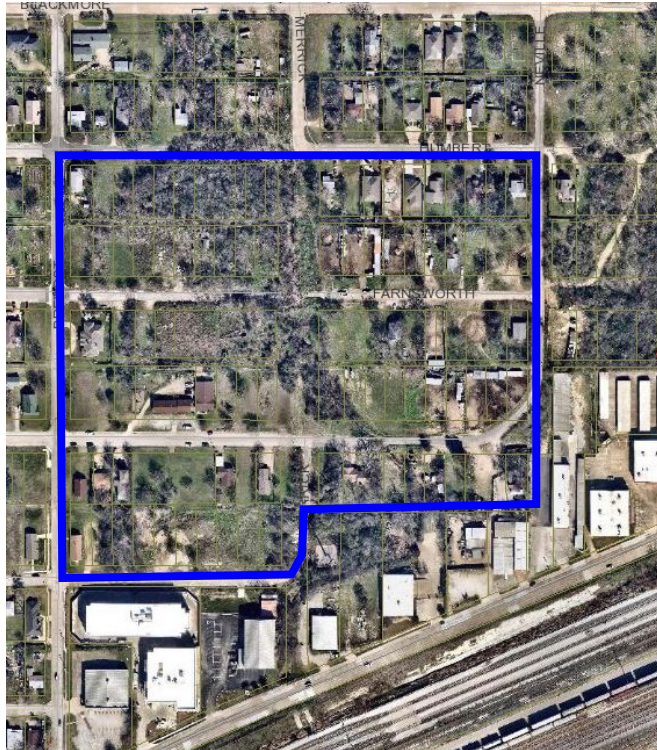


Proposed target locations for additional UR land use designation:

- 1) City of Fort Worth-owned land adjacent to the Community Center
 - Presents the opportunity for approximately 3.2 to 5.6 contiguous acres; contingent on other pending future plans
 - Displaces no current residents
 - Brings higher-density development to Horne Street without requiring land assembly
 - Activates vacant land and acts as a transition from the Community Center to the single-family homes to the north



- 2) Vacant land in the southeast sector of the neighborhood
 - Would add approximately 21 acres to UR
 - Displacement of current residents would not be required
 - Opens up redevelopment opportunities for large portion of vacant single-family lots in SE sector
 - Creates a potential buffer zone between industrial uses along Vickery and single-family residences to the north



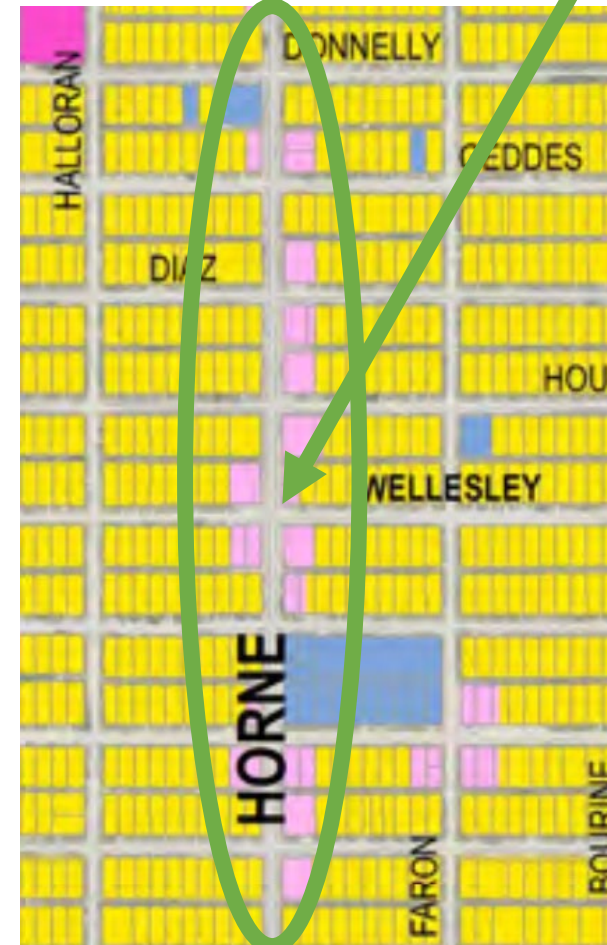
KEY INITIATIVE #1: ACTIVATE HORNE STREET RETAIL AS A JAZZ/FOOD DESTINATION

I. DEFINE ACCEPTABLE IDEAS FOR RETAIL ON HORNE STREET THAT SUPPORT LOCAL BUSINESSES

- a) **Food Concepts:** Food trucks, food hall, restaurants, public market for vendors of small homemade items, farmers' market
- b) **Local Artisans:** Industrial flex building with retail front on Horne Street (examples: furniture store front with wood shop in the back, art gallery front with art studio in the back)
- c) **Other Acceptable National/Regional Tenants:** are there any tenants (or types of tenants) the neighborhood would like that are not local to the immediate neighborhood?

II. ADDRESS RESTORATION OF THE BLUE BIRD JAZZ CLUB

- a) Provide several identified long-term investors with a clear vision for Horne Street's revitalization, centered around the Blue Bird Jazz Club restoration
- b) "Fort Worth's blues roots date back to the late 1930s, when a club opened up in Como... The Blue Bird would serve as one of the main anchors of local blues for more than 60 years." –*FW Weekly*



NEIGHBORHOOD PLAN RECOMMENDATION: **RETAIL****KEY INITIATIVE #2: ARTICULATE CLEAR VISION FOR HORNE STREET REVITALIZATION AND ATTRACT LONG-TERM INVESTMENT PARTNERS**

- I. ASSEMBLE LIST OF EXISTING OWNERS OF THE RETAIL PARCELS/PREPARE THEM FOR LAND SALES (OR CONTRIBUTING LAND AS EQUITY) TO ACCOMMODATE PLAN
- II. WORK WITH THE CITY TO ENSURE THEY'RE ON THE SAME PAGE/SEE IF THEY CAN PROVIDE ANY INCENTIVES
- III. IDENTIFY DEVELOPERS/HOST AN RFP TO GET DEVELOPERS INTERESTED IN BUYING THE LAND,
- IV. IDENTIFY LOCALS TO FILL OUT TENANT BASE FOR RETAIL/RESTAURANTS.
 - a) Would be great to have them identified before developers bring their own tenants to the deal
- V. MARKET THE AREA/ATTRACT OUTSIDE PATRONS TO ACTIVATE THE SPACE



I. REPRESENTATIVE CASE STUDIES

- a) North of Broad (Columbus, Ohio)
- b) Near Southside (Fort Worth, Texas)
- c) Revitalize West Dallas (Dallas, Texas)

Transformed streets, a stronger neighborhood, and a penguin.



Before and after: a BOH home build in East Dallas.





III. CURRENT WORKS IN PROCESS

CURRENT WORKS IN PROCESS

I. CURRENT PROJECTS

- a) **Como Area Street Rehabilitation:** Improvements include rehabilitation of existing asphalt pavement, new curb and gutter, driveways and replacement of water/sewer mains and services on some streets.
- b) **East Como Channel Improvement:** The proposed improvements include expanded channels and upsized culverts along Blackmore and Helmick Avenues.
- c) **Como Community Center:** The new Como Community Center replaced the original building on Horne Street which was built in 1970, and now provides plenty of modern amenities for this historic neighborhood.
- d) **Lake Como Sidewalks:** Construction of Sidewalk route along Lake Como Drive, Locke Avenue and Merrick Street.

II. Financial Incentives Described in the NEZ Plan

- a) **Chapter 380 Economic Development Program Grants:** The purpose of these local grants is to reimburse private developers for the range of expenses that may contribute to a financing gap that yields a project to be financially infeasible.
- b) **New Markets Tax Credit (NMTC) Program:** Aims to break the cycle of disinvestment in low-income communities by attracting the private investment necessary to reinvigorate struggling local economies.
- c) **Neighborhood Empowerment Zones (NEZs):** Intended to promote housing, economic development and quality services in Fort Worth.
- d) **Public Improvement Districts (PID):** Defined geographical area established to provide specific types of improvements or maintenance which are financed by assessments against the property owners within the area.

III. COMMON INCENTIVES

- a) **Tax Increment Financing (TIF)**: TIF is a tool to use future gains in taxes to finance current improvements. The improvements will create those gains.
- b) **Payment in Lieu of Taxes (PILOT or PILT)**: Is made to compensate a local government for some or all of the tax revenue that it loses because of the nature of the ownership or use of a particular piece of real property.
- c) **Sales Tax Rebate**: to Developer for Costs of Public Improvements: Sales tax rebates are incentive monies returned to the developer of a retail project for the actual costs of public improvements constructed in the project.
- d) **Local Retail Development Incentives Fund**: Incentives support the expansion of existing retail businesses and the recruitment and development of new retail businesses.

CURRENT WORKS IN PROCESS : **RETAIL**

IV. TAILORED INCENTIVES

- a) **Matching Grants:** The City may reimburse up to 50% of the costs of façade improvements (including signage, landscaping and lighting). The City may also reimburse up to 50% of the costs of tenant improvements (not including FFE – fixtures, furniture and equipment).
- b) **Development Fee Rebates:** The City may approve the rebate of all or a portion of certain permit and development fees.
- c) **Rent Assistance:** Up to 12 months is available to destination retailers and restaurants (not exceeding 3,500 SF) that do not have a strong presence in other locations in DFW and locate within a targeted site identified by the City: 1. Transit Center District and 2. Shopping centers with occupancy rates below 70%.
- d) **Ad Valorem Incentives:** The City may offer a tax rebate for up to five (5) years and up to 50% of the City of Carrollton taxes assessed upon value of Improvements.
- e) **Sales Tax Rebates:** The City may rebate up to One Percent (1%) of Sales and Use Tax for up to ten (10) years.

Eligible Projects	Matching Grants		Development Fee Rebates	Rent Assistance	Ad Valorem	Sales Tax Rebate
	Façade Improvements	Tenant Improvements				
Destination (Not National / Regional)	X	X	X	X	X	
National/Regional	X	X	X		X	X
Expansion/2nd Location/Relocation	X	X	X		X	

CURRENT WORKS IN PROCESS : MULTIFAMILY

- I. **Tax Abatement:** Multi-family and mixed-use development projects located in the NEZ shall be eligible to apply for a tax abatement. Tax Abatement” means a full or partial exemption from City of Fort Worth ad valorem taxes on eligible real property located in a NEZ for a specified period.
- II. **Housing Tax Credit:** The HTC program is one of the primary means of directing private capital toward the development and preservation of affordable rental housing for low-income households. Tax credits are awarded to eligible participants to offset a portion of their federal tax liability in exchange for the production or preservation of affordable rental housing. The value associated with the tax credits allows residences in HTC developments to be leased to qualified households at below market rate rents.
- III. **The Multifamily Direct Loan Program:** Provides funding to nonprofit and for-profit entities for the new construction or rehabilitation of affordable multifamily rental developments. Funding is typically provided in the form of low interest rate, repayable construction-to-permanent loans.
- IV. **Multifamily Texas Bond Program:** The State of Texas has the authority to issue tax-exempt and taxable Multifamily Housing Revenue Bonds statewide. The bonds are used to fund loans to for-profit and nonprofit developers for the acquisition and rehabilitation or new construction of affordable rental developments.

CURRENT WORKS IN PROCESS : SINGLE-FAMILY

- I. **The HOME Investment Partnerships Program (HOME Program or HOME):** Funded by the U.S. Department of Housing and Urban Development (HUD), the purpose of the program is to expand the supply of decent, safe, affordable housing.
- II. **The Homebuyer assistance with new construction (HANC) program:** Funds units of general local governments, public housing authorities, local mental health authorities, and nonprofits to provide mortgage financing to low-income homebuyers for Acquisition and/or New Construction of site-built housing, or acquisition and/or placement of a new Manufactured Housing Unit (MHU).
- III. **The Homeowner Reconstruction Assistance (HRA) program:** Funds units of general local governments, public housing authorities, local mental health authorities, and nonprofits wishing to provide various services under the Homeowner Reconstruction Assistance initiative.
- IV. **The Contract for Deed (CFD) initiative:** Funds units of general local governments, public housing authorities, local mental health authorities, and nonprofits wishing to assist residents earning not more than 60% of the Area Median Family Income ("AMFI") with converting contracts for deed into traditional mortgages.

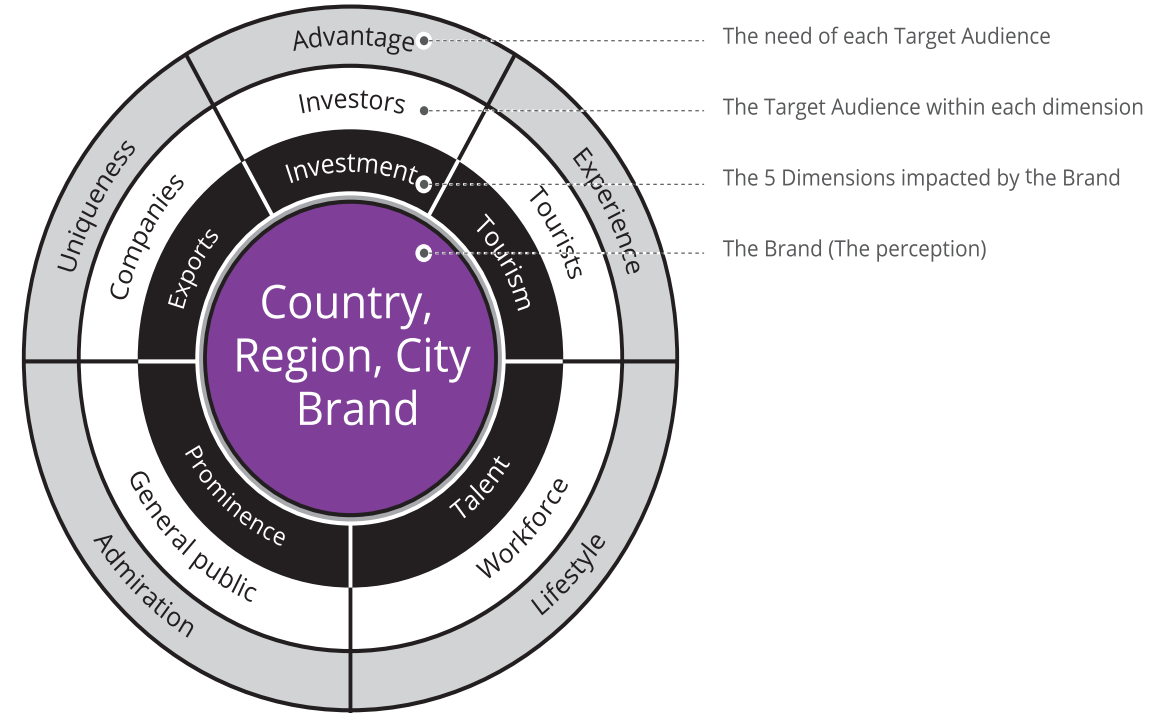
CURRENT WORKS IN PROCESS : SINGLE-FAMILY

- V. TEXAS STATE AFFORDABLE HOUSING CORPORATION (TSAHC) PROVIDES MORTGAGE LOANS, DOWN PAYMENT ASSISTANCE GRANTS, AND MORTGAGE CREDIT CERTIFICATES TO ELIGIBLE FIRST- TIME HOME BUYERS* THROUGH THE FOLLOWING PROGRAMS:**
- a) Homes for Texas Heroes Home Loan Program:** for teachers, fire fighters and EMS personnel, police and correctional officers, and veterans

 - b) Home Sweet Texas Home Loan Program:** Available for Texas home buyers with low and moderate incomes.
- VI. HOME PROVIDES FUNDING TO NONPROFITS THAT TDHCA CERTIFIES AS COMMUNITY HOUSING DEVELOPMENT ORGANIZATIONS (CHDOs). A CHDO IS A PRIVATE NONPROFIT ORGANIZATION WITH A 501 (c) DESIGNATION WHICH MEETS ALL THE REQUIREMENTS.**
- a) CHDOs:** May use SFD funds for the new construction or rehabilitation of affordable single-family homes.. Single family homes built or rehabilitated with the assistance of HOME funds must comply with required income restrictions and follow certain design requirements.




I. BRANDING STRATEGY

- a) A neighborhood’s image is just as important to its success in reaching prospective buyers as the quality and price of an individual home
- b) When neighborhoods fail to attract appropriate residents, neighborhood leaders often think they need a promotion strategy to improve the neighborhood’s reputation. But a promotion strategy will not work if the product—the neighborhood—is not competitive
- c) Branding is what creates the difference in our minds between a cup of coffee and Starbucks, between a room at a Holiday Inn and a room at a Hampton Inn, between a Budweiser and a Stella Artois. Product branding, therefore, differentiates a product from its competitors.
- d) Place branding is not the same as marketing a home for sale or even designing a logo for a neighborhood. Place branding is an integrated approach to repositioning a place to attract demand, whether it be visitors, home buyers, business interests, or development. Place branding views the place as a product competing with others for target customers



I. NORTH OF BROAD (NOBO)

- a) By focusing first on a smaller area, Homeport felt it could better control and manage the redevelopment – and maintain a vibrant perception of the many exciting changes about to take place
- b) Leadership knew that the homes would not sell unless Homeport also “sold” the neighborhood. To do that required dispelling misperceptions and focusing on the area’s many attractive features. North of Broad needed to be rebranded.
- c) The NoBo brand focuses on 1) high-quality new homes with attributes that are competitive with suburban options, 2) youthful, urban, trendy location, and 3) jazz music history in the neighborhood.
- d) The brand guides the overall neighborhood revitalization strategy. In addition to housing strategies, for example, Homeport teamed up with a historic theater in the neighborhood that had a vacant storefront. Homeport established an art gallery there and now pays the utilities for the space

RECOMMENDATION CATEGORY	BENCHMARK	MEASURES
<p>Development</p> 	<ul style="list-style-type: none"> Improved land utilization Increase tax base Increase property values Private sector investments Central City comparison 	<ul style="list-style-type: none"> % Vacant land Tax revenue generated Total appraised value # Building permits by type Total value of permits
<p>Housing</p> 	<ul style="list-style-type: none"> Increase quality infill housing Increase market attractiveness Develop new higher density housing in target locations Increase housing rehabilitations Decrease tax and mortgage foreclosures Reduce number of vacant and abandoned houses 	<ul style="list-style-type: none"> # and value of residential building permits # New residential projects that adhere to the adopted design guidelines # Real estate sales and days on the market % MLS owner-occupied sales # Mortgage lending closures % Reduction in housing code violations # Foreclosure prevention workshops held annually and attendance % Reduction of tax and mortgage foreclosures # Demolition permits issued for unsalvageable vacant and abandoned houses % Owner-occupied units
<p>Neighborhood-Focused Economic Development</p> 	<ul style="list-style-type: none"> Increase new business start-ups on Home Street Restore vacant commercial buildings with active uses Increase storefront façade improvements Increase micro-enterprises 	<ul style="list-style-type: none"> # Certificate of occupancies Retail sales volume and sales tax generated Business merchants collaboration and organization # Participants enrolled in entrepreneurial training programs

IN CLOSING : **RECOMMENDATIONS FOR OVERALL MARKETING STRATEGY**

- Obtain resources to **develop a branding and marketing strategy** to implement the NEZ Strategic Plan
- **Build relationships** with other stakeholders for coordinated and **joint marketing efforts**
- Use **creative marketing material** to promote the neighborhood and attract businesses and developers: Brochures, Create a Como NEZ Webpage, share online-resources with potential investors and inform them about potential partners in the area (Financial Institutions, Chambers, Council District Office, Incubators, Accelerators etc.)
- **Business Visitation:** Given the health risks related to COVID pandemic, business visitation will not be feasible. However, in the future staff schedule visits with businesses to assist with expansion plans and to promote the community and its programs
- **Business Workshops / Forums / Job Fairs:** COMO should assist local businesses with materials and speakers on an annual basis. Business workshops, forums, job fairs etc. should also be organized
- **Audience and Potential Applicants:** COMO should also conduct research and create or acquire a database list of identified potential candidates for NEZ. Start with data for top employers or developers in the area.
- COMO must **utilize digital marketing** to expand its reach and attract a wider range of potential investors.
- **Owned Media** to diversify brand awareness (Youtube, LinkedIn, Medium)
- **Paid Media** (Facebook ads, Google Adwords, Banner Ads to microtarget
- **Earned media** is word of mouth marketing. Online mentions, PR, product or service reviews
- **Social media** are any channels that are owned by a third-party organization or business but allow the creation of user-generated content. Well-known platforms include Facebook, Twitter, Instagram, Snapchat, YouTube, or Pinterest.