

2009 POP CONFERENCE

Anaheim, California

November 2, 2009

**Community Development as a POP Response:
When Is It the Best – *or a Really GOOD* – Option?**

*Featuring success stories from a
forthcoming COPS-sponsored book...*

**BUILDING OUR WAY
OUT OF CRIME**

The Transformative Power of Police-
Community Developer Partnerships

Panelists

Bill Geller

*Director, Geller & Associates Consulting,
Glenview, IL & Consultant to LISC
co-author, Building Our Way Out of Crime*

Lisa Belsky

*CEO, Belsky & Sons, Community Develop-
Development Expert & LISC Consultant
co-author, Building Our Way Out of Crime*

Hugh Clements

*Major & former Commander of District 5
Providence (RI) Police Dept.*

Julia Ryan

*Program Director, the Community Safety
Initiative of the Local Initiatives Support
Corporation, NYC*

The kind of problems this strategy addresses...

There are persistent **crime hotspots** that Police cannot *sustainably* “arrest away,” no matter how hard they try.

The Strategic Idea...

There are persistent **crime hotspots or hot areas** that Police cannot *sustainably* “arrest away,” no matter how hard they try.

But some of these hotspots *can be physically changed (“built away”)* -- through strategic *interaction* between public safety workers and community developers.

This strategy is effective? *Says Who?* *Among mayors, cops, and others...*

2 of the nation's top leaders of effective, innovative community development & policing:



Boston Foundation
President Paul Grogan

Los Angeles Police Dept.
Chief (ret.) Bill Bratton

Who says this strategy is an example of POP?



2008 Goldstein Award
winner Constable Keith Collins

The man apparently named
after the Goldstein POP awards

Evidence from 3 cities where this was the right option, producing public safety + development "*interaction effects*" ...

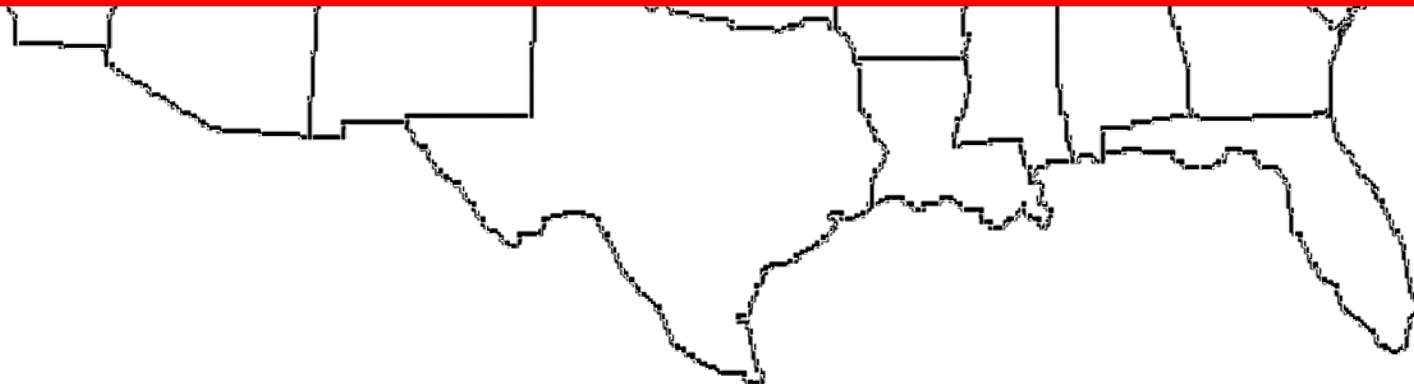


❖ Charlotte–Mecklenburg, North Carolina
Druid Hills neighborhood
Charlotte-Mecklenburg Police Dept. &

Minneapolis, Minnesota

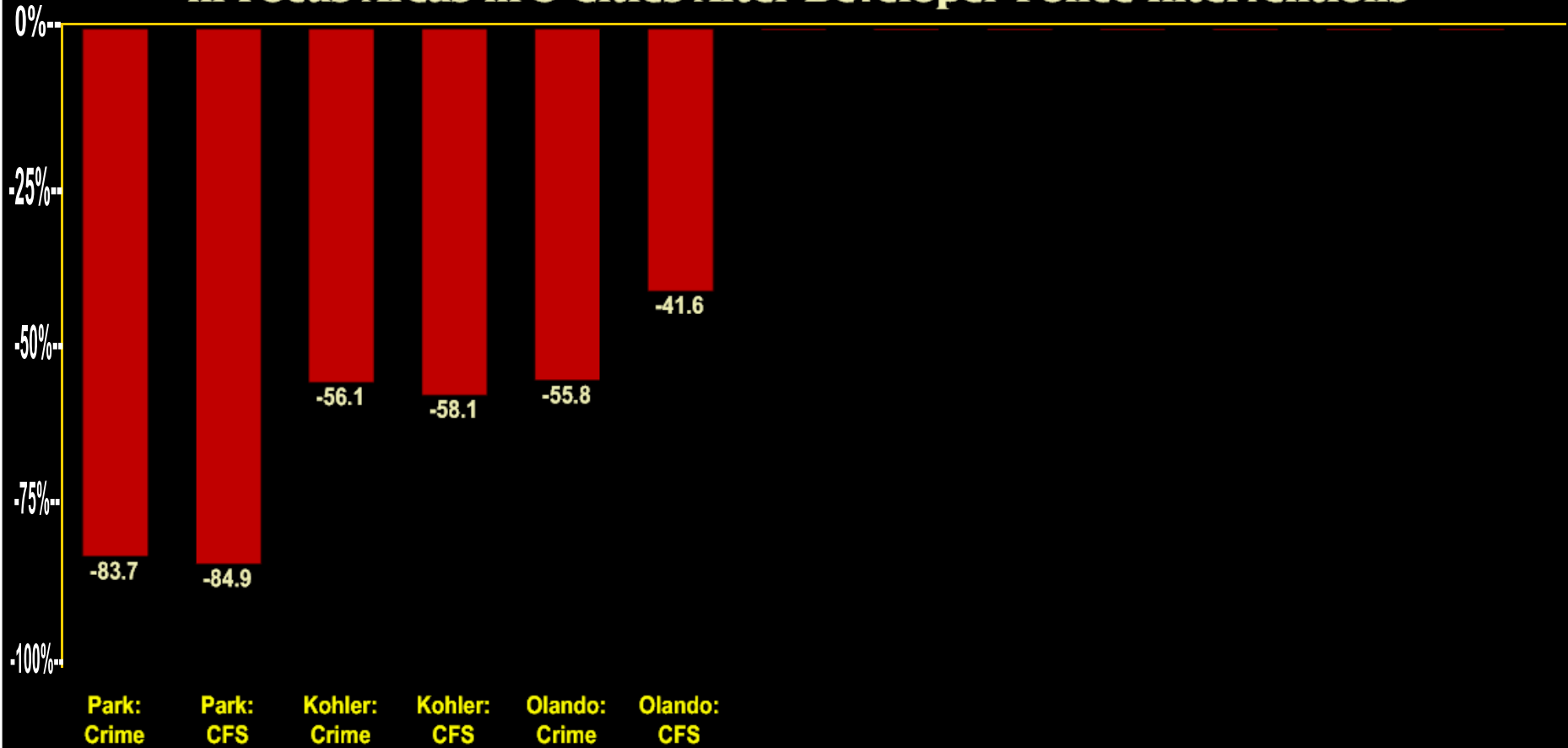
Phillips neighborhood

**Minneapolis Police Dept. & Great Neighborhoods!
Development Corp.**



The public safety results from our 3 main case studies: Charlotte-Mecklenburg...

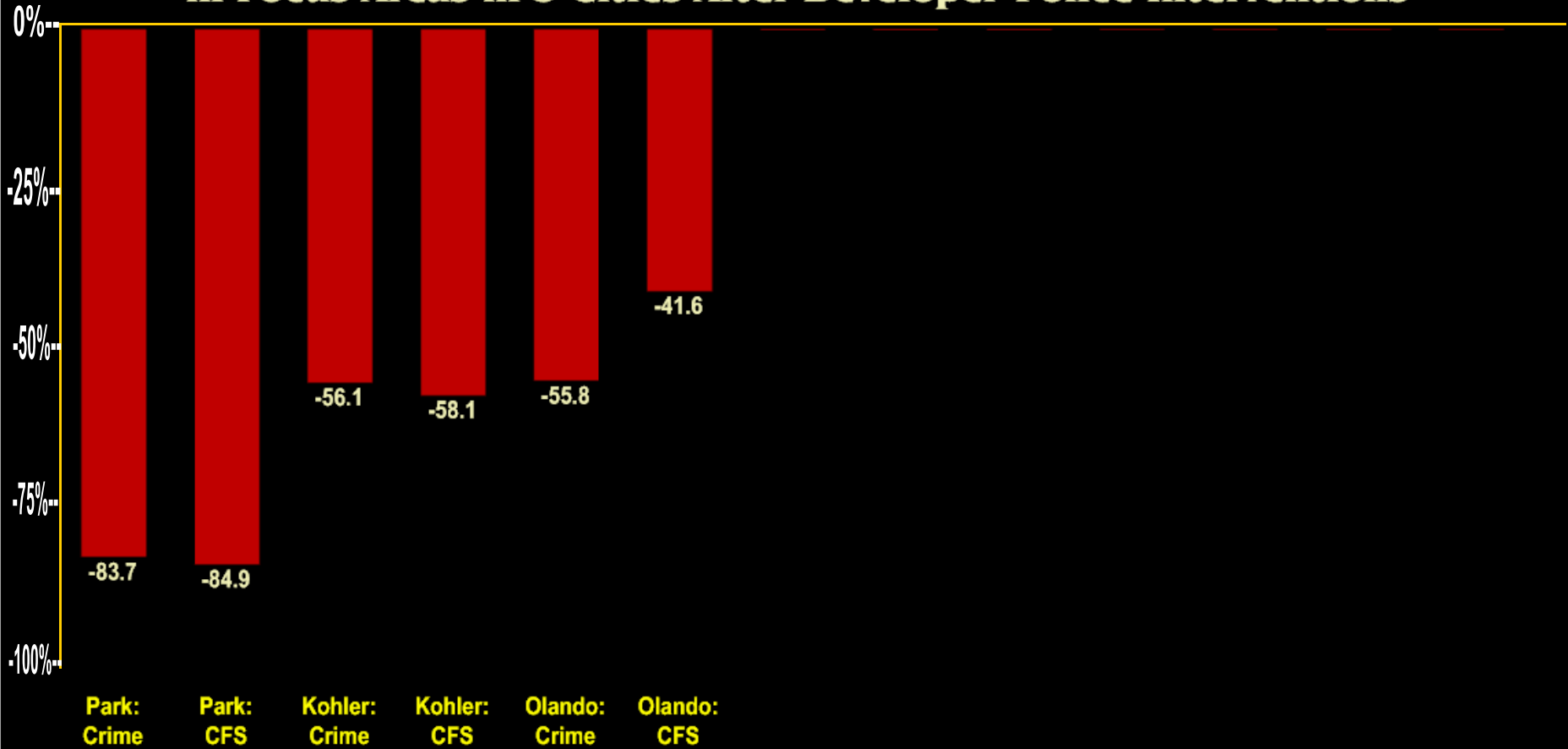
**% Declines in Crime, Calls for Service or Arrests
in Focus Areas in 3 Cities After Developer-Police Interventions**



Charlotte-Mecklenburg

... and Minneapolis...

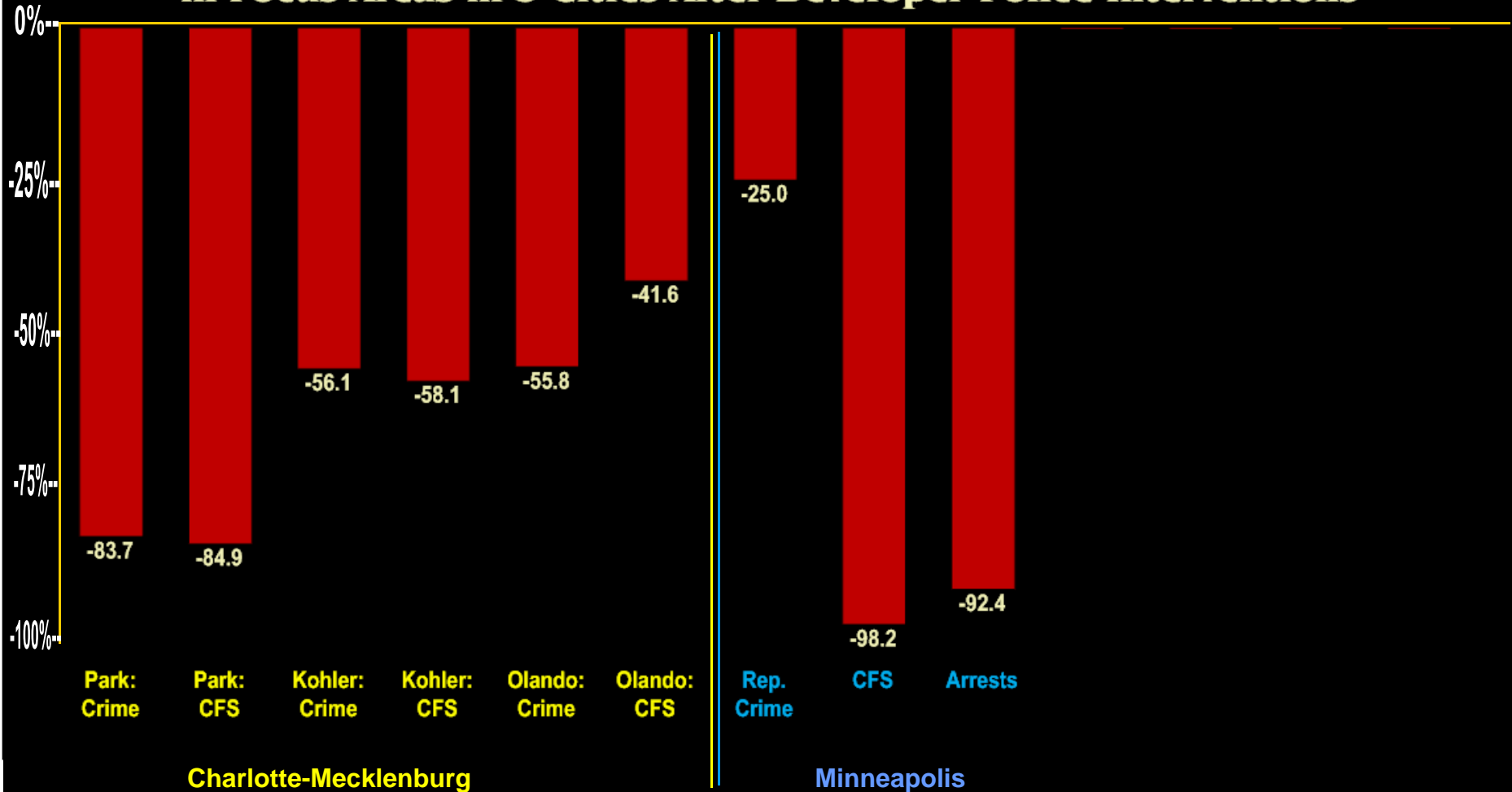
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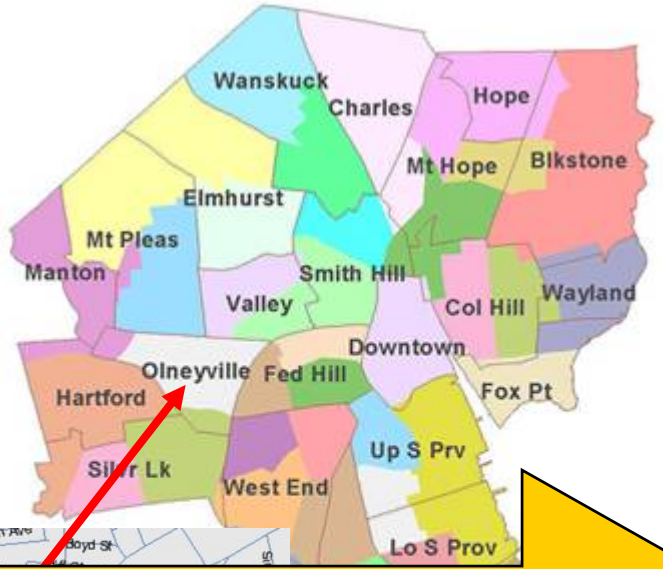
Charlotte-Mecklenburg

.. and Providence

% Declines in Crime, Calls for Service or Arrests in Focus Areas in 3 Cities After Developer-Police Interventions



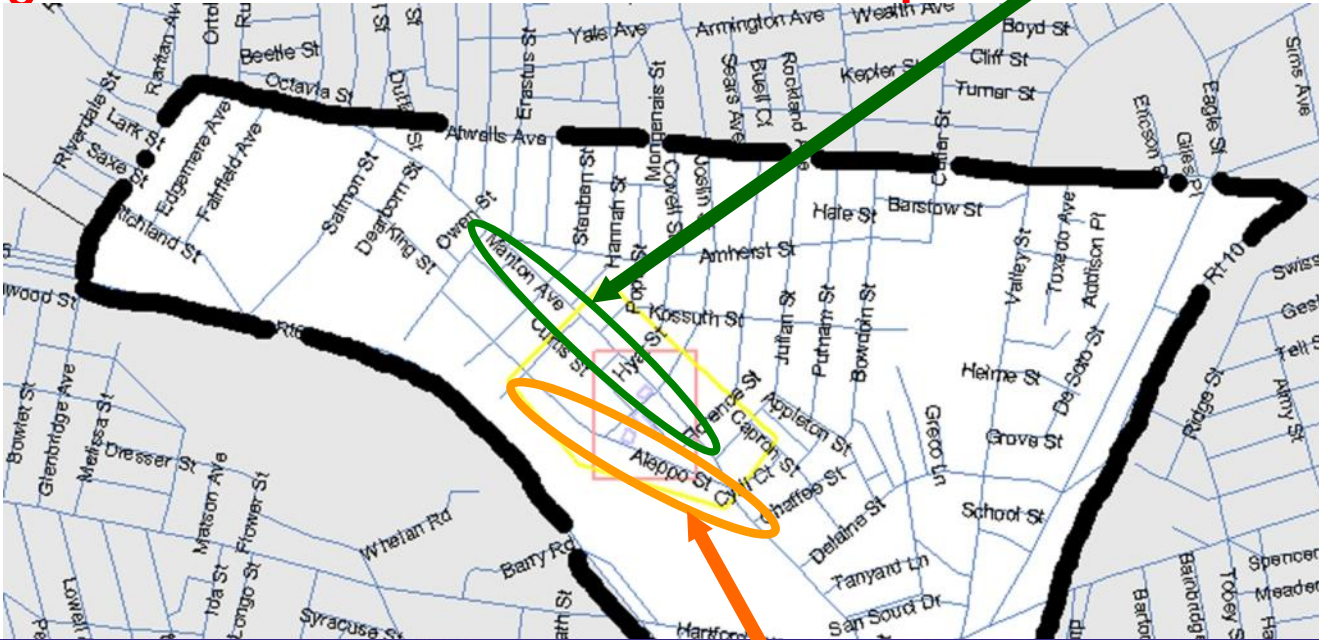
A Closer Look: The Olneyville neighborhood in Providence, Rhode Island



Before the interventions...

A decade ago, in this half-mile square neighborhood...

- Parents told their children never to walk on **Manton Avenue** or south of it-- "You can get kidnapped. You can get shot. There's a lot of bad people there."



- The only reason to go to **Aleppo Street** was for drugs or prostitution.

Development Impacts:

From brownfield...

to Greenspace...



...and a sprouting community

...with “eyes” on their new park



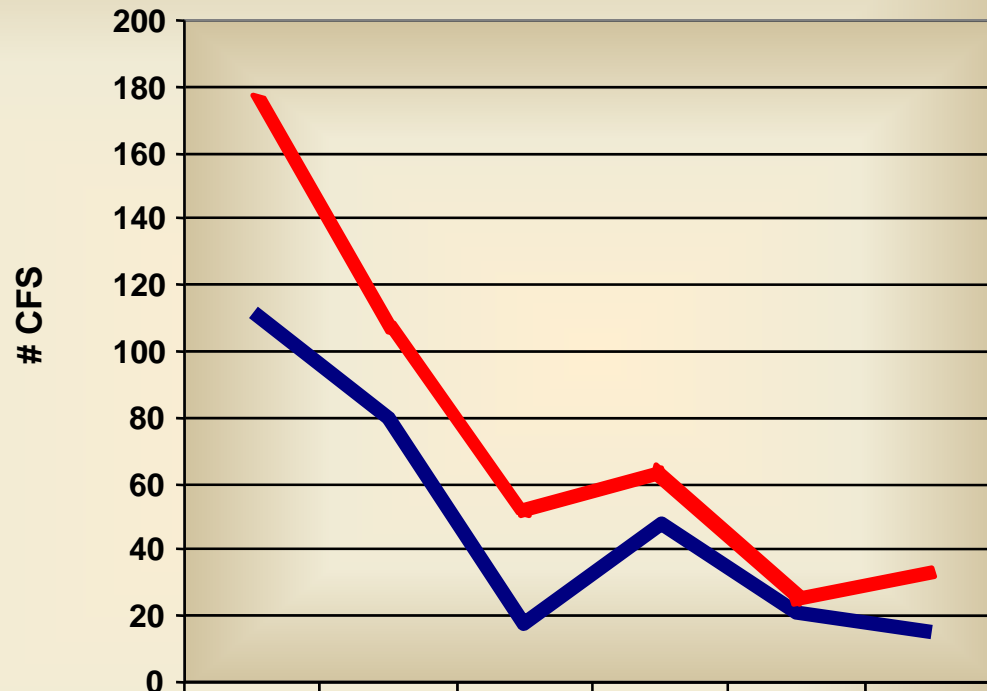
Attractive, affordable homes replaced dens of drug dealing, prostitution and violence...



Healthy community life returns to the area and area workers enjoy a recreational lunch break in the park for low-income families.



Calls for Service, Olneyville Areas



	2002	2003	2004	2005	2006	2007
— 4 hotspots	112	80	18	48	21	15
— OHC revitalization area	175	107	52	64	25	34

-86.6%

-80.6%

Neighborhood-wide: -35.9%

The Providence Police Department & Olneyville Housing Corporation
receive the **1st Place 2007 MetLife Foundation national
“Community-Police Partnership Award”**



\$5 Who Dat? prize

After the ceremony, Herman Goldstein told a reporter:

“What has occurred in Olneyville, in many respects, is a ‘perfect example’ of problem-oriented policing.... Rather than repetitively respond to crimes at the dens of prostitution and drug-peddling and prosecute their habitués in the criminal justice system, according to problem-oriented policing, it is much preferable to eliminate those dens.”

Providence Mayor David N. Cicilline:

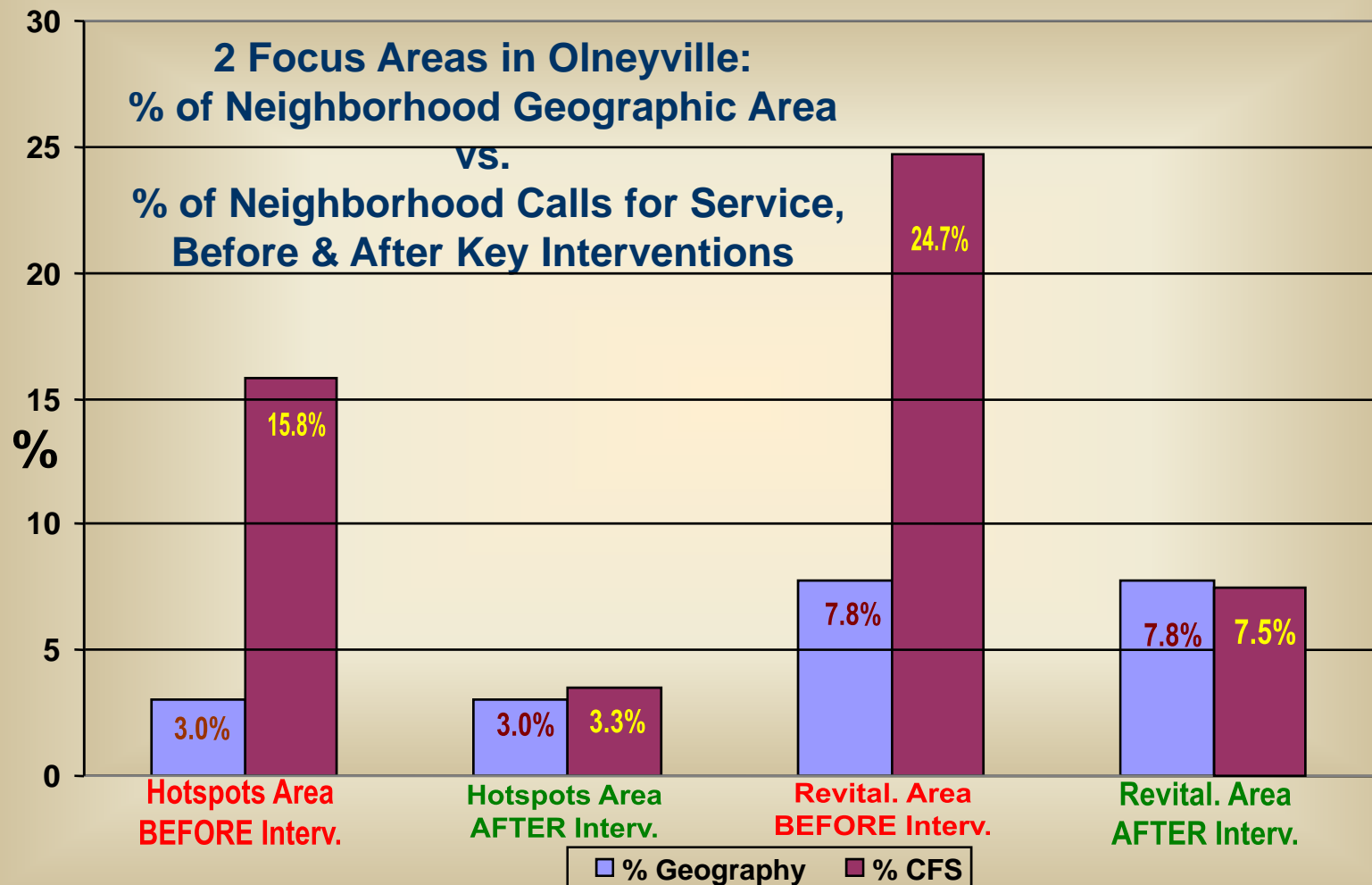
“This strategy is a key part of a mayor’s *change agenda.*”

“We are in a time when change is needed in how the nation and cities solve problems.”

“We need new approaches that make more efficient and effective use of scarce resources, that bring people and institutions together as partners so we can get more done with less.”

We need a
new investment strategy
for crime control.

Service Demands on Providence Police in Olneyville's Focus Areas Dropped



Before data are from 2002, when the Hotspots Area had 112 of Olneyville's 708 CFS & the Revitalization Area had 175 of Olneyville's 708 CFS. *After data* are from 2007, when the Hotspots Area had 14 of Olneyville's 454 CFS & the Revitalization Area had 34 of Olneyville's 454 CFS.

Another quick example...

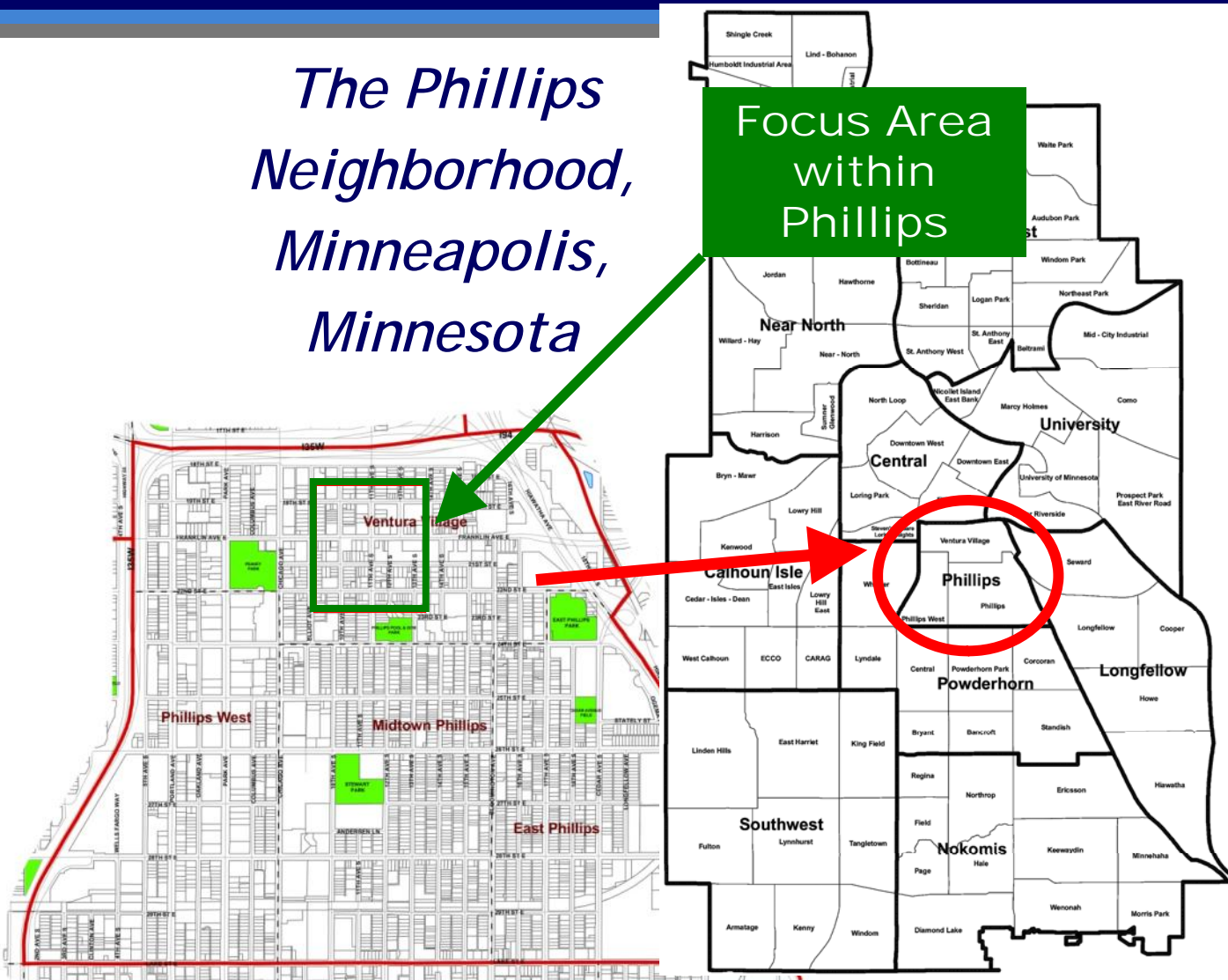
Minneapolis, Minnesota

The largest, poorest, and most diverse neighborhood in the entire State of Minnesota:

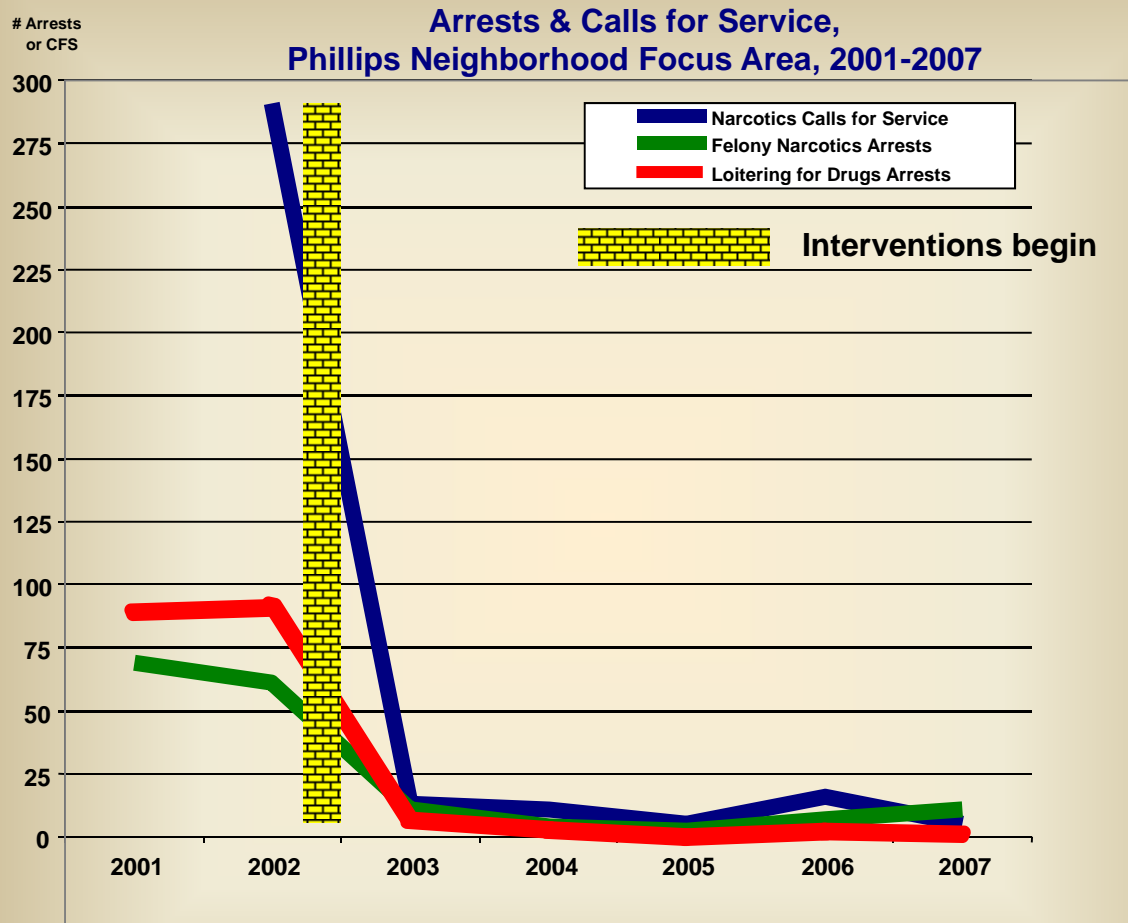
THE PHILLIPS NEIGHBORHOOD

Minneapolis, Minnesota: The Phillips Neighborhood

*The Phillips
Neighborhood,
Minneapolis,
Minnesota*



In the Phillips Neighborhood of Minneapolis, a drug market is eliminated by a commercial corridor turnaround *and replaced with durable assets*



The focus area for which the Minneapolis Police Department pulled data on calls for service and arrests is approximately 15 square-blocks, centered on the intersection of East Franklin Avenue and 11th Avenue South. Calls for service data begin in 2002. Due to a database change, 2007 data are for 3/27/07-12/31/07. "Loitering for Drugs Arrests" are arrests made to attack open-air drug markets.

Development Impacts in Phillips: A Convenience Store/Gas Station at the center of the Focus Area...



that accounted for 517 calls
for police service in just 12
months...

...was replaced by
Franklin Street Bakery...



which brought the area...



popular baked goods — and *SAFETY* resulting from customers, employees and other stakeholders who brought positive activity and kept “eyes” on the street & plaza.

The Bakery added dozens of new jobs for local residents in the commercial & retail operations.



Everyday, the bakery runs 'round the clock and produces 20,000 loaves of bread (in 120 varieties) and 30,000 buns and rolls. Shoppers come from all around the Twin Cities for its award-winning cakes & pastries.

A flagrant open-air drug market at the intersection of Franklin & 12th...



...was built away as the buildings and blocks along Franklin were transformed into the revitalized Ancient Traders Market.

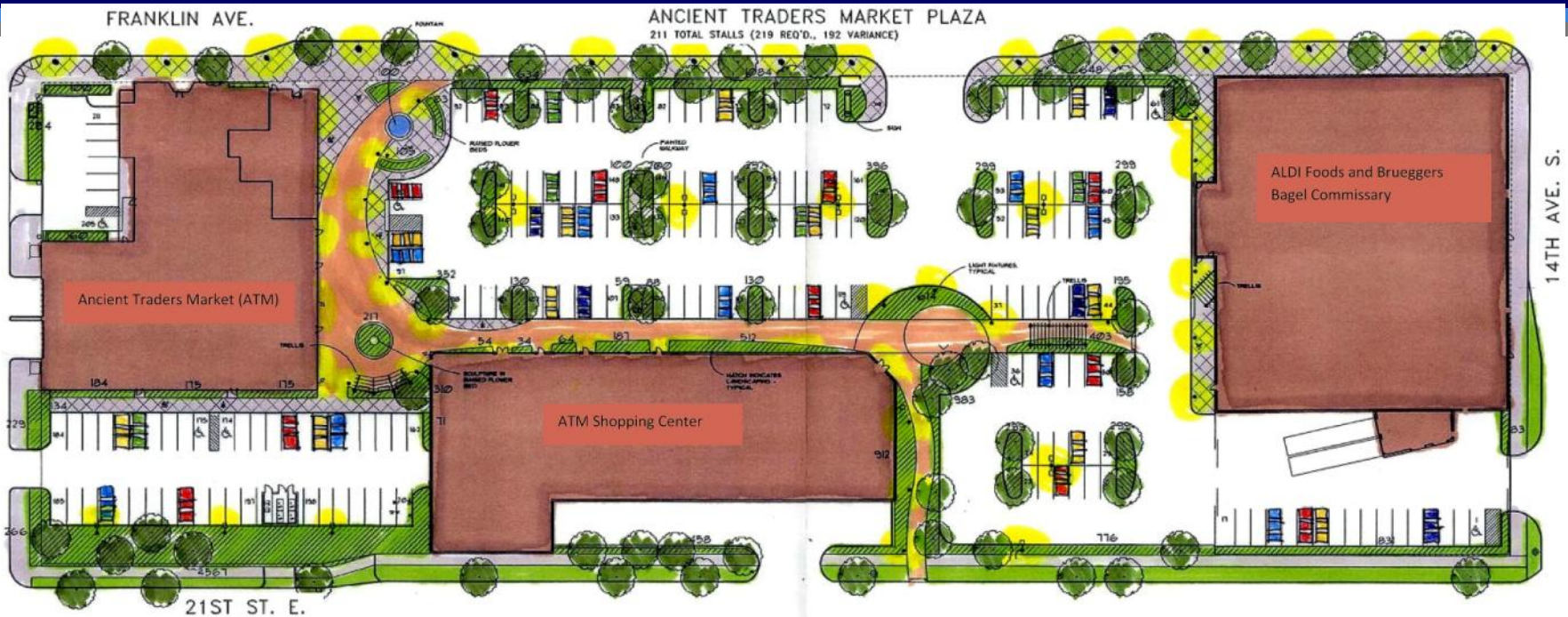


...and 12th Street was converted into a popular pedestrian plaza - often used for festivals celebrating the Neighborhood's many cultures.



The foundations of this turnaround:

1. The CDC bought & changed the problem properties



- ✓ transformed 7 blocks along Franklin
- ✓ invested over \$13 million
- ✓ brought the neighborhood 46 successful businesses
- ✓ employing 518 people, many of them local residents

2. police established a real presence and accessibility
(through co-designing a useful police substation, **The Franklin Avenue
Safety Center** — built at CDC expense).



Is this still too much of a “black box” for you?

What is this potential partner we call a “CDC”?

- Community-based non-profits with a mission to revitalize a specific geographic area
- **Governed by residents of the neighborhood**
- DEVELOP affordable housing, commercial real estate, community facilities
- **MOBILIZE RESIDENTS** around important causes, often through paid organizers
- **SERVICES** may range from homeownership counseling to youth programs to employment training programs
- May have **POLITICAL CONNECTIONS**, particularly those that can simultaneously represent grassroots neighborhood interests along with significant \$\$ in private development
- **LEVERAGE PRIVATE AND GOV'T RESOURCES**

1 more quick example of this kind of
developer working with police to solve
persistent neighborhood problems — *Southeast Seattle*



Southeast Seattle – Noji Gardens project



Homesight CDC & Seattle Police, elected officials & others join the community in celebrating a breakthrough



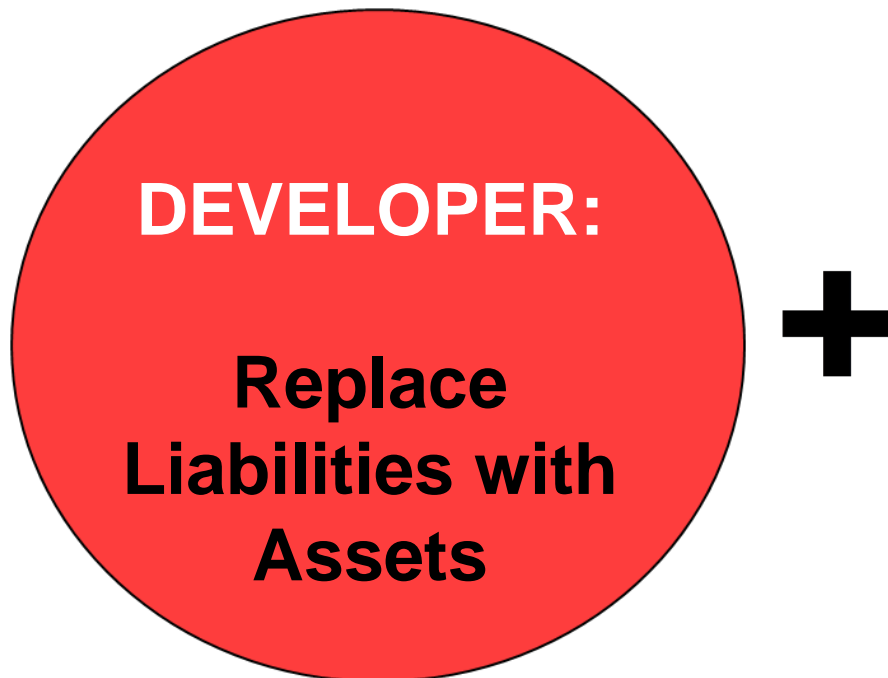
The turnaround is music to everyone's ears!



To summarize what's under the hood— How the *BUILDING OUR WAY OUT OF CRIME* strategy works...

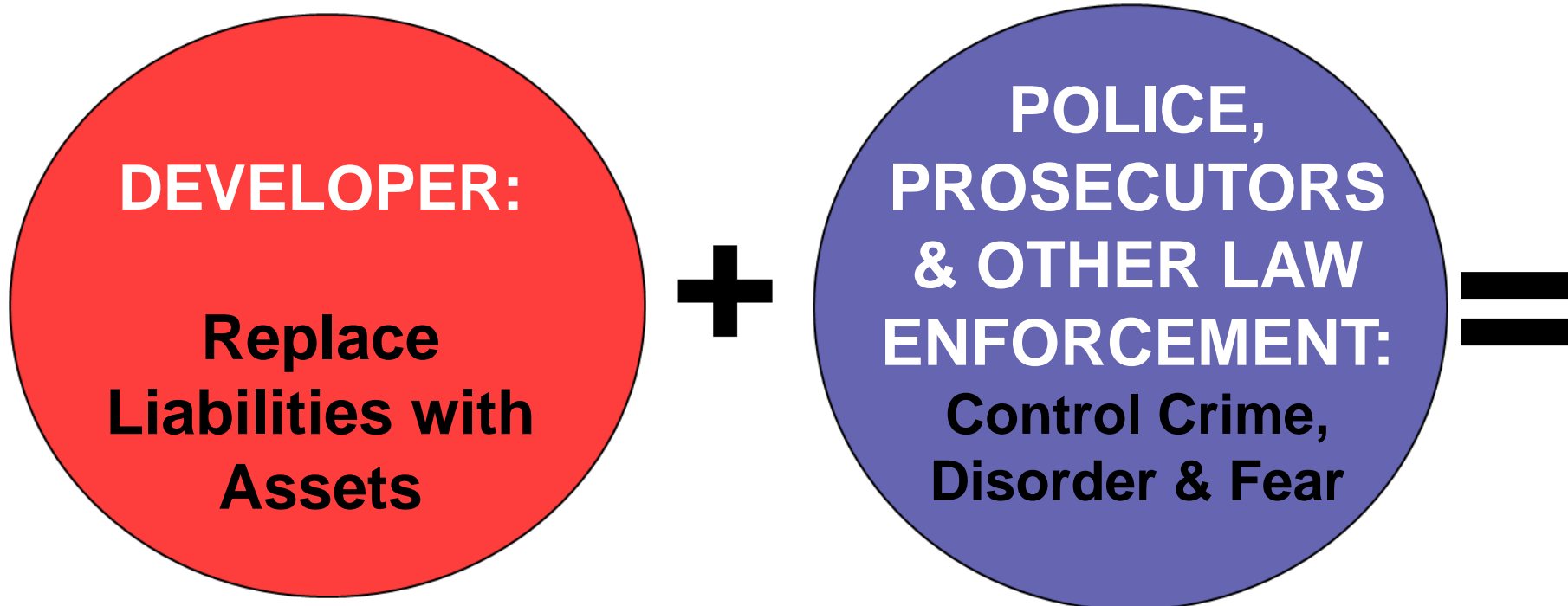
➤ A developer who has:

- bricks-and-mortar development capacity
- the interest & expertise to revitalize key blighted, crime-generating locations
- willingness to work cooperatively with the police



The Strategic Elements...

- City Leaders & Law Enforcement willing and able to:
- plan & coordinate with developers
 - make short-term, well-timed investments of their *reputation, crime prevention expertise, and enforcement resources* in the focus area

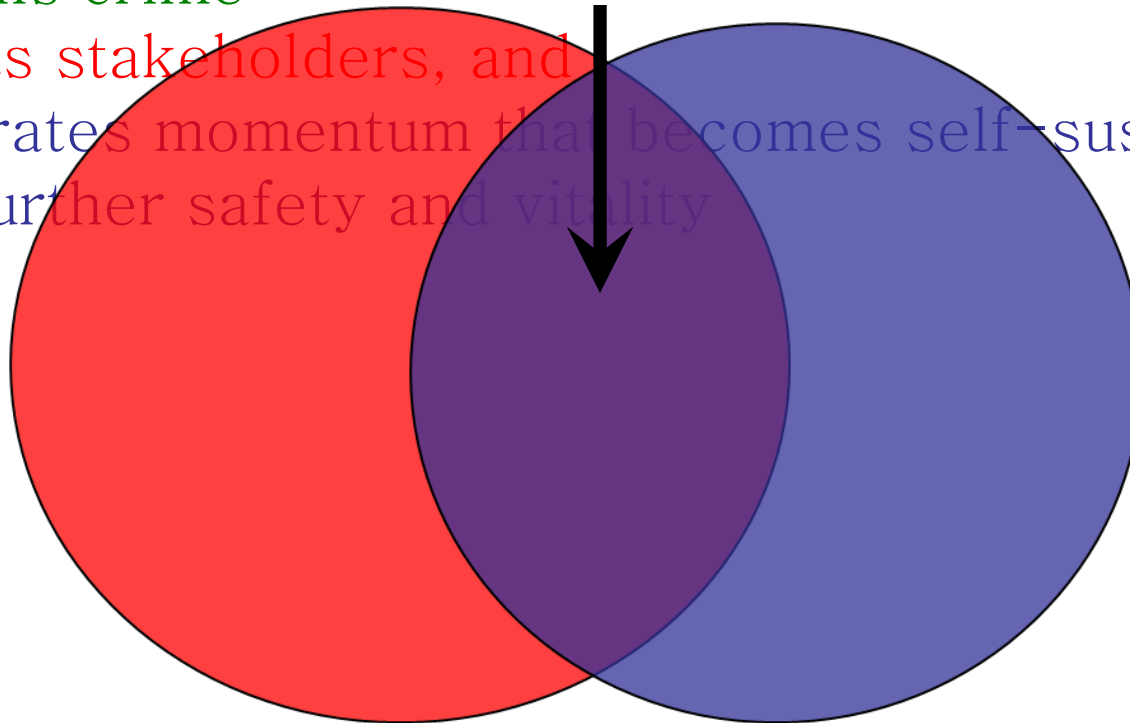


The Strategic Elements...

A “critical mass” of *mutually-reinforcing safety & revitalization* that...

Arresting Blight + Developing Safety

- transforms the property
- curtails crime
- enlists stakeholders, and
- generates momentum that becomes self-sustaining and fuels further safety and vitality



When safety + development reach "**critical mass**" there are "*interaction effects*" ...



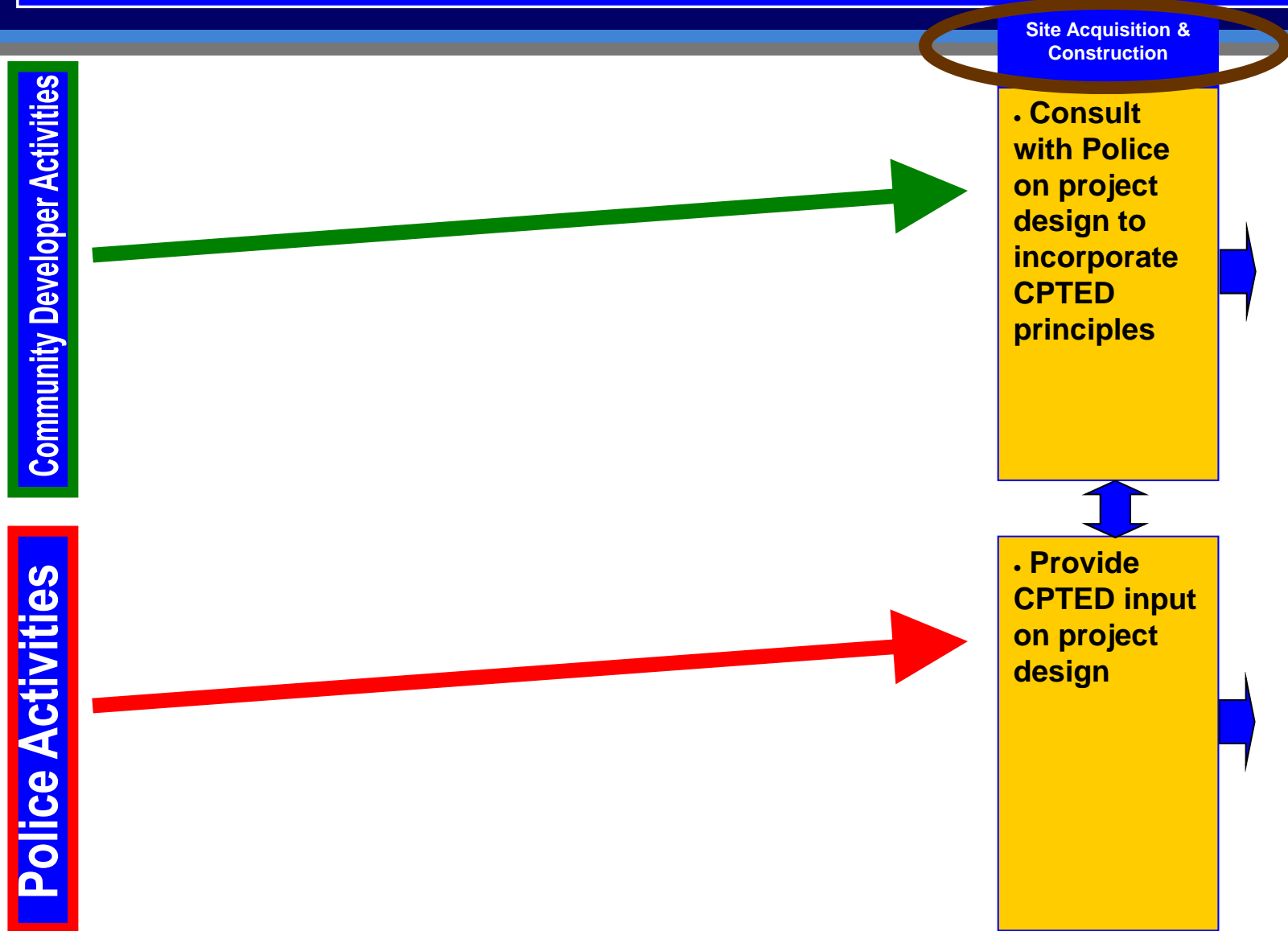
- ✓ ***Reducing crime spurs investment & development.***
- ✓ ***Development converts crime hot spots to community assets.***
- ✓ ***Crime control & development become easier.***

The Police-Community Developer Engagement Model: A Concrete Process

With proper support from the City
and others,
Police & Community Developers
can work together powerfully
at *all stages* of a
“building-away crime”
Physical Development Project

But in many cities police merely give CPTED advice at the Site Acquisition & Construction Stage...

Police-Developer Collaboration During a Community Development Construction Project



...but in the most productive police-developer collaborations...

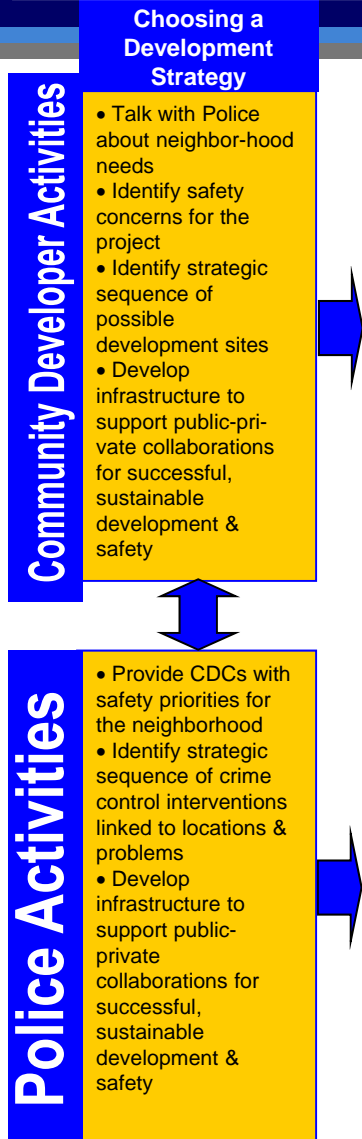
...the police were engaged *much earlier* than the final stages of the development process.

For example, with City government support they helped Developers strategize & make sound decisions about...

Choosing a development strategy:

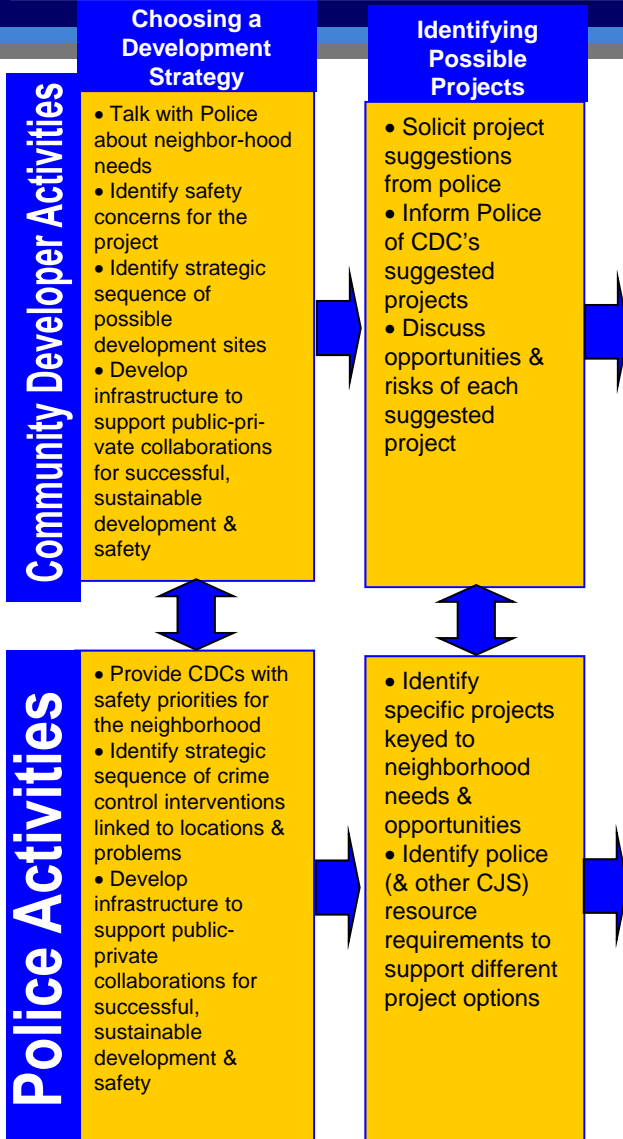
What are the neighborhood's needs – and opportunities – for crime control and revitalization?

Police-Developer Collaboration During a Community Development Construction Project



Identifying possible projects: What should be built – where – to help strengthen the community and reduce crime?

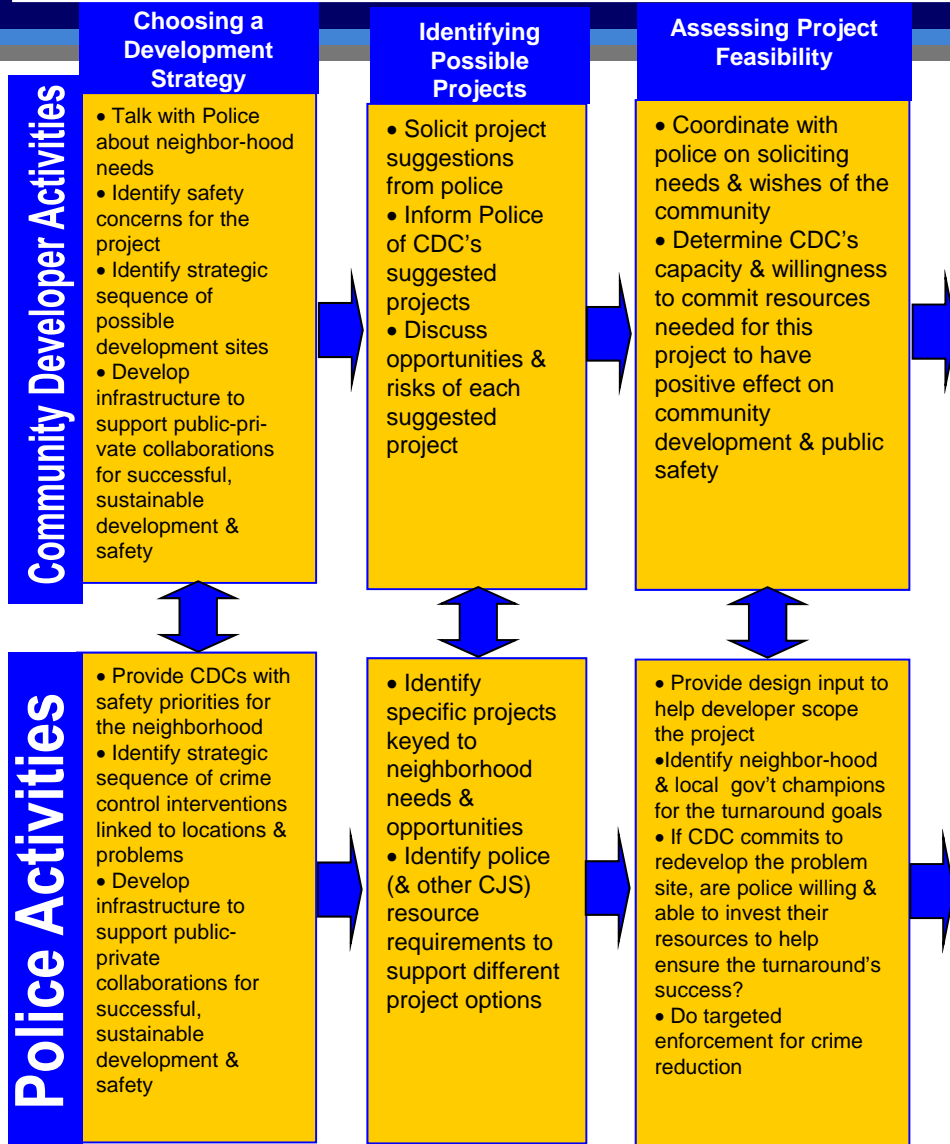
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Assessing Project Feasibility

Are the residents, investors, developers and police ready, willing and able to play their part in project success?

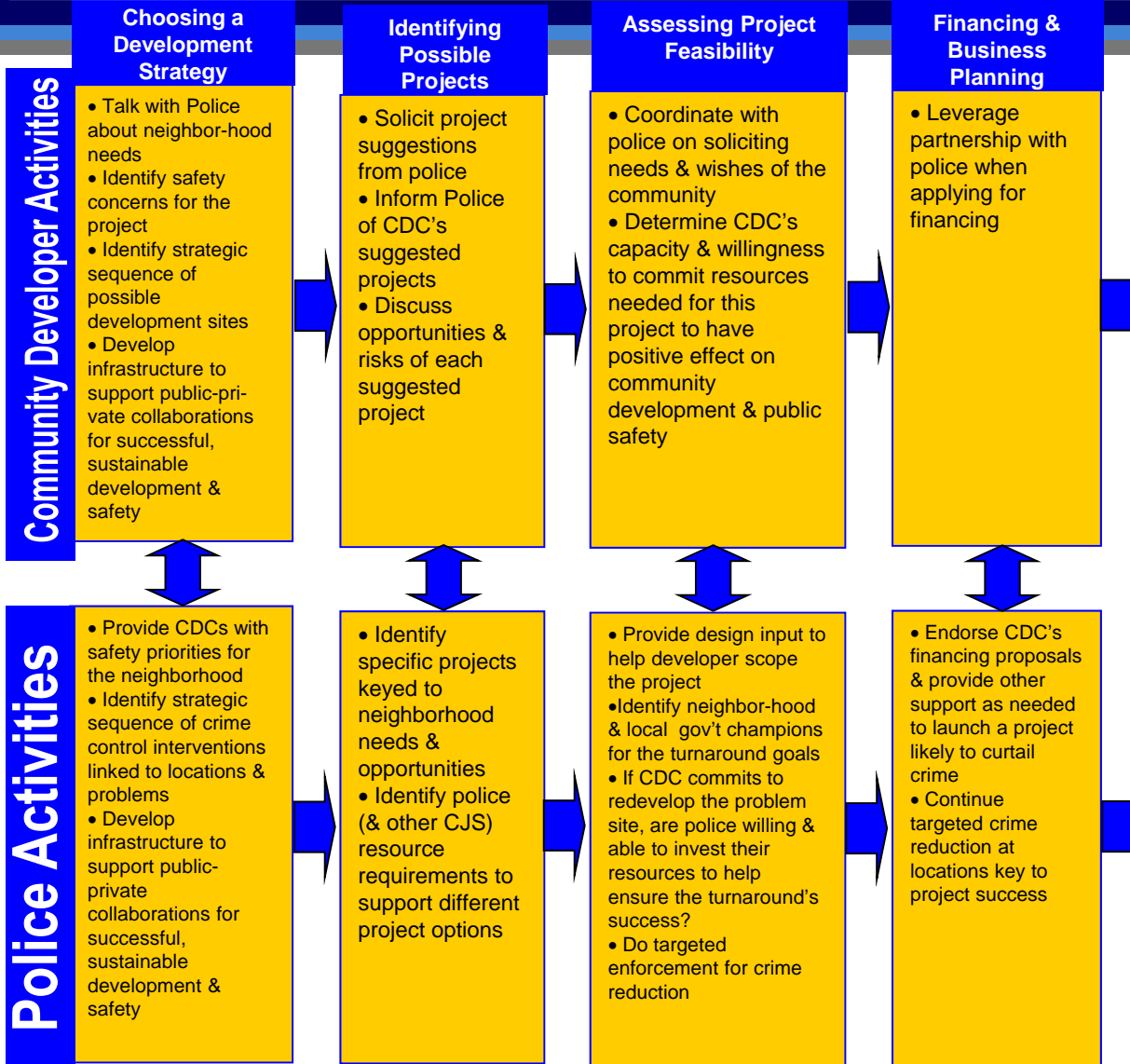
Police-Developer Collaboration During a Community Development Construction Project



Financing & Business Planning:

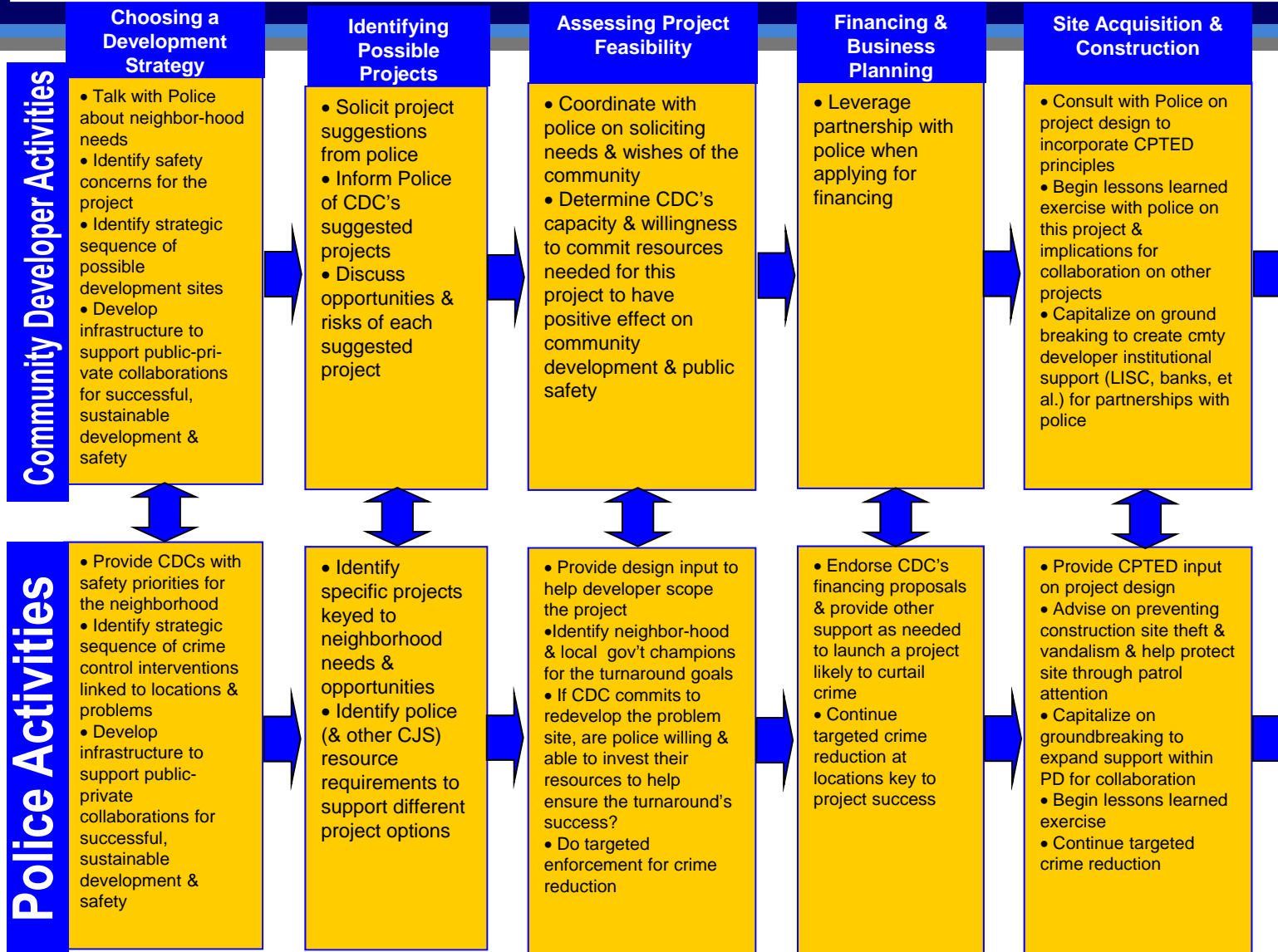
Help Developer document for investors the *soundness of this investment* in public safety and revitalization.

Police-Developer Collaboration During a Community Development Construction Project



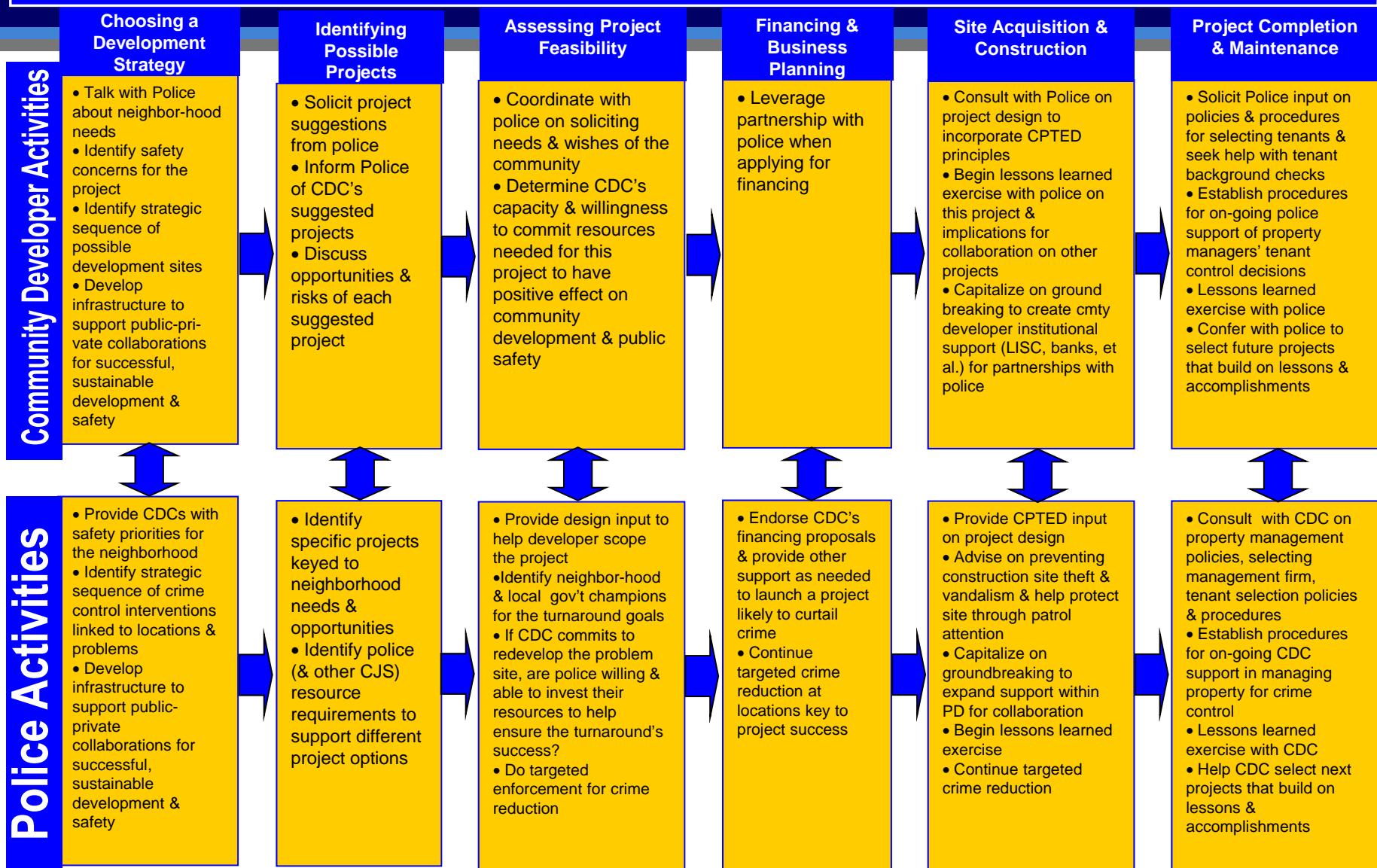
And at the Site Acquisition & Construction Stage... Police may help on matters in addition to CPTED...

Police-Developer Collaboration During a Community Development Construction Project



Finally, during Project Completion & Maintenance... Police help identify Lessons Learned & help plan next steps to sustain gains and set new goals.

Police-Developer Collaboration During a Community Development Construction Project



The Bottom Line - We asked the police & development leaders in our 3 cases:

As you think about all the time, tenacity, and resources you devoted to working with each other to address blight and crime in your community, was the return on investment worth it?

Their answers were unequivocal:

YES

Why is policing easier if developers help?

What do CDC assets mean for police?

- Brick and mortar development
- **Property management**
- Job creation and job training/placement
- **Social services or partnerships with service providers**
- Youth programs
- **Advocacy and political action**
- Community and merchant organizing
- **Attracting private investment**

If this is so good, why can't all the cats do it?

Partnerships among orgs with unequal power

*The gospel
according to
Woody Allen:*

**“The Lion & the
Lamb shall lie
down together,
but the lamb
won't get
much sleep.”**



Besides wariness of your new, strange partner...

- **Displacement?**
- **Lack of control by police (“Best Supporting Actor” award)?**
- **Slow solution?**
- **Cost?**
- **Limited availability across cities & among neighborhoods within any given city?**
- **Beyond police competence?**
- **Political or ethical risks?**

But TRUST may be the big one—
How much trust can we have in our partner?

**...even if that partner
is your spouse?**

They don't make wives
like they did in 1952!



For more info...

The website of DOJ's COPS Office will post the full text of *BUILDING OUR WAY OUT OF CRIME* early in 2010 - www.cops.usdoj.gov

LISC's Community Safety Initiative

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