

THE FIRST YEAR:
A STATUS REPORT TO THE COMMUNITY ON
THE BRONX NEIGHBORHOOD STABILIZATION PROGRAM



Town Hall - Northeast Bronx

THE NEW YORK CITY COMMISSION ON HUMAN RIGHTS
NEIGHBORHOOD STABILIZATION PROGRAM
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FEBRUARY 1977

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FROM THE CHAIR

The first year of the Bronx Neighborhood Stabilization Program has been enormously encouraging. The experience has confirmed our faith that a partnership between neighborhoods and the City can help healthy neighborhoods remain sound by catching them before deterioration undermines their basic health.

Perhaps no borough is as beleaguered by the urban crisis as is the Bronx; yet nowhere has the response to stabilization been more eager and impressive than in the neighborhoods of the northeast Bronx - Edenwald, Wakefield, Williamsbridge, Woodlawn, and parts of Baychester, Fishbay, and Olinville.

These neighborhoods are replete with comfortable, solid housing, landmark buildings, churches and other irreplaceable buildings. Residents take justifiable pride in continuing to live in neighborhoods that draw upon a unique historical tradition and have always been the backbone of the city. Every day their efforts are proving what can be accomplished by preventative measures financed with a small amount of government money augmented by a great deal of community self-help. The cost to government is infinitesimally small when compared with the millions in reconstruction that would be required if this fine area of the Bronx were allowed to deteriorate.

But the Neighborhood Stabilization Program cannot function, much less succeed, unless there exists a cohesive, caring community of people who wish to remain in their neighborhoods. The ingredients for success will not be there, unless the commitment to neighborhood and to the City is strong enough to motivate people to spend time working with the help of staff on neighborhood problems. In the new Bronx Planning District 12 neighborhoods in which we operate that commitment has been as clear as anywhere else in the City.

At the end of our first year, a plethora of stabilization techniques are operative, many of them created from the experience of the Bronx Stabilization staff and community residents, including dozens of new block and tenant associations, a Housing Organizing Clinic, security patrols, merchants' membership, security, traffic, and promotional projects, a community service directory, a resource library, and a newsletter, Stabilization News. Flight and panic have been blunted by the Commission's non-solicitation order barring uninvited solicitation of sales by real estate salespeople in this long-integrated community, making it possible for racial change to bring stability and renewal rather than fear and tension. These efforts tell the story of neighborhoods in the Bronx attending to their own survival. No one who travels in these Bronx neighborhoods can doubt their ability to improve and thrive.

If one year of activity can produce such concrete signs of change, we have every right to believe in the continued and renewed health of the northeast Bronx community. Faith and pride in the community will bring forward the effort to sustain it. We cannot fail if we believe we can succeed.



Eleanor Holmes Norton
February 1977

FROM THE DIRECTOR

The purpose of this year-end report is to allow you, as the residents of the Bronx Neighborhood Stabilization target area, to review the accomplishments of our staff during the first year of the program's operation. More importantly the report is an invitation for you to comment on our continuing strategies and new plans for the next year.

Our first year has been a busy one, with many hours spent in meetings with civic leaders, elected officials, city agency personnel and others to learn as much as possible about this community, its people, housing stock, civic groups and major concerns and to identify those projects we would work on immediately. For example, after meeting with numerous civic leaders and hearing complaints about the heavy solicitation of area residents by real estate brokers, our first priority became the organization of a public hearing that led the Commission subsequently to issue a district-wide Non-Solicitation Order. We have also been doing intensive block, tenant, merchant, and security organizing throughout the target area and are devising appropriate strategies in the various neighborhoods in conjunction with local community leaders.

As more and more block, tenant, and other grass roots organizations emerge and begin to work with the existing groups, there will be greater potential for these groups to form coalitions around issues which touch all neighborhoods,

such as the financial disinvestment or "redlining" by lending institutions, ways to encourage preservation of the housing stock, and a positive promotion campaign for the area emphasizing the people, its institutions and its variety of lifestyles and cultures.

We consider the community cooperation extended to the staff of the Neighborhood Stabilization Program to be a very positive sign of the pride and commitment of the target area's residents and we wish to thank the elected officials, civic leaders, including the members of the outgoing Planning Board #13 and the other city agencies with which we work.

We have tried hard to encourage contributions to policy questions and staff projects. We know well that community stabilization cannot be accomplished without community participation. We believe we will be able to solve important problems of stabilization in the target neighborhoods if we continue to work with the community in setting specific goals to accomplish realistic projects.



Ed Remsen
February 1977

PART I:

THE NEIGHBORHOOD STABILIZATION PROGRAM: A PIONEERING
APPROACH

The Neighborhood Stabilization Program is the first systematic attempt by government anywhere in the country to prevent the rapid, racial turnover of solid middle and working class neighborhoods, encouraging instead permanent, viable integration as an alternative to resegregation. The program seeks to concentrate community and agency efforts for the purpose of preventing physical deterioration that often characterizes unstable and decaying communities. The program uses two basic methodologies: it combines enforcement of the laws against blockbusting, racial steering, and exclusion, with the development and implementation of stabilization techniques such as the organization of block, tenant, and merchant associations, provision of support for local neighborhood promotion and affirmative marketing efforts, provision of pre-purchase and pre-default counseling for homeowners, and provision of assistance to community groups and city agencies in the development of community improvement projects. Contiguous areas in three boroughs were selected for the experiment's first year: Laurelton, Cambria Heights, Rosedale, and south Queens Village in Queens; Flatbush, East Flatbush, and Prospect-Lefferts Gardens in Brooklyn; and Woodlawn, Wakefield, Williamsbridge, Edenwald, and parts of Olinville, Baychester, and Fishbay in the Bronx.

MANAGEMENT TECHNIQUES AND COMMUNITY ORGANIZATION

Moreover, the program is unprecedented in its attempt to bring management techniques to community organization tasks. The program operates on a milestone basis, that is, it identifies specific problems which can realistically be dealt with on a local level, sets specific goals to alleviate these problems, and designs a strict timetable for achieving these goals. Our objective is to bring the strict accountability that characterizes well-managed staff operations to a citizen participation project.

But our purpose in designing strict accountability and goals goes beyond proper management. We believe that the act of setting incremental goals in conjunction with the community, and then working for and reaching them on target, encourages the growth of confidence in residents that a community can remain stable and combat its problems. Thus, this form of targeted participation itself helps residents who wish to remain instead of flee.

We believe that by using staff as catalysts for community action and self-help, neighborhood problem-solving can be accomplished at a very small cost. The alternative is to try to revitalize such communities after cycles of deterioration or resegregation have occurred, a task which history shows us is most often too complicated and expensive to achieve. The Neighborhood Stabilization Program seeks to demonstrate that preventive efforts in neighborhoods are the key to the city's health.

BRONX TARGET AREA AND STAFF

The Bronx Neighborhood Stabilization Program operates in the area of the northeast Bronx coterminus with the pre-1977 community planning district known as Community Planning District #13* and includes the neighborhoods of Edenwald, Wakefield, Williamsbridge, Woodlawn and parts of Baychester, Fishbay and Olinville. The area consists primarily of one and two-family homes with a concentration of apartment buildings along the western boundary and East 233rd Street.

It is an area with a rich historical background and fine architecture in its schools and churches. Housing styles vary from modest, one-family frame houses to large brick and stone homes, from attractive 3-4 story apartment buildings, to large co-ops. The target area, which is an attractive and viable community, has been, to a large degree, a model of integrated living. It is further characterized by a high degree of civic involvement in taxpayer, block, tenant and civic associations, church groups, resident patrols, and senior centers.

After two months of intensive staff training and research into the makeup and dynamics of the district, we began full operation in our newly-opened office on White Plains Road in January 1976. The salaried staff includes a director, three community organizers, and a secretary. In addition, non-salaried staff includes a Master of Social Work student and two part-time college interns.

*In the body of this report, the community group representing the district will be referred to as the local planning board.

PART II:

REVIEWING THE FIRST YEAR: ORGANIZING AND ENFORCEMENT
GAINS

COMMUNITY ORGANIZING EFFORTS

Because the major objective of the Stabilization Program is to reduce flight from the neighborhood, especially flight triggered by racial change, intensive block and tenant organizing efforts are being made throughout the district. Each organizer is responsible for starting new groups and helping them plan a variety of projects aimed at improving physical conditions and community relations on the block or in the building. In addition, technical and organizing assistance is provided to existing block, tenant, civic, and security groups.

Civic & Block Association Organizing

Staff encouraged new block associations and their members to join and support the civic associations in their immediate areas. Considerable staff efforts have been directed at strengthening existing associations. Staff involvement with the Baychester-Nereid Taxpayers Association, for example, has helped draw an increase of 52% in the paid membership, and attendance at general meetings has increased over the past year by some 35%. Requests for block associations have come from this group as well as from other associations.

From January through December, staff has organized 21 block associations. They are:

<u>NAME</u>	<u>LOCATION</u>
1. Tilden St. Block Assoc.	Gun Hill Rd & Barnes
2. 232nd St. & Barnes Block Assoc.	Barnes & Bronxwood
3. 211th St. & Carlisle Place Block Assoc.	White Plains & Barnes
4. 219th St. & Paulding Block Assoc.	Paulding & Laconia
5. 228th St. Block Assoc.	White Plains & Barnes
6. 4000 Wilder Ave. Block Assoc.	Strang & Edenwald
7. 4400 Murdock Ave. Block Assoc.	Nereid & E. 241st
8. 4300-4400 Grace Ave. Block Assoc.	Pitman & Bissell
9. 4500 Hill Ave. Block Assoc.	241st & Cranford
10. 231st St. Block Assoc.	Barnes & Bronxwood
11. 4400 Wilder Ave. Block Assoc.	Nereid & E. 241st
12. 225th St. Block Assoc.	Paulding & Laconia
13. 4300 Edson Ave. Block Assoc.	Pitman & Nereid
14. 700 E. 226th St. Block Assoc.	White Plains & Barnes
15. 221st St. Block Assoc.	Barnes & Bronxwood
16. 212th St. Block Assoc.	White Plains & Holland
17. 600 E. 232nd St. Block Assoc.	Carpenter & White Plains
18. 800 E. 230th St. Block Assoc.	Bronxwood & Barnes
19. 900 E. 220th & 221st Sts. Block Assoc.	Bronxwood & Paulding
20. 4200 Wickham Ave. Block Assoc.	Bussing & Pitman
21. 4000 Wickham Ave. Block Assoc.	Strang & Edenwald

Of the 14 associations functioning three months or longer, all are meeting on their own, have elected officers, and have undertaken a variety of projects such as: organizing block cleanups and parties, cleaning and beautifying vacant lots, eliciting street repairs from city agencies, effecting a change in policy by a commercial establishment to reduce noise and sanitation problems, running a street festival for youths, running a flea market, and conducting raffles as fundraisers for bus outings, as well as other group activities.

All the block associations have run intensive membership drives which have increased participation in the associations and resulted in better communication and social interaction among all the residents of the blocks.

Tenant Association Organizing

Tenant associations are being organized in buildings where physical conditions have deteriorated, where security is a problem, or where rapid racial turnover is taking place. After each association is functioning and has improved physical conditions and security in the building, we seek to organize the homeowners on the block to get both tenants and homeowners to maintain improved conditions.

Many of the buildings we have organized require inspection of building code violations and legal action against landlords. Because of this, we have established liaisons with the Bronx Directors of the Housing and Litigation as well as the Code Enforcement Divisions of the Housing and Development Administration (HDA) and with Bronx Legal Services. Buildings in the stabilization area in need of the services these agencies provide now receive quicker attention, with assistance and follow-up provided by our staff and the tenant leaders.

To date, a total of ten (10) buildings have been organized by the Stabilization staff. They are:

1. 722 E. 228th Street
2. 723 E. 212nd Street
3. 3604 Bronx Boulevard
4. 3640 Bronx Boulevard
5. 751 Tilden Street
6. 634 E. 233rd Street
7. 205 E. 238th Street
8. 655 Burke Avenue
9. 665 Burke Avenue
10. 685 E. 228th Street

Two other buildings--645 E. 231st Street and 3764 Bronx Boulevard--were already organized, but are receiving technical assistance from staff.

Wakefield Security Patrol

Staff has been active in setting up a mobile community security patrol in the South Wakefield - North Williamsbridge area of the district. This patrol was begun as a result of requests from members of the Saint Francis of Rome Parish Council.

After months of planning and organizing, this group began to patrol the streets in late September 1976. It has already had an impact by stopping a purse snatching and alerting the police to a car stripping operation. The patrol's intervention led to the arrest of suspects in these instances.

Housing Seminars

As a preamble to the Housing Organizing Clinic, to be run in 1977, staff coordinated a series of housing seminars.

The sessions, running for five consecutive weeks, covered a wide variety of housing issues ranging from redlining and housing court to credit unions and organizing blocks and buildings. The purposes of the seminars were: to identify the major housing needs in the community; to provide concrete information on housing issues; to identify community people who wish to work on these issues; and to develop new leadership for block and tenant associations.

Staff lined up speakers, many of whom were local community leaders, put together information kits for the sessions, and conducted an intensive publicity campaign.

Edenwald and Parkside Houses Projects

In an effort to respond to community concerns about real or potential problems in and around two public housing projects in the stabilization area, staff has been developing strategies in conjunction with community leaders, including members of the local planning board.

In the case of the Edenwald Houses, staff has (1) met with the various groups concerned (the tenant leaders in Edenwald, Housing Authority personnel, and civic leaders from outside the project) to identify the major stabilization issues involved; and (2) set up the structure for an Edenwald Task Force to involve all the above groups in an effort to isolate and deal with those elements of the problem that can

be handled on a local level.

In the case of the Parkside Houses, staff has been working with the Housing Authority management and tenant organizing staff and the Parkside Houses Tenants Association to dissipate tensions between project residents and homeowners in the surrounding area. We have submitted a proposal to the tenants for strengthening the association and have offered specific suggestions on projects that can be developed to improve neighborhood security and sanitation, increase the association's visibility, and develop better relations between project residents and homeowners.

REAL ESTATE ENFORCEMENT

The Commission on Human Rights is mandated to enforce the laws prohibiting blockbusting, racial steering, and exclusionary practices. The enforcement component of the Neighborhood Stabilization Program has several goals: to ensure equal opportunity in housing for all home and apartment seekers; to see that where integration and neighborhood racial movement occurs, it proceeds at a normal pace and for natural reasons (i.e., upward mobility, promotion, retirement, etc.) and not at an artificial pace created by rumor or panic about racial change.

Non-Solicitation Order

Reports from community leaders and many homeowners of excessive solicitation of home sales by real estate brokers prompted the Commission to hold a public hearing on May 4, 1976, under its anti-blockbusting statute. To prepare for the hearing, staff spoke at community meetings, collected postcards and letters, secured affidavits, and located witnesses. The Commission issued a Non-Solicitation Order on June 14 based on intensive investigation and the evidence presented at the hearing. The Order has already had positive effects in reducing panic selling, has served a unifying function for all neighborhood groups in the area, and has made residents more aware of the destabilizing effects of certain real estate practices.

Ban on Real Estate Offices

A survey conducted by the Bronx staff listing the location of every real estate office within the district dramatically demonstrates the need for monitoring the real estate industry in this section of the borough. The Neighborhood Stabilization Program has been working closely with the local planning board on a request to the Secretary of State that no additional real estate offices be allowed to open within the Stabilization area. Commissioner Norton has also written Secretary of State Mario Cuomo formally requesting that no

new real estate offices be licensed in the target area, in light of the Commission's Non-Solicitation Order and its finding that a proliferation of real estate offices had contributed to a stabilization problem in this area.

MERCHANT ORGANIZING EFFORTS

One of our most important strategies has been to develop a plan to preserve, promote, and revitalize the commercial areas within the stabilization target area, because in many ways the future of every residential area depends on the vitality of its commercial strips. Efforts to date have been concentrated on White Plains Road between East 233rd Street and Gun Hill Road, a very active commercial area that is critical to the health of the community.

Membership Drive

In an effort to strengthen the Wakefield-Williamsbridge Merchants Association, staff has coordinated a store-by-store membership drive with promotional literature and face-to-face canvassing by officers of the Association and Neighborhood Stabilization staff. An encouraging 70% of the merchants approached have signed up since the drive was initiated, increasing the membership from 55 to 100 stores.

Security and Traffic Projects

Staff assisted the Association in obtaining and installing a Buddy Buzzer Security System, financed largely by Block Security Program matching funds. This silent alarm system means increased safety for many of the members. One of the results of this system will hopefully be increased participation in the merchants association by those who appreciate the efforts of the city to help make the commercial strip more secure.

As a result of a survey and questionnaire that staff coordinated about the parking meter situation on White Plains Road, the Association requested that the City change all meters to a minimum standard of one-half hour with a half-hour option. The City has agreed to make the change and is in the process of completing the work. Staff was also instrumental in getting the Traffic Department to agree to reduce the size of a taxi stand on White Plains Road, a change allowing for greater consumer parking and more business for the nearby merchants.

Commercial Survey

As a preamble to a major study of the White Plains Road commercial area, the Bronx staff conducted two store-by-store surveys, six months apart, between Gun Hill Road and E. 239th Street to determine the type of business at each location, the

physical appearance of storefronts. the number and location of vacancies, and the weak and strong parts of the business strip.

Sales Week and Parade

To strengthen ties between the community and local merchants, staff coordinated a Parade held June 19th on White Plains Road, and assisted in planning and implementing Merchant Sale Week. The events were co-sponsored by the Wakefield-Williamsbridge Merchants Association and the local planning board.

Consumer News & Promotional Activities

Staff has assisted the Association in writing and distributing the WHITE PLAINS ROAD CONSUMER NEWS, the Association's newsletter, and the Neighborhood Stabilization Program has borne the cost of large above-the-sidewalk banners that say SHOP WHITE PLAINS ROAD and MERCHANT SALE DAYS, to be used during the year for promotional campaigns and sale weeks.

PROGRAM PUBLICATIONS AND RESOURCES

Community Service Directory

Bronx staff has compiled a community service directory, THE ABC'S OF GETTING HELP, a manual that tells people how and where to find and use available public and community services.

It also instructs people how to report various housing, street, and neighborhood problems. Free copies of this 48-page booklet are available at the Stabilization Office. Written by Stabilization staff, the directory was co-sponsored by the local planning board and the Office of Neighborhood Services.

Newsletter

The Bronx Office prints a monthly newsletter, Stabilization News, that includes information on special projects and program of the Stabilization Program, announces the formation of new block and tenant associations as well as their projects, reports on major community concerns such as security and redlining, and allows community residents to write short articles on the neighborhood and why they are staying.

Resource Library/Kits

A resource library has been established at the Bronx Office to provide technical assistance to the community. Information is available on housing issues, funding proposals, senior citizen programs, equal opportunity, neighborhood beautification, nutrition, and many other subjects. Community residents are invited to stop by during regular office hours. A list of the library's available books, reports, brochures, forms and applications is available there.

Also as an aid to residents in organizing a new group or reviving an old one, staff has put together Resource Kits which include information on various self-help monies or programs, booklets on how to set up a block association and run a block party, information on sanitation programs and regulations, and a variety of free or discount offers for community groups.

PART III:

LOOKING AHEAD: CONTINUING STRATEGIES AND NEW PLANS

MERCHANTS ORGANIZING & COMMERCIAL REVITALIZATION

A comprehensive plan has been developed to help improve the White Plains Road commercial area. It includes:

- Continuation of an intensive store-by-store membership drive on the avenue between Gun Hill Road and the new northern boundary of the Merchants Association, East 239th Street.
- Initiation of a White Plains Road economic study to be conducted by the Neighborhood Stabilization Program and the Department of City Planning. The study will be aimed at assessing the strengths and weaknesses of the strip as a shopping area and its future potential to remain viable. The study will include administering questionnaires to store owners and consumers, as well as evaluating the existing physical conditions on White Plains Road.
- Production of a promotional brochure as part of an intensive effort to attract new, quality businesses to the strip to maintain its variety and viability and reduce the number of vacancies.
- Provision of technical assistance in the production and distribution of the WHITE PLAINS ROAD CONSUMER NEWS

and other promotional efforts.

- Work with the Merchants Association to develop a regular schedule of community-oriented projects such as parades, street or vacant lot physical improvements, youth programs, etc., to better the working relationship between the merchants and the community.
- Development of a commercial revitalization project in which one or two blocks of White Plains Road would get a "face-lifting" - cleaning of buildings, new street signs, street directories, trees, etc. - paid for by local banks and merchant monies, as a prototype for a large community development project to be proposed next year.
- Assistance in restructuring the Association, to include selecting merchant block captains for small sections of the commercial strip, and adding new committees to plan the Association's various projects such as the Parade and Festival, youth activities, and other events. Institution of a block captain system and more and larger committees will serve to develop new leadership in the Association and instill a greater sense of commitment to working on mutual problems of the merchants and community residents.

Plans are being developed by staff and the Fishbay Neighborhood Association to organize a merchants' association on Boston Road, a strong commercial strip in the middle of a well-organized neighborhood. The existence of a strong merchants' association in this area will serve to ensure the viability of this commercial strip as well as complement the work of the local civic groups.

NEIGHBORHOOD PROMOTION/AFFIRMATIVE MARKETING

For many neighborhoods the promotion and affirmative marketing of the area is as important a strategy as community organization and law enforcement against destabilizing real estate practices. We believe that it is important for the residents who already live in the district, and for middle and working income families seeking good neighborhoods, to see the Bronx stabilization target area portrayed in a positive sense, reflecting its rich blend and variety of cultures, neighborhoods, institutions, and types of homes.

Some of the options being considered in conjunction with the Cultural Committee of the local planning board are:

- A slide show of the whole district on such topics as the religious and educational institutions, recreation space, historical sites, variety and quality of the housing stock, etc. This would be used within the district as a positive reinforcement

of the good things about the area, and outside the district to show people in other neighborhoods in or out of New York City the quality of life in this northeast Bronx community.

- A photographic essay exhibit of the housing, landmarks, churches, etc. in the district, to be displayed in Town Hall and local libraries.
- A series of neighborhood tours for local residents and outsiders to point out the historical background of the various neighborhoods, the variety of architectural styles, residential blocks and neighborhoods, etc.
- A detailed promotional brochure stressing the assets of the various neighborhoods in the district: their people, civic and block associations, architecture, history and future development. This brochure and smaller ones for individual tours will serve to make people aware of the target neighborhoods' strengths and encourage an appreciation by area residents and others of the special characteristics of these unique neighborhoods.

HOUSING ORGANIZING CLINIC

One of the goals of the Neighborhood Stabilization Program is to prevent the physical deterioration of the housing stock in the target area. At present there is an abundance of good,

solid housing in the area, both one and two-family homes and apartment buildings. When problems do arise, in the form of run-down buildings, foreclosed mortgages, etc., they are still manageable because the surrounding area is strong.

In an effort to deal with the wide variety of housing issues the Neighborhood Stabilization Program is conducting a monthly Housing Organizing Clinic for the area residents. It is co-sponsored by the local planning board, other city and private agencies, and local block, tenant, and civic associations. The entire program will include two major components:

Training Sessions - where people in existing associations or those thinking of starting new ones will be trained how to lobby for services, organize or revive a block or tenant association, file building complaints and get inspections made, prepare cases for Housing Court, and monitor building repairs, among other skills.

Clinic Workshops - where Stabilization staff will help solve problems involving organizing and deal with individual housing problems; and where new strategies for block and tenant organizing will be devised.

REAL ESTATE ENFORCEMENT

Continual monitoring of possible violations of the Non-Solicitation Order will be a priority. At the end of the Order's one-year statutory time limit, the Commission on Human Rights will evaluate the continuing need as well as its impact and effectiveness in aiding the stability of the district to determine if the Order should be extended.

Investigation of reports of illegal real estate practices will be vigorously pursued and legal action taken against those brokers who may be employing unscrupulous practices.

URBAN DISINVESTMENT - "REDLINING"

The Commission held four day-long public hearings on November 8, 15, 22 and 29 on "redlining", the practice by which insurance companies, savings and loan associations, and other financial institutions withdraw financing for mortgages, home improvement loans and insurance. Entitled ECONOMIC INVESTMENT AND THE FUTURE OF NEIGHBORHOODS, the hearings focused on refusal by banks and other lending institutions to grant mortgages and home improvement loans in "redlined" areas, and the inability of landlords, merchants and others to get property or fire insurance. Bronx Borough President Robert Abrams was one of the major witnesses to

testify. We are investigating "redlining" on a Bronx-wide basis and will seek to develop a borough task force on the issue, involving a coalition of groups from the affected neighborhoods.

COMMUNITY ORGANIZING

Emphasis on the formation of block and tenant associations and the strengthening of the existing block, tenant, and civic associations will continue. We expect to organize block associations at the rate of 4 per month and tenant associations at the rate of 2 per month. Technical assistance for already organized groups is also available for membership drives, suggestions for new projects and how to run them, and link-up with similar groups in a given neighborhood.

Work will continue on the projects undertaken in the Parkside and Edenwald Housing Projects, the latter project in conjunction with the Stabilization Committee of the planning board.

Coordinating and technical assistance will continue to be given to the civilian patrols in the district, and plans are being developed to organize a Wakefield North Patrol in the spring. Consideration is also being given to helping develop a coalition of all the civilian patrols in the district.

Staff is also working on new approaches to problems in and around playgrounds and is seeking to form a model playground association at the Magenta Street playground in the Olinville area, a concept that can be adopted elsewhere. By organizing the users of the playground and the residents who own homes near it we hope to create a permanent community-based association which will sponsor the playground, run activities there, and work with city agencies to keep it safe and well maintained.

Staff will develop and run workshops on leadership development for members of new or existing associations. The workshops will train block and tenant association officers in such skills as: conducting meetings, putting together a good agenda, gaining active participation, delegating responsibility among others. These skills will help increase the productivity and longevity of the involved associations.

PART IV:
CONCLUSION

As in every community in New York City, problems exist in the Northeast Bronx stabilization area, problems relating to crime, unemployment, and cutbacks in city services, among others. It would be presumptuous for any program to attempt to solve them all. We recognize and emphasize that the Neighborhood Stabilization Program cannot and is not intended to deal with every neighborhood issue. Much of what affects neighborhoods is beyond our jurisdiction and expertise. But we believe that our first year of operation has demonstrated that neighborhoods can be improved by identifying and concentrating on those factors which specifically lead to instability and flight.

Positive change is already apparent in the stabilization target area: for example, most civic leaders and residents agree that the community is more stable with the non-solicitation order in effect; new leaders are emerging in block, tenant, and security associations and working with existing leadership neighborhood problems; new associations are making physical and social improvements on their blocks and in their buildings, and they are participating more in the existing associations and giving these groups greater strength; increasingly, residents are expressing a greater commitment to their neighborhoods by organizing into new or reviving existing associations and openly stating their

intention to remain in the community; merchants on White Plains Road are more involved in community affairs and activities and are planning and implementing strategies to improve the physical appearance and security of the commercial strip.

We are gratified and motivated by these results. The tangible gains from our first year of operation, and the cooperative spirit in which they were produced, constitute a very optimistic foundation on which to build program efforts in 1977. Through the determination of northeast Bronx residents--community leaders, members of block, tenant, civic, merchant and religious organizations, agency representatives and public officials--there has been significant progress in identifying common needs and working cooperatively toward their resolution. Efforts like these that visibly improve neighborhood life in one section of the city encourage our belief that continued attention to problems in healthy neighborhoods is the key to the future of a great city.