

# Prioritizing Blighted Properties for Action

Homes Within Reach Conference

Tuesday, Nov. 12, 2013

# Introductions

- Deb Lange,
- Chris Brown, Board Chair, Keystone CORE Services  
Derck & Edson

# Program Background

- Pennsylvania Downtown Center (PDC) Interest in Blighted Property Intervention.
- Creation of Keystone CORE Services
  - *Focus: Small Site TA & Funding Assistance*
- Contractual Relationship with Carnegie-Mellon University





# Board Membership

Chris  
Brown

Paul  
Cullinane

Jane  
Conover

David  
McInay

Ryan  
Myers

Chris  
Rockey

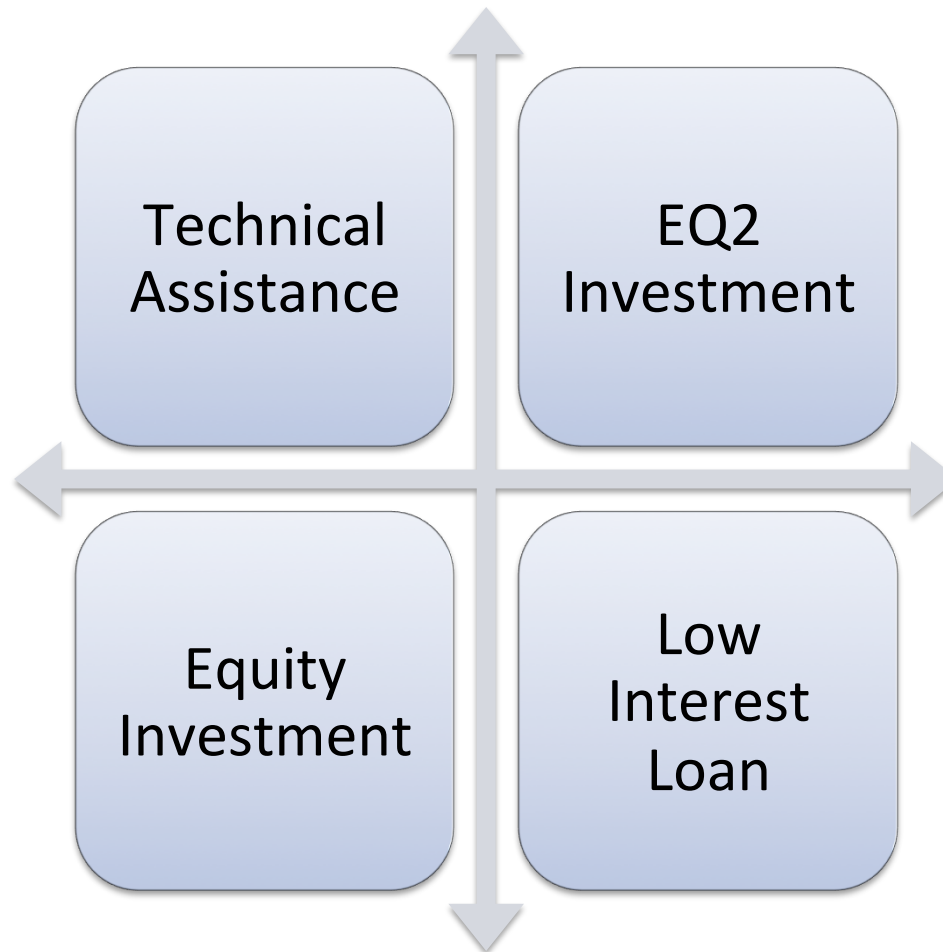
Virginia  
Savage

Cindy  
Dailey

John  
Burke



## “Patient Capital” Pre-Development (PCPD) Fund



# Who will we work with first?

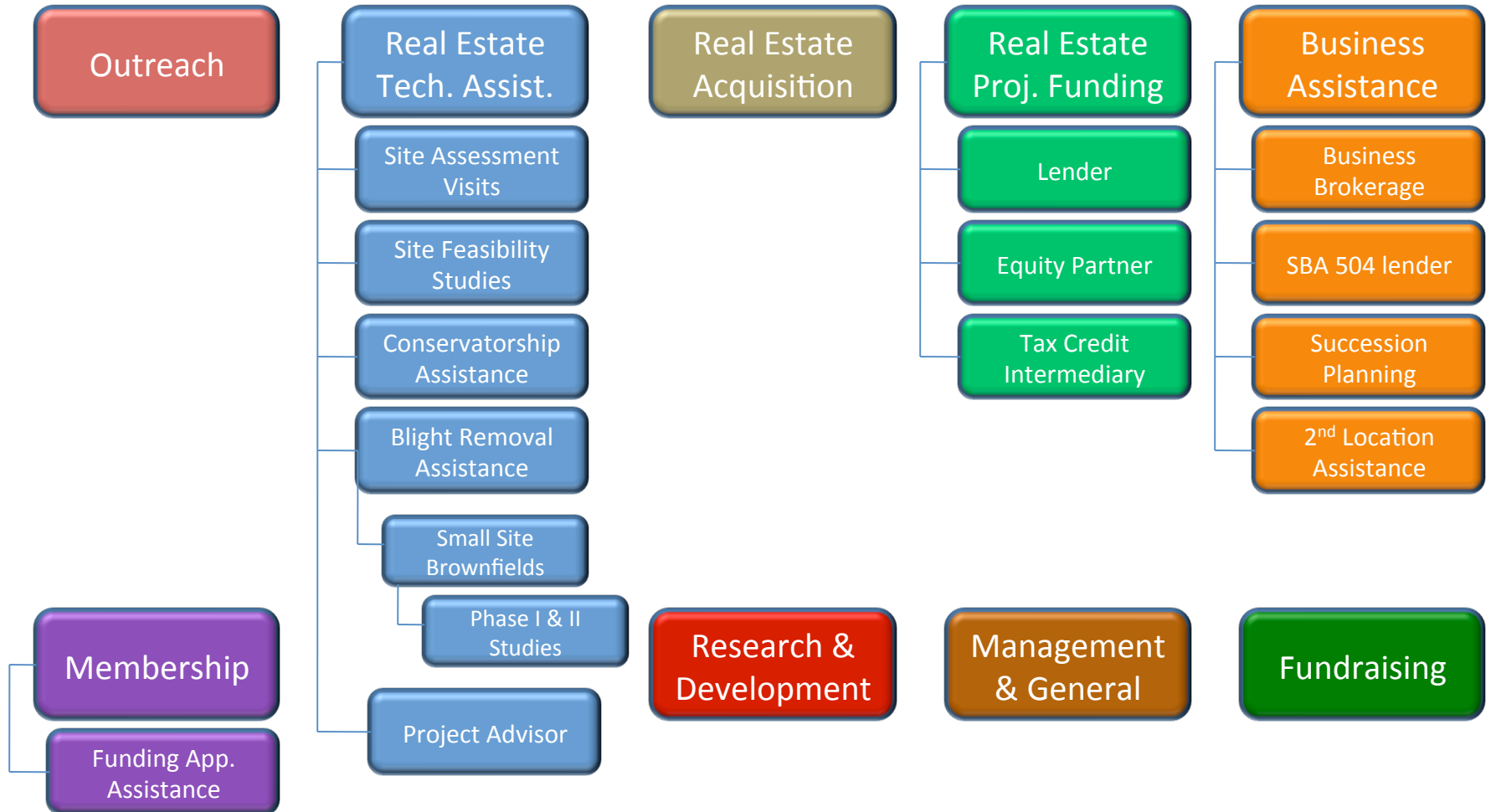
*Anecdotal reasoning by the **Board***

*vs.*

*Analytical results from the **Tool***



# KCS Services: Current & Planned







# KCS Project List

- Round 1 Projects

- Greensboro
- Allentown
- Ebensburg
- York
- Philipsburg
- Collegeville
- Boyertown
- Harrisburg
- Sunbury
- Bradford
- Hamburg

- Round 2 Projects

- Allentown
- Boyertown
- Ephrata
- Oil City
- West Chester
- York

## *Dealing With A Blighted Property Inventory*

- “Decision support” for blighted properties
  - Fear of the unknown
  - Limited resources
  - Many stakeholders
  - Preference for path of least resistance
- Answer: *Multi-Attribute Decision-Making Tool*  
(MADM)

# MADM: A 2-Step Tool

- Step 1: Project “Site Profile”
  - General Information
  - Property Owner Information
  - Site Information
  - Environmental Information
  - Local Demographics

# MADM: A 2-Step Tool

- Step 2: Site Attribute Questionnaire
  - Development Driver / Project Champion
  - Development Potential
  - Infrastructure
  - Real Estate Market Information

# The Site Profile

- Quick
- Inventory
- Just the Facts
- Allows for preliminary “sorting” of properties.
- Based On:
  - Organizational Priorities
  - Project Similarities
    - Size
    - Demographics

# Site Attribute Questionnaire (SAQ)

- A bit more painful
- Completed by an “independent” party
- Collects objective, site specific data
  - Four (4) broad categories
  - Subsets within each category
- Results provide raw data, just numbers
- Next: Score and rank the sites

# Now The Fun Starts...

## Ranking Equation

$C$  = Category of data

$i_c$  = Indicator within a category ( $c$ )

$I$  = Vector that defines the responses to questions in Indicator  $I$  for category  $c$

$W$  = Weight, 0-100%



# Scoring & Ranking the Sites

- Answers on the SAQ are assigned values
  - 1-5 Scoring Scale
  - Penalty (0 Points) for Not Answering A Question
- Organization Determines Weights
  - Based on local organization's priorities
  - Weights applied to 4 broad categories & subsets
  - Weights are developed independent of SAQ
- Ranking
  - Weights applied to values
  - Scores calculated, Site Ranked High to Low

# Outcomes & Lessons Learned

- Outcomes
  - Sites get ranked consistent with local priorities
    - Where to Start?: Overall, By Category
  - Results of ranking are transparent & defensible
  - Open and informed dialogue
- Lessons Learned
  - Data reduces decision-making fears
  - The weighting discussion is priceless
  - Ranking may not always match intuition

# MADM Exercise

## SCENARIO 1

You are a statewide agency that *provides funds for economic development*. Your mandate suggests that you are to promote 'underwater' properties or those that are not attractive to private developers. Given your mandate, what factors allow you to select sites that meet the mission of your organization?

- 1. Development Driver**
- 2. Development Potential**
- 3. Infrastructure**
- 4. Market Information**



# MADM Exercise

## SCENARIO 2

You are a statewide agency that worries about *job creation*. Your mandate suggests that you are to promote properties that will attract new, job creating businesses into the state. Given your mandate, what factors allow you to select sites that meet the mission of your organization?

1. **Development Driver**
2. **Development Potential**
3. **Infrastructure**
4. **Market Information**



# MADM Exercise

## SCENARIO 3

You are a regional organization that worries needs to *attract investors*. Your mandate suggests that you are to promote properties that will attract non-occupant investors into your region. Given your mandate, what factors allow you to select site that meet the mission of your organization?

1. **Development Driver**
2. **Development Potential**
3. **Infrastructure**
4. **Market Information**



# MADM Exercise

## ***DISCUSSION RE: SCENARIO 3***

- ***RE-VOTE BASED ON DISCUSSION***

- 1. Development Driver***

- 2. Development Potential***

- 3. Infrastructure***

- 4. Market Information***



# Overall Lessons Learned

- Consensus on Projects Prior To “Submission”
- Clear Understanding of MADM by Implementing Org.
- Education in Use of MADM by the Local Organization
- Commitment to the Ranking System
- Commitment to the Project

Q & A