

where appropriate; (b) for exploring the need for statewide minimum housing standards, with concomitant authority to insure their enforcement; (c) for exploring other areas of need for statewide standards; (d) for undertaking, where feasible, direct financial aid to localities as supplements to Federal housing and urban development programs; (e) for encouraging State educational institutions to become aggressive partners in urban development through teaching, research, and leadership.

Local structure.—Local governmental agencies: It is the NAHRO view that there has never been a time of greater opportunity—or greater need—for pulling together the related interests of local agencies that work on various aspects of urban development. The technique, however, is still to be found. It will be NAHRO's objective in the coming biennium to follow all of the patterns being used, in the expectation that a recommended structure will emerge. Devices currently in use involve both the coordination of several functions and various types of areawide groupings of single functions, both of which will be put under study by the association.

Public-private agencies: In the area of restructuring of public-private relationships, the association notes that the Housing and Urban Development Act of 1965 opened up many new opportunities for public-private operation and expanded existing opportunities.

In the field of housing, there are new opportunities for the participation of real estate, building, and financing interests—directly, as housing sponsors and management agents and, indirectly, through cooperative efforts with local housing authorities in leasing, development, and rehabilitation programs. The nonprofit housing sponsor has an expanded role and responsibility, both independently and in coordination with the local housing authority. NAHRO urges local housing authorities to take the initiative in developing programs with builders, realtors, financing institutions, nonprofit housing sponsors.

In urban renewal, the private developer has already taken an important role in the planning and land disposition phases of operation. The real estate broker also has played a specialized role in the selling of urban renewal land. In central business district redevelopment and in areas renewed as industrial parks, chambers of commerce, businessmen's committees, and private development groups have been effective partners of local public agencies. These same relationships should be applied just as extensively in neighborhood conservation and rehabilitation areas.

In the area of rehabilitation, applying both to urban renewal and codes enforcement activity, NAHRO emphasizes the need for close public and private cooperation to refine the rehabilitation process, to devise a "package" approach that will bring economies of scale to the rehabilitation effort, and to move toward the establishment of a private rehabilitation industry.

Citizen organization structure.—NAHRO anticipates that, in the coming 2 years, public programs directed toward the alleviation of such social problems as poverty, unemployment, racial segregation, substandard housing, will increasingly reflect planning and policy decisions reached by the people to whom the programs are directed. Already there are organizational structures of various kinds through which citizens are channeling their ideas on the public issues that these programs involve. Some of these structures have been framed to encourage aggressive, even militant, expression; others are directed toward the process of education and discussion; others, toward direct self-help action. NAHRO recognizes that planning with, rather than planning for local citizens must become the guiding principle of community action programs on the local level and NAHRO sees as an important task of the biennium ahead an evaluation of these varied methods of bringing the citizen into active participation in the urban development process. What should be sought is a method that will respect the factual and technical recommendations of the operating official, while, at the same time, accommodating the aspirations and special needs of the affected citizen. If we succeed in finding a technique that actually brings these citizens into the policymaking process, without precipitating clashes and power struggles, the United States will have again demonstrated the strength of its democratic institutions.

Action area C

We must reshape the specific programs with which NAHRO members are concerned (housing, renewal, and codes administration) to fit both the purposes and the structures that come out of action areas A and B.