

of our older urban centers. The need is so great that even with the existing level of Federal financial aid it is not possible to realistically schedule a total program of neighborhood revitalization in most of these communities.

OTHER ELEMENTS NEEDED

The limitation of funds has had other consequences for the renewal program which should be recognized. Some of these are as follows:

1. *"Projectitis"*.—Projects designed around limitations of cost are sometimes too limited to radically alter the characteristics of a neighborhood.

2. *Upgrading of community facilities*.—Deficiencies in community facilities are commonly encountered in neighborhoods in poor condition. The correction of these deficiencies to give proper balance between the older urban neighborhoods and the newer ones cannot be properly carried out except through comprehensive neighborhood treatment programs of the type visualized by the Demonstration Cities Act.

3. *Social action*.—Social programs of family education, community involvement, motivation for home improvement and other objectives can readily be made part of comprehensive renewal programs for entire neighborhoods, while they are generally difficult to initiate in small project areas. In projects of the first type such as the West Side project in New York City, the Arbor Hill project in Albany, N.Y., the Opportunity Park project in Akron, Ohio, and the Roosevelt School project in Toledo, Ohio, there are frequently additional social dividends from the active involvement of many community-minded organizations, and effective involvement of the residents in the planning of the project. The emphasis on comprehensive treatment will lead to more such involvement and participation. Also, in larger areas of the type mentioned above, it is possible to provide for a wide variety of housing types for families of all income groups, which is clearly a desirable goal.

4. *Continuity and cumulative impact*.—Most renewal projects are designed for immediate action with the project to be completed within a 2- to 3-year period. Programs of longer duration are needed, permitting continuous staff operations that would build up good relations with owners and tenants and permit improvements of a gradual nature to be carried out over an extended period of time for an entire neighborhood.

Theoretically, some of this continuity can be achieved through existing procedures of the general neighborhood renewal plan. While this can be of great value in some instances, the need to detail individual applications for projects usually results in a serious loss of momentum and discourages local interest. The experience of working with GNRP areas has generally produced problems for the locality and the Urban Renewal Administration.

EMPHASIS ON EXPERIMENTAL APPROACH

I strongly endorse the "demonstration" aspects of the act. We need experimentation in releasing the potential forces for self-improvement of the people living in our older neighborhoods. They may require less rigid conformance to fixed standards, less definitive con-