BUILDING THE ENGINE OF COMMUNITY DEVELOPMENT IN DETROIT: FINDINGS AND RECOMMENDATIONS FOR A SUCCESS FRAMEWORK FOR DETROIT NEIGHBORHOODS
DECEMBER 2017

"...In order for this to be embraced, have thriving neighborhoods, we have to be on the same page on this question of what "success" means…"

---Comment from a BECDD 2017 Summit Participant

RESEARCH CONDUCTED

- Reviewed and discussed results from BECDD Phase 1 success framework ("Social Cohesion")
- Developed expanded list of potential indicators based on Phase I; as well as a review of indicators from other (nationally-recognized) community development strategies
- Researched and discussed key elements, strengths and limitations of various (nationally-recognized) success frameworks
- Identified and agreed on options to capture the success framework after polling BECDD stakeholders; a concept that would capture the comprehensive, flexible criteria necessary for a Detroit Neighborhood Success Framework
- Reviewed other (nationally-recognized) community development outcomes measurement tools
- Discussed and began development of a "neighborhood success progress and outcomes measurement" strategy that would show progress and trends on a neighborhood, cluster, district and citywide level.
- Started reviewing criteria for "clustering" neighborhoods

FINDINGS BY THE PLANNING TEAM

- "Social Cohesion" is a necessary condition, but not a sufficient strategy, for Detroit neighborhoods to be successful.
- Detroit's "Neighborhood Success Framework" must be comprehensive and flexible, simple, and actionable. It must resonate with all the key stakeholders – residents/neighborhoods, city government and others.
- To collect certain analytical data, there must be consistent and manageable geographic areas covering the entire City of Detroit so that the process of measuring success is meaningful over time.
- We are committed to a partnership with Data Driven Detroit's "Regional Data Collaborative." The role of the Collaborative and other partners still has to be determined.
- A partnership with the City of Detroit to measure progress, based on an agreed-on "Success Framework" is necessary.

RECOMMENDATIONS TO THE BECDD STAKEHOLDERS
- ❑ **Neighborhood Success Framework**
    - ✓ Neighborhood Vitality as the "success framework"
    - ✓ Develop Neighborhood Vitality vision statement based on the definitions below
- ❑ **Indicators**
    - ✓ Establish a set of "core" neighborhood success indicators to be measured by all neighborhoods

      ✓   Establish a broader pool of indicators for CDOs/GROs to use, as appropriate
- ❑ **Neighborhood Success Index**
  - ✓ Utilize DLBA's "City of Detroit Neighborhoods" map as the basis for identifying neighborhood "clusters", with guidance from DLBA and Data Driven Detroit
    - ✓ Measure "core" indicators at the cluster and city-wide level using an index that facilitates the tracking of progress and outcomes over time
- ❑ **Measure system-level change based on indicators for the 7 BECDD System Elements**
  - ✓ Establish indicators at the system level, based on the BECDD 7 Elements

Definitions of Neighborhood Vitality

Vital neighborhoods[1] are "characterized by strong, active and inclusive relationships between residents, private sector, public sector and civil society organizations that work to foster individual and collective wellbeing. Vital communities are those that are able to cultivate and marshal these relationships in order to create, adapt and thrive in the changing world and thus improve wellbeing of citizens."
[1]Scott, Katherine. "Community Vitality: A Report of the Canadian Index of Wellbeing." Canadian Council on Social Development.
http://www.unesco.org/fileadmin/MULTIMEDIA/HQ/CLT/pdf/communityvitalitydomainreport.pdf

Neighborhood Vitality is: "The ability of a community to sustain itself into the future as well as provide opportunities for its residents to pursue their own life goals and the ability of residents to experience positive life outcomes. More specifically, we suggest that a vital community has community capacity (the ability to plan, make decisions, and act together), and realizes positive social, economic, and environmental outcomes."
[2]Crandall, Mindy and Lena Etuk, Oregon State University Extension Service. "What is Community Vitality?" http://oregonexplorer.info/content/what-community-vitality

Success Framework Work to Still be Completed in 2018

- Develop Neighborhood Vitality "Vision Statement" (*Success Framework Task Force*)
- Continue development of indicators (*Success Framework Task Force*)
- Develop system for measurement: neighborhood success index (*Success Framework Task Force*)
- Continue defining and naming of neighborhood clusters (*Defining Neighborhoods Task Force*)
- Identify gaps and redundancies in community development coverage in Detroit neighborhoods
- (*Defining Neighborhoods Task Force*)
- Develop strategy for addressing community development needs in neighborhoods not currently served by CDOs (*Defining Neighborhoods Task Force*)

SUMMARY OF RESPONSES AT THE 2017 SUMMIT (SEE FULL NOTES)
Success Framework Recommendations:
- No objection to the "Neighborhood Vitality" framework
- Be Practical!!!
- The Success Framework should allow for "storytelling" around each neighborhood to see the diversity and differences in each neighborhood, and to life up those stories – that happened in Philadelphia and was powerful
- Don't let this system set up some communities for failure. Each community is so different, and there are some that will look like "losers" depending on what the indicators are. [we are looking at creating "core indicators" that could go across all neighborhoods, and then "secondary indicators"

that would be different in each neighborhood depending on conditions, priorities, strategies; also we are looking at a "progress index" versus a numerical scoring system so that we don't encourage or create a false sense that some neighborhoods are failing]

- Do we really want to create success measures? How will this be helpful to what we are trying to do? **[response from BECDD:** from day one almost every conversation we have – whether it's with philanthropy, or intermediaries, or even with CDOs about what work they are doing – it always comes down to "what are we aiming for"? "what does success mean for our neighborhoods." And different foundations, different capacity builders, different CDOs each have a different idea about this. It's not that those ideas are wrong, but it's clear from our research that we need some kind of consensus about an over-arching success framework and how to measure it**]**.
- In order for this to be embraced, have thriving neighborhoods, we have to be on the same page on this question of what "success" means
- City government has to be invested for this to work [this is why we are working to create a partnership with DLBA/DON around these indicators and especially reporting on progress]

Neighborhood Clusters
- Gear the "clusters" toward the kinds of changes we want to see in neighborhoods
- We must stick this "cluster" and "naming" process out for the long run – thanks for the expertise that has been brought to this
- Involve the DLBA Community Partners in the naming process
- The D-Community map you are creating from the interviews should be helpful with naming process
- We have to trust the expertise from the grass roots organizations about boundaries and what makes a good neighborhood

KEY CHANGES TO THE RECOMMENDATIONS?
Success Framework Recommendations:
- Create a SMART goal for this component and do a better job of connecting the research to the recommendations
- Think about developing a "community life cycle" concept and fitting each neighborhood into specific points on that life cycle at any given point in time, as a way to measure progress: "beginning," "middle," "end," "transform" cycles
- Understand the importance of "reporting clusters" and that's fine, but we have to retain the ability to "drill down" to the neighborhood level – this should be added to the language of these recommendations.