



COMMUNITY DEVELOPMENT-CITY “PARTNERSHIP OPPORTUNITY LIST” -

IDEAS AND STATUS AS OF DECEMBER 10, 2018

IDEAS IN PROGRESS FOR PRESENTATION AT BECDD SUMMIT:

1. Create an array of partnerships between City Government and Community Development organizations in the Mayor’s “Strategic Neighborhood Fund” (SNF) designated neighborhoods:

- ✓ Deploy a portion of these funds for operating support for CDOs serving the SNF neighborhoods, to enhance their work in those neighborhoods to assure: success of the planning processes, sustainability of the initial investments, and continued support the SNF neighborhoods into the future.
- ✓ Continue to encourage CDO involvement in these planning processes.
- ✓ Include CDOs as potential bidders in the planning processes in each SNF neighborhood, to ensure that CDOs’ data, local knowledge, trusting relationships with residents, planning expertise and commitment are brought to bear.
- ✓ Target CDOs as potential bidders in development opportunities that arise from the SNF planning processes.

Status and Next Steps: The Mayor has indicated a receptiveness to involving CDOs in SNF. A November convening between HRD, DON and Arthur Jemison and 20 CDOs resulted in a good first step toward engaging CDOs in SNF. Conversations included CDO involvement in the HRD-sponsored “Long Term Affordability Planning” process, and in single family housing strategies in non-SNF neighborhoods. DON and HRD staff committed to follow-up meetings and the organization of “work groups” in January of 2019, to work on these strategies together. In the meantime HRD has begun preparing bundles of properties for bid, in the Island View and Grand River Corridor SNF areas for multi-unit housing; and plans to also bundle properties in these areas for single family rehab.

2. Create planning partnerships (among HRD - Planning and Development Department- DON - Community Development Organizations – other private sector funders and investors) in other neighborhoods not currently-designated for SNF investment, based on the recommended “City-Neighborhood Principles of Engagement.” Recognize these neighborhoods – especially where other private investment has been deployed – as critical to the city’s overall sustainability and embrace the plans that are emerging from these neighborhoods. Support existing, emerging and new CDOs in these neighborhoods as critical partners. This idea could be integrated with the “Neighborhood Voice and Advocacy” concept described in #4.



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Status and Next Steps: Several of these neighborhoods are already currently deploying private sector investment and partnering with residents, GROs and CDOs to create plans. These neighborhoods include Delray, Corktown, Gratiot-Seven Mile, Eastern Market and the Good Stock neighborhood.

3. Create a funded partnership among CDOs, United Community Housing Coalition, philanthropy, Wayne County Treasurer, DON and DLBA and in doing so reduce DLBA inventory of Single Family occupied homes and vacant lots; increase single-family home occupancy; and increase CDO capacity to rehab the homes:

- ✓ To generate synergy with Mayor's "SNF", work initially in designated SNF neighborhoods where there are partner-CDOs, with a goal of eventually moving the program out to all neighborhoods.
- ✓ CDOs would receive DLBA Occupied Home properties, facilitate renovation, work with UCHC to sell them on land contract to the occupants, and work with UCHC and other service providers to help with homeowner training, home repair training, economic mobility (jobs, training, credit, etc).
- ✓ CDOs receive "Right of First Refusal" properties from Wayne County Treasurer, and facilitate the same work (renovation, land contract sale, owner-training) working with DON's "Financial Empowerment Centers."
- ✓ CDOs incorporate the new homeowners into the life of the neighborhood.
- ✓ CDOs and DLBA co-design and co-develop processes to break down barriers to property sales to DLBA community partners and provide incentive, compensation or grants to CDOs to market DLBA homes to local residents and facilitate side-lot sales to local residents

Status and Next Steps: Detroit Future City indicates a willingness to frame the concept and convene further discussion on the possible partnership. Fisher Foundation indicates preliminary interest in "impact investing" in a pilot of this concept. Key will be identifying resources/strategy to support CDO a) capacity building to do housing rehab and b) cash flow to complete rehab and use innovative land contract approach to conveying title to occupants. BECDD working to generate funding through its "Innovation Fund" to begin more cohesive construction of this partnership among DON, HRD, DLBA, UCHC, Detroit Future City and CDOs.

OTHER PARTNERSHIPS IN PROGRESS, FACILITATED THROUGH BECDD PROCESS

4. Create a partnership with CDAD, CDOs and the appropriate city department to develop and implement the "Neighborhood Voice and Advocacy" framework that being recommended through BECDD's "Vision and Values" Task Force.

Status and Next steps: A model for a citywide Neighborhood Voice and Advocacy Framework will be recommended for piloting by CDAD at the Summit. The concept calls for CDOs, working with CDAD, to facilitate and seek resources for cross-sector "Neighborhood Action Tables" within neighborhoods, to generate ongoing cross-sector initiatives, prioritize neighborhood issues and then bring these ideas, through CDAD, to city



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government, are philanthropy and other investors. As this idea is piloted in 2019-2020, partnerships with appropriate city departments are expected to develop.

5. Community Development Organizations and City Government Officials join together to influence state policy and to improve existing state and city policy in ways that benefit Detroit neighborhoods and promote affordability strategies

Status and Next Steps: The BECDD City Partnership Task Force will present a set of Policy Goals at the BECDD 2018 Summit, and a Call to Action to take up this challenge. CDAD is a part of multiple coalitions working toward these goals and will connect this BECDD strategy to CDAD's efforts. BECDD and CEDAM have jointly activated a Task Force to research programs in other states that have incentivized private investment into neighborhoods, to see how they could be applied in Michigan, working with a new state government administration.

6. CDAD/CDOs-GROs- Department of Neighborhoods-City Council District Members work together to identify strategies to assure community development coverage in all Detroit neighborhoods.

Status and Next Steps: BECDD's "Defining Neighborhoods" Task Force is recommending a process for 2019, whereby CDAD and DON and City Council District Members would jointly convene conversations among CDOs/GROs in each Council District, and (with expert outside facilitation), come up with strategies to achieve community development coverage and collaborations among CDOs in all neighborhoods of Detroit.

7. The Mayor's Office/Detroit Employment Solutions Corp/GDYT and CDOs work on an array of partnerships to:

- ✓ Develop a program with young people who are placed in CDOs for their summer engagement. This could involve developing a curriculum/guidance function for young people who may be interested in community development careers. CDOs can also participate with DESC in helping to identify and recruit youth and adult leaders into the community development profession.
- ✓ Engage CDOs in helping to recruit veterans, returning citizens and seniors from neighborhoods served by CDOs, into various DESC programs
- ✓ Partner CDOs doing home repair work with the DESC construction training that is now in play. Trainees/youth can be paired with CDOs and do the home repair as part of their training. CDOs can reciprocate by encouraging/recruiting young people into that construction training program, especially through GDYT program. Labor could be brought into this partnership to help young people get into union apprenticeship programs. Same idea as above, but with "green infrastructure"-related jobs.

Status and Next Steps: In a June meeting with Mayor Duggan, he expressed strongest interest in this partnership. Conversations now underway with GDYT/DESC and BECDD. Two strategies being explored: Industry-Led Training (ILT) with CDOs in the lead with a curriculum; and Apprenticeships for Community





Development. BECDD in late 2018/early 2019 will convene follow up meetings with DESC and GDYT and other stakeholders to create these partnerships.

8. Work with DON to integrate the Mayor's key success metrics into the "Neighborhood Vitality" measurement index that is being developed. This is now being pursued through BECDD's "Success Framework" Task Force.

Status and Next Steps: The Mayor's Neighborhood Success Metrics have been received and are now being integrated into the "Neighborhood Vitality Success Index" tool, with feedback from Department Of Neighborhoods and the Detroit Health Department. These Success Metrics will be presented at the 2018 BECDD Summit. BECDD is raising "Innovation Fund" dollars to test this model.

9. Work with Detroit Planning and Development Dept (and other City Departments) to create an annual "Neighborhood Partnership Index" using objective information, for how Detroit city government is becoming engaged in community development work, compared to the 5 cities that BECDD has studied (Boston, Chicago, Cleveland, Indianapolis and Philadelphia).

Status and Next Steps: A "baseline survey" will be administered at the 2018 Summit. This idea will be developed after the 2018 Summit to determine next steps and a budget.

10. Work with Detroit Housing and Revitalization Department and CDOs on a public-private-funded partnership, beginning with a two-year learning phase with 4 CDOs that successfully compete, receive resources over a two-year period for beautification resources, operating support and coordination including funded Americorp slots for residents, and access to the BECDD capacity building clearinghouse resources.

Status and Next Steps: This idea has been developed over the past two years with the HRD Director/HRD leadership team/Mayor's cabinet. We understand that an RFP describing the idea will be issued soon and BECDD stakeholders will come together to respond to the RFP.

11. DEGC and CDOs work together to identify and recruit talent for the small businesses DEGC is helping through Motor City Match and Restore. CDOs could help local talent for those small businesses that are coming into their neighborhood.

Status and Next Steps: DEGC and GDYT worked together in 2018 to place GDYT youth in local businesses that are part of Motor City Match. As a result of this partnership, and because DEGC understands the important role of CDOs in ramping up recruitment of young people to work in local businesses, DEGC is now seeking funding for CDOs to play an important role in this effort.

