

Building the Engine of Community Development in Detroit
First All Stakeholder Convening: October 26, 2016
Notes

The All-Stakeholder Convening was held on Oct 26. It was facilitated by Chandra McMillion of The McMillion Group. At this meeting 63 Stakeholder organizations participated (not including staff and facilitators), who had been part of the Kitchen Cabinets and Subcommittees. This convening provided an opportunity for stakeholders that only had participated in one component of the work to come together to discuss the big picture/whole system recommendations. The breakdown of the stakeholder groups participating:

- CDO Practitioners (14)
- Citywide Civic Institutions (11)
- Academia (10)
- Capacity Builders (10)
- City Government (6)
- Funders (5)
- Grassroots Organizations (5)
- Social Entrepreneurs (2)

Morning Session – Big Questions: Our Values, Our Direction

1. A draft definition of Community Development and Community Development Organization is emerging from the Building the Engine discussions.

- ✓ **What is the distinctive/defining role of CDOs? Why or why not is that role important? Should a CDO play other roles? What is the role of a Grass Roots Organization?**

Responses

- Need grass roots community engagement with development – with dignity. Development has to place the community first.
- CDOs bring the resources together, stepping outside of the norms
- Neighborhoods need inclusion, capacity, resources, youth involvement – need local officials to be seen as part of the process
- Human Development has to be part of community development – especially youth development – to make healthy neighborhoods
- Need multiple organizations supporting a neighborhood – can't be just one organization
- Grassroots informs the vision of the CDOs
- Need age equity, economic equity, equity with returning citizens – neighborhoods need to put out welcome mats for everyone through facilitated partnerships – need more welcoming language within the grassroots community
- How do we actually make sure equity is there?
- CDOs should have focused engagement with grassroots so grassroots can engage
- CDOs work within physical boundaries. Don't use the word "target" - too much baggage – use the word "defined boundaries."
- Community development must be committed to be the driver of inclusive and equitable development. Refer to the Policy Link work – "All-In Cities" for ideas and best practices
- It is still extraordinarily difficult to do good work by grassroots community – we are finding that we have to become a 501©3 to get anything accomplished, something as simple as purchasing a lot

from the Land Bank – but not every block club or small organization should want or need to be a 501©3

- Do we want to have a say? Yes, yes and yes again. The voiceless must have a voice. The community has cared and stayed when no one else would live in our communities so without a say in the future we will become a “tale of two cities.” Who knows better what will work in a community than those who have lived and cared for a community?
- The people must have hope and know that they matter. Everyone can be an agent of change on any and every level – it is not just for certain groups or people.
- CDOs must stay true and on the ground with residents
- Roles of the various organizations are not defined and identified – need to know who the allies are
- CDOs must be able to deal with conflict from residents, and listen to residents
- CDOs must both lead, and follow
- Residents know what they want and need – they just don’t always know how to articulate it. So Grass Roots Organizations are the “identifier” of what needs to happen and CDOs are the “implementors” – we depend on the CDOs to be more sophisticated and knowledgeable on where the funds are and how to implement projects.
- Grass Roots organizations shouldn’t be too large. But if you’re too small its difficult to also be professional and grant-funded. So in some neighborhoods they should maybe merge with other organizations.
- Physical development is necessary

2. How should decisions be made on community development strategies for neighborhood revitalization?

Responses

- Every decision is not made by committees, honestly
- Has to be resident voices, corporate voices, all voices – don’t romanticize resident voice – invite residents as board members/decision makers and then educate residents on the “HOW.”
- Educate residents. Address fears related to redevelopment. Peer development – residents teaching residents is good. Always address issues of importance to residents.
- Make sure we are clear that not everyone has the same voice – there are certain functions that different entity can and cannot do. Clarity is the key.
- There is a lack of trust by residents – many plans and studies but no real information back to residents so they know what the expected outcomes are.

3. Do we revitalize neighborhoods primarily through

- ✓ **Efforts initiated by philanthropy, government or business that are targeted to select areas with rising markets? OR**
- ✓ **Building up communities wherever neighbors are already organized? OR**
- ✓ **Place-making to generate community gathering places to attract visitors?**

Responses

- All three ways can be important – what’s missing is the “roles” that all the organizations play in neighborhoods where the market is not yet developed. We have an opportunity for CDOs and Grass Roots Organizations to get organized, determine who y our allies are in the market.
- That’s not the right question. View neighborhood revitalization through the lens of a business start-up: what are the ideas in a neighborhood? what are the resident’s priorities? Invest in the ideas –

bring the “people” and the “product” together. Leadership of the effort has to be inclusive of all the stakeholders.

- Either way there has to be government and community buy-in.
 - Clarity is what’s important – be clear on what is happening, establish trust with the residents, residents’ understanding and support is what sustains development; not being honest or transparent is the problem
 - Timing is the issue – involve residents from the very start, not after the idea or project is already put together. Talk to the residents – not just 5-6 people.
 - Leadership must encourage the culture of LISTENING – EARLY – the City could even implement requirements that the listening process has to start at the beginning
 - We lack mechanisms/process to convene not just one meeting, but creating an ongoing dialogue with residents
 - CDOs need to engage residents on questions of development and plans; grass roots needs to engage the CDO.
 - Focus instead on training and developing the next generation of resident leaders
 - Regardless of the strategy, we have to address the power and political imbalances in the neighborhood – everyone has to have equal voice
 - Law enforcement has to be actively engaged in the planning and projects. The key to
 - CDOs should help organize the community – to this end, PROACTIVELY CODIFY community values so that when projects or developments or change comes in, there is a commonly-understood response – how can we facilitate the process of codifying community values?
 - Each neighborhood needs to BRAND itself – through consensus with CDOs and other organizations
 - We need to BUILD POSSIBILITY AND HOPE inside our neighborhoods, not just houses
 - Land Trusts have to be looked at as a strategy. With so much vacant land, land ownership for a community can be a game-changer.
 - Residents know what they need/help them articulate their visions
 - Educate residents on funding opportunities, organizational structure
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4. Is there value-add in resident engagement and empowerment in the community development process? What is resident “engagement” vs resident “empowerment”?

Responses

- YES. Its an opportunity for government and the community to understand and agree on priorities. Grass Roots can vet what is feasible. But clarity is needed to build trust.
- Residents must be engaged – or who will protect and support what you build when you are not there?
- Its about TIMING – so often the community is brought in at the end – have to bring in the community early.
- Has a community engagement volunteering tool been thought about to be a part of this system? In Pontiac they have the “time bank” that is a social exchange of community service and resources.
- It can’t be a few people. CDOs must lean in, dig in, go door to door.
- Have to take the time to bring in youth, and because so many communities have elders, have to build in leadership succession in the community.
- Engagement is about the “art of negotiation.” Must take the time to deal with conflicts, educate on issues, identify common ground.

- Too often CDOs bring in the “leaders” and because I’m here, that’s interpreted as “buy in.” But not every individual speaks for the group. I feel like just “checking the box” because I’m there. I don’t get results, feedback, follow up.
- What does it really mean to engage? We have to make sure to communicate that not everyone has the same voice – different entities do different things, have different responsibilities and we shouldn’t over-promise. CLARITY is key.
- There is a disconnect in how decisions get made. “Democratically controlled” is not always how it happens. This can create conflict.
- Northend community – 10 years ago it was not on the radar. Now its considered an extension of Midtown. But its an example of suppression of neighborhood voice. It was easier to secure corporate investment - but how do we sustain grass roots voice?
- Community organizing needs to focus on establishing partnerships and relationships
- If it involves sharing information, establishing trust with residents, embracing residents at every level
- Resident own the community. We must recognize the wealth/value they bring and be transparent. We must embrace residents.
- Input has to be circular – residents to city and back to residents; residents to developers and back to residents

5. Detroit has huge swaths of vacant land and property – should we exploit this situation and plan for more open/green space in Detroit as a permanent strategy for Detroit’s comeback, or should green space be considered a temporary, “holding” strategy until Detroit repopulates?

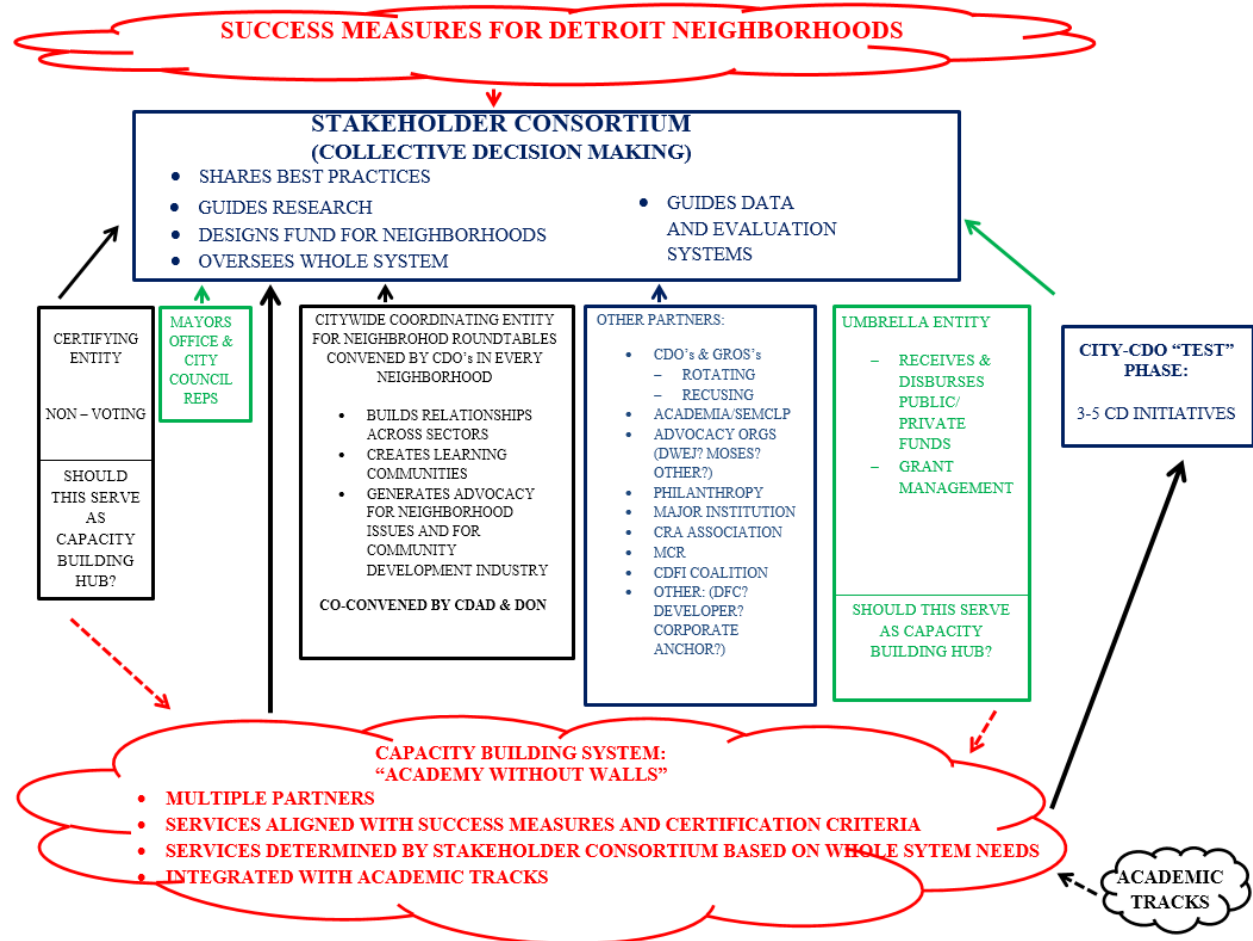
- Other cities plan large-scale parks, providing escape for residents – but it’s also not just for residents
- Manage vacant land parcels – green space should not be considered a holding strategy. The opportunity is now for best practices, local and global.
- We need an “Open Space” strategy
- We have to think creatively – we need more “nodes” for residents. We can’t just have a downtown and midtown. Neighbors want to walk to what they need.
- There is no need to build another residential property in the city –
- BUT the quality of life in some homes is terrible – mold, holes in roofs, falling down porches, asbestos, lead – we may have enough structures but we don’t have enough quality, affordable housing

6. What is our economic development theory to be applied to our neighborhoods to make them economically viable?

- Have to focus on financial security for families. Any strategy for neighborhoods has to deal with poverty in Detroit
 - People who control the land have a great amount of power to build relationships and control a community’s future
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Overall Building the Engine Process and Phase One Recommendations

Maggie DeSantis, BECDD Initiative Manager, described the Phase One “Building the Engine” process, and presented a schematic describing graphically how the recommendations that came out of the Phase One process fit together. (see below). She explained that today’s discussion will be dedicated to presenting and receiving feedback on this overall set of recommendations, and attempting to reach consensus, where possible.



Morning Session – Reports/Discussion on the Results of the Design Subcommittees

1. Research and Development Design Subcommittee – Sonia Harb, UM Technical Assistance Center

See Attached Subcommittee Report. Detailed notes from Break out Groups are on file with BECDD.

Group Discussion Comments:

- For the data collaborative with Data Driven Detroit, there should be an explicit additional goal, that the data has to be open source and fully open and free to the public, not just for consulting firms to make profit
- Add “Green Development” to the success measures
- Easiest way to reduce crime is to reduce poverty, but unfortunately we will always have some poverty

- Why is the 20% poverty being used? Research on neighborhoods indicates that when poverty goes below 20%, we see fewer negative effects in the neighborhood
- In the Vision statement remember that it's easy to get below 20% poverty by simply removing poor people from a community. We have to be clear that we are NOT talking about replacing poor people.
- In the Vision statement lift up the concept of "open space"
- There is no "silver bullet" measurement tool

Break-Out Group Comments:

- We should keep data/stats on the many acres of industrial land and use this as a marketing tool to create jobs. Jobs=health=economic success=hope
- The indicators of success that are being proposed should drive development - not just a desire by a developer to build housing
- It would be great to have the ability to have a citywide tool that could analyze the impact of every new proposed development on the success indicators that are being proposed
- We need a bigger list of indicators, then pare it down – create a "mini theory of change" with expected outcomes
- Refer to national best practices for the list of Indicators
- For developments that are being proposed it would be important to have a community profile before writing an RFP
- In developing the indicators, we need to be clear about WHY we are tracking what we're tracking – "We're doing this because...."
- Using indicators as a collective reflection of your neighborhood – use as a guide for Social Cohesion indicators
- Make sure data conversations are based in Detroit reality
- There's no silver bullet measuring tool....

Index Card/Evaluation Form Comments:

- How will this interact with City's data platform?
- Diversity in socio-economic status, not just age, race and ethnicity

2. Oversight, Advocacy and Relationships Design Subcommittee – Chase Cantrell, Building Community Value

See Attached Subcommittee Report.

Group Discussion Comments:

- There is no deficit or resources OR ideas – we have to put the two together
- Neighborhood Roundtables should ask "are resources for Detroit residents being distributed equitably?"
- Roundtables should discuss "criteria" for developers to engage with the community
- Youth Engagement is a huge priority in the relationship building piece. There are national models
- Need an intentional pathway for resident engagement

Break-Out Group Comments:

- Neighborhoods need to build relationships with each other as well we with the city
- We should utilize District Managers to bridge the gap with CDOs
- City leaders should NOT pick the CDOs or the neighborhood leaders
- We need to build rapport between the seniors and millennials, creating opportunities for youth

- CDOs need to find ways to emotionally connect with people so that they will want to work/contribute to their neighborhoods
- Community roundtables would feed into quarterly city-wide roundtables to get issues addressed
- Some entrepreneurs are assumed to not be invested in building relationships in community that their businesses are in, so they need to be part of the roundtables
- Homeowners-taxpayers-long time residents have to buy in and find ways to get everyone else involved
- Many neighborhoods have more renters now, so they need to be part this, and their landlords
- There needs to be a system of engagement – who should spearhead it?
- There needs to be a way to get funders to assist the grass roots organizations that are doing the right thing in their communities
- The role of the church has changed – many members of churches are from outside the community that the church is in
- The relationship between the City and the residents needs to be transparent. Open the lines of communication and that will help address neighborhood issues

Index Card/Evaluation Form Comments:

- Stakeholder Consortium needs to identify “Guiding Principles” that include equity for all Detroit neighborhoods – some neighborhoods gets the majority of investments while others are left behind
- Local Roundtables role should include developing a codified, consensus statement of community values to be used when discussing development proposals

3. Certification and Capacity Building Design Subcommittee – Graig Donnelly, WSU/Tech Town

See Attached Subcommittee Report.

Group Discussion Comments:

- Operating support has to be predictable and reliable
- Need to build capacity of groups to work with city government
- Need to build capacity to focus on creating social cohesion if that is the most important measure of success
- Capacity = Leadership, Money, Track Record

Index Card/Evaluation Form Comments:

- Will the “hub” have an actual principal space, physical environment?

4. Philanthropy and City Engagement Design Subcommittee – Cris Doby, The Erb Family Foundation

See Attached Subcommittee Report. More detailed notes on file with BECDD.

Group Discussion Comments:

- The City is redoing the RFP for CDBG funding and will be placing a value on collaboration, innovation, relevance

Break-Out Group Comments:

- We would like to see funding go to truly building a sustainable system and not to one entity to manage along, but to be disseminated amongst a number of CDOs
- The system has to have a high level of resident engagement that hasn't been there before
- We need to create a framework that goes from mediocre to highly functional

- There has been no specific geography identified for this so we have to look at how to prevent one area from getting all the capacity funding – this is a system and not designated for one area – but that must be clarified with the city
- If this is not well-designed that be a threat and will weaken trust
- For this to show success after only 24 months, the opportunity has to be narrowed – that’s a big test
- Funding has to be predictable and multi-year.
- There are core CDO activities that are not fee-based and won’t generate revenue – are funders clear that they won’t generate revenue?
- Will philanthropy actually support this initial framework, or just the City?
- Whatever umbrella entity the city puts the money into should have experience with CDOs

Index Card/Evaluation Form Comments:

- City of Detroit/HRD talked about their “filters” to having a working relationship with “those organizations that understood” what they wanted. Does everyone know what those “filters” are? Do we know what other “filters” are from foundations or other organizations? What are the “filters” the community wants or needs? What are the “filters” we want to eliminate?
- Planning Department and Development Department is the City agency that must be committee to and embrace CDOs and the system we are building.

5. Credentialing and Career Track Design Subcommittee – Deborah Pfliegel, SEM Community Learning Partnership

See Attached Subcommittee Report.

Group Discussion Comments:

- Community Development “values” have to pervade all the courses
- There should be a “Code of Ethics” for Practitioners and a way to vet CD candidates to see if they have those values
- Consider adding “Community Development Volunteer” certification to the certification ladder
- We need to find a way to bridge financial barriers
- Community-based learning (peer instruction) is valuable and should be accredited
- Can we find a way to connect national trainings (ie National Development Council, NeighborWorks) to academic credit toward a degree?

Break-Out Group Comments:

- Community-based instruction and involvement would be helpful to engage residents in getting credentialed
- “Values” necessary for a CD Practitioner have to run through every course of study and internship
- Look at social work programs
- How do vet for values? Need a Code of Ethics
- Include MSUs program in community economic development; also Madonna can be a resource
- Financial aid will be necessary to open up access
- Find best practices of pathways – include small certificate programs and create “ladders”
- Social workers need to be part of these career tracks
- Community colleges are not giving good advice – students are taking community organizing classes without receiving a degree
- Mentorships important
- Community organizing/community development doesn’t pay enough

Index Card/Evaluation Form Comments:

- Engage WCCCD – to capture students from Detroit who will attend community college for free
- Engage WSU School of Social Work – they have a “Community Practice/Social Action” track and a certification program in community development could be developed
- Need scholarships to be available for youth to benefit from this
- Did this group look at MOOCs as a way for leadership to pick up technical skills?

Lunch Session Remarks and Discussion

Donna Murray – Brown, Michigan Nonprofit Association

Highlights of Remarks:

- MNA is a statewide nonprofit association dedicated to supporting the nonprofit sector, given them the tools and resources to be more effective. That commitment propelled MNA to agree to serve as one of the Core Partners for this effort.
- The process thus far - which has been well-organized to look at key topics - has produced some important learnings:
 - ✓ The passion and interest of the many many stakeholders was, overall, amazing and showed that there is great interest in building the community development sector
 - ✓ We all care about building strong Detroit neighborhoods
 - ✓ One key to all of it is to build trust – the more input we get and use, the more we break down barriers of mistrust
 - ✓ There must be resident ownership and empowerment
 - ✓ CDOs are the coordinators in neighborhoods
 - ✓ Research and data is key, and a minimum requirement although information from neighborhood to neighborhood will vary
 - ✓ If we keep the process collaborative, equity will emerge at the end of it
 - ✓ We want to enable community development organizations to be effective in their communities and be able to balance their books
 - ✓ We must also develop our residents, our people, in order to be effective
 - ✓ This process will be challenging and difficult, but it is not impossible

The Honorable Scott Benson – City Council Member District #3

Highlights of Remarks:

- I have many years experience as a community developer, first with Warren/Conner Development Coalition then with Midtown CDC. So I understand the importance of CDOs to Detroit’s neighborhoods.
- The City needs this capacity building work to happen, for some very specific reasons: the City is just coming out of bankruptcy and if we are going to get to that 20% poverty level in every neighborhood it will take a huge collaborative effort to help our community-based organizations, along with the DLBA, to the point where they take on more projects and bigger projects – new development, rehab, demolitions.
- The question is: what does the City of Detroit going to do with all the land in the DLBA inventory? It’s a huge inventory. So we need to be creative with those who want to buy this land – CDOs and private investors – and help them make a difference in neighborhoods
- We need strong neighborhoods with affordable housing
- We need a robust land bank that can both hold on to land, and make appropriate deals happen to use the land/repair the homes

- Nuisance abatement is one tool that can be used with private property owners and speculators
- We have longtime CDOs which know their communities, and that in combination with an effective land bank can make a huge difference
- For years the City has given out CDBG dollars with minimal impact, and the way we've been doing it is a recipe for failure – so we have to get our CDBG more invested in a more systematic way into our neighborhoods

Jodee Fishman Raines – The Erb Family Foundation

Highlights of Remarks:

- Erb Family Foundation is one of the funders of this effort, and is committed to water-related and land use efforts (Detroit is a Great Lakes city and what you do to the land affects the water and vice versa). We have learned that we need CDOs able to carry out the work in neighborhoods.
- This effort is a visionary one, combining the power of capacity building for CDOs with City of Detroit support, looking at ways to disburse resources for communities to thrive and for CDOs and small investors to partner with the City to invest.
- We appreciate the skill Maggie brought to the table. Based on our experience with her in LEAP we knew that she was up to this complex, political initiative.
- Sometimes foundations have contributed to why we haven't reached this goal, and we know we have to work together better, and are trying to do that. We have spoken to foundations in Cleveland looking at the "Cleveland Neighborhood Progress" system.
- Based on personal experience, living in a neighborhood near the old State Fairgrounds, I have seen the gap when there is no CDO to help residents respond to development proposals.

Follow Up Discussion with Participants:

- Its also important for neighborhoods to brand and market themselves like they are doing in Grandmont Rosedale and Midtown. "BanglaTown" is an example of this in northeast Detroit
- We need to have communities where people will want to stay and prosper; people have to be willing to stay and develop other areas of the city besides midtown
- People must feel safe
- What are we doing to address commercial blight and vacancy?
- We need a robust Detroit Land Bank Authority, strong code enforcement, and we need to hold property speculators sitting on vacant land and homes, accountable
- We should also be looking closely at our commercial landscape – the DLBA could create prototypes and models for how CDOs can work on our commercial corridors.
- The Detroit Building Authority (not the city of Detroit) is responsible for managing commercial property; the city's Planning and Housing & Revitalization Departments are working on commercial property

<h3>Afternoon Sessions – Breakout Groups</h3>
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These notes are embedded with the Subcommittee Reports, above.

Below are the consensus decisions reached.

CONSENSUS DECISIONS REACHED

Does the group in general accept the circulating definition of community development and community development organizations?

Yes, with these changes:

- remove the word "target" replace with "defined neighborhood"
- lift up "educating residents" as part of the function of Resident Engagement/Empowerment
- community development should include welcoming all residents to a neighborhood regardless of age, income, race, gender orientation, religion

COMMUNITY DEVELOPMENT DEFINITIONS - DRAFT FOR DISCUSSION

What is a Detroit Community Development Organization (CDO)?

- **Community Development Organizations are known as CDOs in Detroit**
- **A place-based, neighborhood-focused, professional not-for-profit tax exempt organization governed by residents and local stakeholders**
- **The key facilitator of community development work in any given neighborhood**
- **At a minimum a CDO can be recognized by one unique baseline role that it plays within its targeted neighborhood, that of Facilitator/Convener/Collaboration Agent and by diligently assuring that the other Community Development Roles/Functions are in play (see below)**

What is Community Development in Detroit?

- **A comprehensive set of physical and human development strategies chosen by leaders within the neighborhood**
- **Derived from locally-driven planning that is created by residents and other local stakeholders**
- **Embraces a philosophy of resident empowerment**
- **Strives for economic/social/racial and environmental equity and sustainability**

In any given neighborhood, Community Development can be recognized by the five Community Development roles or functions:

- **Facilitation/Collaboration among Residents and other Stakeholders (core role of the CDO)**
- **Economic Development**
- **Resident Engagement and Empowerment**
- **Resident Support**
- **Community Planning/Advocacy)**

Other community development strategies sometimes include:

- **Youth and Senior Programming and Engagement**
- **Community Health initiatives**
- **Local business support, business development and business organizing**
- **Workforce development including**
- **Education**
- **Arts and Culture programming**
- **Other initiatives chosen by residents and local stakeholders**

In addition to CDOs, Grass Roots Organizations (GROs) and Other Neighborhood Improvement Organizations (ONIOs) are equally important to successful community development and are equal partners to the CDO.

In short, community development is the work of building neighborhoods. Community development brings opportunity and services to bear on behalf of residents in a target neighborhood; it is facilitated through community development organizations partnering with residents and other neighborhood, business and institutional stakeholders; embraces resident empowerment and economic-social-racial-environmental equity and sustainability; and focuses on the holistic integration of planning, advocacy, resident development and economic development in a defined neighborhood.

Does the group in general accept the Vision Statement for Neighborhoods, the Overarching Success Measures of Social Cohesion, and the general framework for Neighborhood Success Measures?

Yes, but:

--add a Success Measure for Green Development

--In the Vision statement lift up the importance of open space/green space

--Clarify in the Vision statement that the goal of reducing poverty should NOT be achieved by removing low income people from the community

DRAFT FOR DISCUSSION

FRAMEWORK FOR NEIGHBORHOOD SUCCESS MEASURES

VISION:

DETROIT WILL BE A CITY WHERE ALL NEIGHBORHOODS ARE ENVIRONMENTALLY WHOLE, WHERE NO NEIGHBORHOOD SUFFERS FROM CONCENTRATED POVERTY OR RAVAGING BLIGHT; WITH EQUITABLE INVESTMENTS THAT CREATE JOBS, INCREASE BEAUTY, PROVIDE QUALITY HOUSING AND ACCESS TO BASIC HUMAN SERVICES FOR ITS RESIDENTS – OF EVERY RACE, AGE, INCOME AND BACKGROUND; AND WHERE RESIDENTS AND BUSINESSES ARE ORGANIZED AND INFLUENTIAL IN DETERMINING THE FUTURE OF THEIR COMMUNITY.

I. OVERARCHING SUCCESS MEASURE FOR ALL NEIGHBORHOODS:

SOCIAL COHESION

- ✓ GROWING FEELING OF NEIGHBORHOOD IDENTIFY & TOGETHERNESS
- ✓ GROWING PERCEPTION THAT THE NEIGHBORHOOD IS SAFE
- ✓ GROWING BELIEF THAT RESIDENTS CAN INFLUENCE THE DIRECTION OF THE NEIGHBORHOOD
- ✓ GROWING ACCESS TO SERVICES IDENTIFIED AS HIGH PRIORITY
- ✓ DECREASING LEVELS OF POVERTY, TO BELOW 20% PER NEIGHBORHOOD
- ✓ GROWING LEVELS OF RACIAL, ETHNIC AND AGE DIVERSITY
- ✓ CHILDREN AND YOUTH FEEL SAFE AND OPTIMISTIC
- ✓ DECREASING LEVELS OF TURNOVER OF RESIDENTS AND BUSINESS
- ✓ INCREASING LEVELS OF RESIDENT EMPLOYMENT AT, AND OWNERSHIP OF, LOCAL BUSINESSES
- ✓ EVIDENCE THAT RESIDENTS' EVERYDAY NEEDS ARE BEING MET INCREASINGLY MORE CONVENIENTLY BY LOCAL BUSINESSES
- ✓ EVIDENCE OF COLLABORATIVE RESPONSE BY STAKEHOLDERS, TO EXTERNAL NEGATIVE DYNAMICS

II. FOUR TYPES OF INDICATORS:

- ✓ **TWO RELATED TO "COMMUNITY DEVELOPMENT PROGRESS"**
 - Progress with Community Process
 - Progress with Capital Investment
 - ✓ **TWO RELATED TO "NEIGHBORHOOD CONDITION"**
 - Physical Conditions
 - Resident and Youth Development Condition
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III. COMMUNITY DEVELOPMENT PROGRESS (PROGRESS INDICATORS)

Community Process Indicators:

- ✓ CDO is acting capably as a convener and facilitator of neighborhood stakeholders
- ✓ Growing levels of CDO identity and awareness as determined by growing levels of engagement in governance and process by residents
- ✓ Growing levels of awareness of and access to resources prioritized within the neighborhood
- ✓ Growing influence by residents on city policy resulting from increased resident organizing
- ✓ Growing levels of resident engagement & empowerment where residents know how and where to plug in to the community organizing structure in the neighborhood and they are not afraid to take action on behalf of the neighborhood

Capital Investment Indicators:

- ✓ Growing resident investment in the neighborhood: a) increasing property maintenance and rehab by property owners, b) contribution of dues and financial support to the CDO and c) growing number of volunteer hours by residents and other stakeholders
- ✓ Increasing investment by existing and new small/mid-size businesses in the commercial corridor
- ✓ CDOs leverage their financial resources, social capital and political influence in the neighborhood to spur increasing public and private investment in bricks and mortar projects and services, through federal state and city government, foundations, loans and corporate gifts.
- ✓ Rising levels of jobs being created within the City

NEIGHBORHOOD CONDITIONS (CONDITION INDICATORS)

Physical Conditions Indicators:

- ✓ On the residential blocks: rising property values, increasing diversity of housing options, decreasing #s of abandoned homes and unmaintained vacant lots
- ✓ On the commercial corridors: rising property values, increasing diversity of transit options, decreasing #s of abandoned commercial buildings and unmaintained vacant lots, rising commercial occupancy rates
- ✓ Open Space: green space and recreation areas that meet national standards per population

Resident and Youth Development Indicators:

- ✓ Crime rates meet or exceed national standard for violent crimes
 - ✓ Increasing level of high quality Head Start, early childhood and high school services
 - ✓ National norms for 3rd grade reading and high school academic attainment are met or exceeded
 - ✓ National norms for the 5 leading Population Health measures are met or exceeded
 - ✓ Increasing levels of employment at living wage levels
 - ✓ Increasing number and quality of after-school and youth programs
 - ✓ Decreasing levels of homelessness
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Does the group in general accept the recommended structure for a community development system for Detroit including the Stakeholder Consortium roles, Certifying Entity role, Umbrella Entity roles, Citywide Roundtable Coordinating Entity and the decision-making structure?

Yes, with these changes:

- add to the Stakeholders' Consortium: a) Youth, b) Small Business and c) an Individual Resident
- add to the role of the Roundtables the function of codifying "Community Values" and "Criteria for Developers to Engage with this Community"
- work with someone who can help draw a more illustrative process flow