

# **BUILDING THE ENGINE OF COMMUNITY DEVELOPMENT IN DETROIT: NATIONAL CONSULTANT RECOMMENDATIONS FOR A COMMUNITY DEVELOPMENT SYSTEM IN DETROIT WITH BECDD RESPONSES DECEMBER 2017**

*"If everyone plays the right role we can move forward....."*

--Comment from a BECDD 2017 Summit Participant

A National Consultant Team led by Urban Ventures (Tom Burns) and Lamar Wilson (Wilson & Associates); and including Eric Hodderson (Cleveland), Sandra Jibrell (Baltimore), Evette Banfield (Washington DC); and ProSeeds and Goaltrac (Libby Levy and Alan Levy, Detroit); conducted intensive research including readings, interviews, site visits and focus groups on a) mature community development systems in Boston, Chicago, Cleveland, Indianapolis and Philadelphia and b) the current community development environment in Detroit. Those full reports ([CLICK HERE TO VIEW](#)) can be found on the BECDD website. Their recommendations and responses to those recommendations are summarized here.

## **NATIONAL CONSULTANT RECOMMENDATIONS**

**Recommendation #1:** Build consensus on CDO roles and success measures that all key system investors are prepared to embrace.

**Recommendation #2:** Secure local public-sector support for strengthening the role of neighborhood-based nonprofits (CDOs and GROs) within the current administration's neighborhood revitalization strategy.

**Recommendation #3:** Pursue a coordinated TA capacity building strategy to introduce more definition into current TA/Training offerings and identify and fill current gaps.

**Recommendation #4:** Pursue an orchestrated campaign to secure more stable longer-term support for core operations of CDOs.

**Recommendation #5:** Determine how CDAD, Detroit LISC and other support organizations can be positioned to take on larger roles in representing and supporting the full array of CDOs and GROs.

**Recommendation #6:** Conduct a comprehensive review of capital needs for strengthening the sector and establish a plan for supplying needed capital.

## **RESPONSE FROM THE BECDD CAPACITY BUILDING PLANNING TEAM**

### **Recommendations on Capitalization of the System:**

- ✓ There should be a diverse, stable mix of funding sources, versus only one main funder
- ✓ Funding could flow through one capable administrator/fiduciary. The fiduciary entity should not make funding decisions – their role should be convening the decision-making body, and administering funds at the direction of the decision-making body

- ✓ Outcomes and criteria for funding should be collectively defined among the key stakeholders including CDOs and GROs
- ✓ “Transparency” and “Equity” should be key guiding principles for funding
- ✓ **Recommended Other System Improvements:**
- ✓ There should be ongoing, collaborative, system-wide strategic planning
- ✓ Clear roles for various stakeholder organizations should be identified and agreed on
- ✓ There should be regular and ongoing stakeholder engagement
- ✓ There must be agreed-upon goals that define success for the community development system itself (the “7 Elements”) and the whole system should be evaluated based on these success measures

## **RESPONSE FROM BECDD STAKEHOLDERS AT THE 2017 SUMMIT**

- ✓ If everyone plays the right role we can move forward
- ✓ Detroit Public Schools Community District needs to be a part of this
- ✓ We should include the concept of “peer expertise”
- ✓ Are we looking at existing entities to play key roles?
- ✓ What is the role of the City in developing local practitioners?
- ✓ How will the Ralph Wilson Foundation Center for Nonprofit Support be different from CDAD and MCR? Are we adding another layer?

## **RESPONSE FROM THE BECDD CORE PARTNERS**

### **Recommendation #1: Build consensus on CDO roles and success measures that all key system investors are prepared to embrace.**

- ✓ BECDD Phase One produced a “working definition” of community development and role(s) of a CDO. It was revised and updated at the Phase Two 2017 Summit, by consensus. See (ADD LINK TO UPDATED DEFINITION)
- ✓ A messaging strategy on the value/importance of community development, and BECDD’s role, has been completed
- ✓ A “Neighborhood Vitality” Success Framework was approved by consensus at the 2017 Summit, with beginning success indicators and a system to measure progress. This framework will be built out in partnership with the City of Detroit and Data Driven Detroit by Q4 of 2018 through a “Success Framework Task Force” with the hope of testing it in 2019.

### **Recommendation #2: Secure local public-sector support for strengthening the role of neighborhood-based nonprofits (CDOs and GROs) within the current administration’s neighborhood revitalization strategy.**

- ✓ BECDD and Detroit Housing Revitalization Dept. now working on “Academy Without Walls” concept: a beginning capacity building public-private partnership.
- ✓ Several city entities now actively engaged in the BECDD process: HRD, Dept. of Neighborhoods, Planning Dept., Mayor’s Offices of Philanthropy and Sustainability, Detroit Land Bank Authority, Detroit Economic Growth Corp.
- ✓ A “City Partnership Task Force” will be convened in 2018 and key city leaders will be asked to participate. This Task Force will guide the build-out of the Academy Without Walls, look at other partnership opportunities, and recommend updated or new city policies that will facilitate community development.

**Recommendation #3: Pursue a coordinated TA capacity building strategy to introduce more definition into current TA/Training offerings and identify and fill current gaps.**

- ✓ The BECDD Capacity Building Planning Team in 2017 acknowledged lane confusion, lane competition and gaps in services, and developed a multi-partner “clearinghouse” concept for the provision of capacity building services to CDOs and GROs. This recommendation was accepted by consensus at the 2017 Summit.
- ✓ The “Intermediary System Task Force” has been created where the leaders of the key intermediaries will come together to design this clearinghouse and seek to resolve the lane confusion.

**Recommendation #4: Pursue an orchestrated campaign to secure more stable longer-term support for core operations of CDOs.**

- ✓ The Kresge Foundation recently launched a “CDO Operating Support” funding initiative and funded 20-plus small and large CDOs for general operating support for a 3-year period. BECDD and CDAD were involved in the planning.
- ✓ The Erb Family Foundation, Kresge Foundation and Fisher Foundation currently provide general operating support to select CDOs/select neighborhoods.
- ✓ During 2017 interest grew in the “Tax Credit Incentive Programs” in Pennsylvania and Massachusetts, that support community development. A “Tax Credit Incentive Task Force” is being convened by BECDD in 2018 in partnership with CEDAM, to delve into this possibility.
- ✓ In 2018 BECDD will convene a “System Capitalization Task Force” that will look specifically at the 7 system elements being developed, and their associated costs, and begin to develop a comprehensive capitalization strategy, working with Urban Ventures.

**Recommendation #5: Determine how CDAD, Detroit LISC and other support organizations can be positioned to take on larger roles in representing and supporting the full array of CDOs and GROs.**

- ✓ The 2017 4-city study trips and research process generated a general acknowledgement among BECDD stakeholders, of the necessity of an effective intermediary system in strengthening CDOs and thereby strengthening neighborhoods.
- ✓ The Capacity Building Kitchen Cabinet (2016) and Capacity Building Planning Team (2017) generated analysis and acknowledgement of the challenge with the current Detroit capacity building environment.
- ✓ The Capacity Building Planning Team recommended a “clearinghouse” strategy to clarify/simplify the process of CDOs and GROs seeking, and receiving, capacity building support.
- ✓ BECDD’s 2018 “Intermediary System Task Force” cited above will work to collectively clarify the specific and unique roles of the key intermediaries including CDAD, LISC, MCR, MNA, DFC, D3 and others in building community development capacity in Detroit neighborhoods.

**Recommendation #6: Conduct a comprehensive review of capital needs for strengthening the sector and establish a plan for supplying needed capital.**

- ✓ During Phase One (2016) the Philanthropy Kitchen Cabinet acknowledged the importance of more alignment among the foundations and funding intermediaries for community development.
- ✓ During 2017/Phase Two, this dynamic was reinforced through the study trips, the national scan and the 5-City “deep dive.”
- ✓ In 2018 BECDD will convene the “System Capitalization Task Force,” working with Urban Ventures, to delve into this challenge.