

KEY QUESTIONS IN COMMUNITY DEVELOPMENT: PERSPECTIVES FROM THE “BUILDING THE ENGINE” KITCHEN CABINETS....AT THE 2017 BECDD SUMMIT

FROM PRACTITIONERS KITCHEN CABINET: WHAT KIND OF COLLECTIVE/INDUSTRY-WIDE SUPPORT SERVICES WOULD BE VALUE-ADD FOR CDOs, TO HELP THEM BE MORE EFFECTIVE?

Collective Advocacy :

- Philanthropic policy and practice
- CDOs mission focus, salary levels and role
- City government policy and practice

Facilitation/Coordination:

- Conversation among funders, CDOs and residents
- CDOs-to-CDOs: How do we work together in an environment of famine? How do we align our missions to have greater impact in neighborhoods? How do we leverage our funding to raise additional funding?

Training/Coaching:

- Fund Development of all kinds
- Long term strategic planning
- Tools to deliver physical development in the neighborhoods

Common/centralized/lower cost back-office services

Marketing/Communications:

- Link to Detroit Homecoming Ex-Pats to showcase work going on in Detroit communities

Provide a city-wide, organized voice for neighborhoods

FROM THE INTERMEDIARIES KITCHEN CABINET: HOW CAN WE RESOLVE THE ACKNOWLEDGED PROBLEM OF “LANE CONFUSION” AMONG THE INTERMEDIARIES?

Vision

- ✓ An integrated, centralized capacity building function?

Challenges

- ✓ There are difficulties in getting with the right people – where do we go to talk together? How do we get these meetings? We are not reaching the people we want to reach
- ✓ “Lane Competition” and “Lane Confusion” – how do we relate to other intermediaries?
- ✓ Some organizations will have to let something go
- ✓ “Chasing dollars” is a problem; funders want to make a difference but there is no cohesion
- ✓ We never seem to get to a point to collaborate and therefore have more leverage together: when will we be able to say “we shouldn’t take that money, another organization does this better”?
- ✓ We have to be aware of the real cost of our services, our cost of doing business
- ✓ We are unsure of each other’s expertise

How do we decide?

- ✓ Unsure who gets to decide who should be in what lane and who fills what niche

Resolving the challenges:

- ✓ There should be regular meetings to strengthen relationships and build collaboration

FROM THE GRASS ROOTS KITCHEN CABINET: WHAT ARE SOME STRATEGIES TO ORGANIZE A "NEIGHBORHOOD VOICE" FOR DETROIT?

Vision

Residents need to be heard. Give voice to local businesses.

Leadership Structure for a Unified Voice

- ✓ Create a leadership team among the neighborhoods that speaks and acts as One Voice
- ✓ Provide leadership training for residents, mentorships and opportunities for leadership growth
- ✓ Need Rules of Engagement, Agreement on core behavior, and Goals and Objectives; organizations that are part of it must be aligned with these goals and objectives

Communication and Information Sharing

- ✓ Need multi-channel communication strategies (text, email, social media, face to face, other) that deals with language barriers and is transparent.
- ✓ Research is important
- ✓ Be able to have one-on-one discussions to diffuse conflicts among residents and groups

Goals and Strategy

- ✓ Have to build in strategy for accountability from local and state officials
- ✓ Need funding for outreach, materials, staff
- ✓ Have to convey/communicate the "end results" of each project
- ✓ Pick the issues, develop a strategy then follow through
- ✓ Groups have to be willing to compromise
- ✓ Clarify the Role of Grassroots Organizations in Community Development

FROM THE GOVERNMENT KITCHEN CABINET: WHAT ARE THE APPROPRIATE ROLES FOR CITY AND STATE GOVERNMENT IN COMMUNITY DEVELOPMENT?

City Government should:

- ✓ Conduct a master plan process
- ✓ Demystify development and city policies and make information accessible
- ✓ Standardize processes and practices
- ✓ Define community engagement: what does effective community engagement look like?
Reshape community engagement
- ✓ Create partnerships and take new approaches
- ✓ Listen to the community
- ✓ Look at community development as an industry and provide funding
- ✓ Provide supplemental human services in neighborhoods

FROM THE ACADEMIA KITCHEN CABINET: WHAT ARE SOME STRATEGIES TO BUILD EARLY AWARENESS OF COMMUNITY DEVELOPMENT AS A CAREER?

Potential Strategies

- ✓ Internships and Apprenticeships; can DPS students shadow CDOs at an early age?
- ✓ Awareness strategies, of the opportunities available in CD, and do outreach in high schools
- ✓ Bridging programs where credit can transfer among institutions
- ✓ College students can do mentoring within with young students in high school and elementary school
- ✓ Looking for students who have a certain skill set that matches community development
- ✓ Teams of people (academia? CDOs? Others?) should be collaborating together to outreach on community development; they can look for students who have community development skill sets
- ✓ Hold job fairs for community development

FROM THE PHILANTHROPY KITCHEN CABINET: WHAT ARE SOME STRATEGIES FOR BUILDING A COLLABORATIVE FUNDING TABLE FOR COMMUNITY DEVELOPMENT?

Vision

- ✓ The hope is for an actual funding collaborative for community development in Detroit
- ✓ Having a clear, structured governance structure where the foundations have an advisory role only; clarity of the vision and clear success measures; where decisions around goals are decided up front

Setting up and Managing a Collaborative

- ✓ A Funding Collaborative has to have some backroom capacity; a “backbone” organization that is the administrative hub, structurally, and doesn't contribute dollars to the fund
- ✓ There should be very explicit acknowledgement by each contributing funder: what is your agenda with the funding? Are you donating to a philosophy? Is this co-funding?

Challenges to a Funding Collaborative

- ✓ If any given funder has too much specificity with their money, they may not be able to participate
- ✓ Today, many of the funding entities are meeting together and they are not shy about their perspectives

FROM THE CIVIC ORGANIZATIONS/BUSINESS/SOCIAL ENTREPRENEURS KITCHEN CABINET: HOW DOES THE NEGATIVE PERCEPTION OF CDOs CHANGE FOR THE BETTER?

Current Perception of CDOs

- ✓ CDOs “filled in gaps” of things the City should have been doing but didn't have the capacity; the work is shifting because of the increase in city engagement; the city views the work differently; up to this point CDOs have acted like representatives of “mini-municipalities”
- ✓ There has been a loss of investment in CDOs over time
- ✓ CDOs help the City know “who is who” in the neighborhoods
- ✓ There are silos and divisions among the CDOs, and they are competing for the same resources – some convening body can bring them more together

Change Perception by defining and redefining CDO Roles

- ✓ We need to redefine the role of the CDOs: they should be coordinators of activities, and the link to a city master planning process
- ✓ A “day of reckoning” is coming – CDOs should re-evaluate strategically, and do succession planning/strategic planning based on the rapidly changing city climate; and come up with exit strategies to transition to a new role – sharing resources instead of holding them close
- ✓ CDOs should manage the transition of residents from low income to higher income
- ✓ CDOs should focus on what the gaps are the neighborhoods and fill those gaps, doing what they do well and not chasing money for things they don't do well; they should help maintain the boundaries of a community in a way that sustains the community; they should do “community life cycle” planning