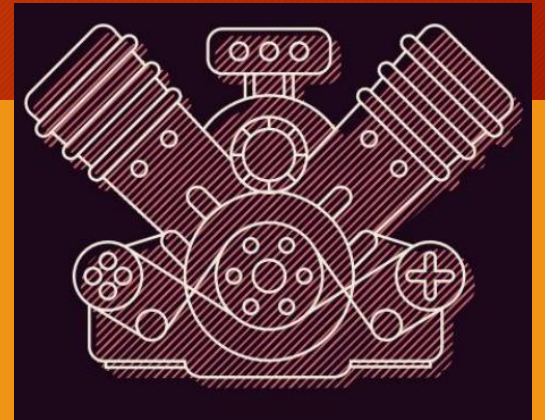# Building the Engine of Community Development in Detroit

2017 Annual Summit: Building a System for Equitable Community Development in Detroit's Neighborhoods

University of Michigan Detroit Center

December 5, 2017

Special Thanks to Event Sponsors: University of Michigan, Bank of America, Erb Family Foundation, Kellogg Foundation, Kresge Foundation and LISC

BECDD is made possible through the commitment of Community Development Advocates of Detroit, Lawrence Technological University and Michigan Nonprofit Association

BECDD 2017 Summit Objectives

❑ TO CONTINUE BUILDING RELATIONSHIPS AND FORMING TRUST AMONG THE DIFFERENT DETROIT COMMUNITY DEVELOPMENT STAKEHOLDERS

❑ TO MAKE CONSENSUS DESIGN DECISIONS ON: A COMMUNITY DEVELOPMENT CAPACITY BUILDING SYSTEM, A NEIGHBORHOOD SUCCESS FRAMEWORK, LEADERSHIP PIPELINES, AND THE OVERALL STRUCTURE FOR A DETROIT COMMUNITY DEVELOPMENT SYSTEM

❑ TO LIFT UP THE WORK OF DETROIT CDOs, ESPECIALLY IN THEIR ROLE AS CROSS-SECTOR COLLABORATORS AND FACILITATORS

❑ TO CLARIFY OUR DEFINITION OF "COMMUNITY DEVELOPMENT" AND THE UNIQUE ROLES OF THE COMMUNITY DEVELOPMENT ORGANIZATION AND GRASS ROOTS NEIGHBORHOOD ORGANIZATIONS IN DETROIT

❑ TO LOOK AT AND LIFT UP WHAT "EQUITABLE DEVELOPMENT" MEANS FOR OUR NEIGHBORHOODS

LTU National Research Scan of Community Development Best Practices

Process: Review/analysis of scholarly, peer-reviewed articles plus site visits
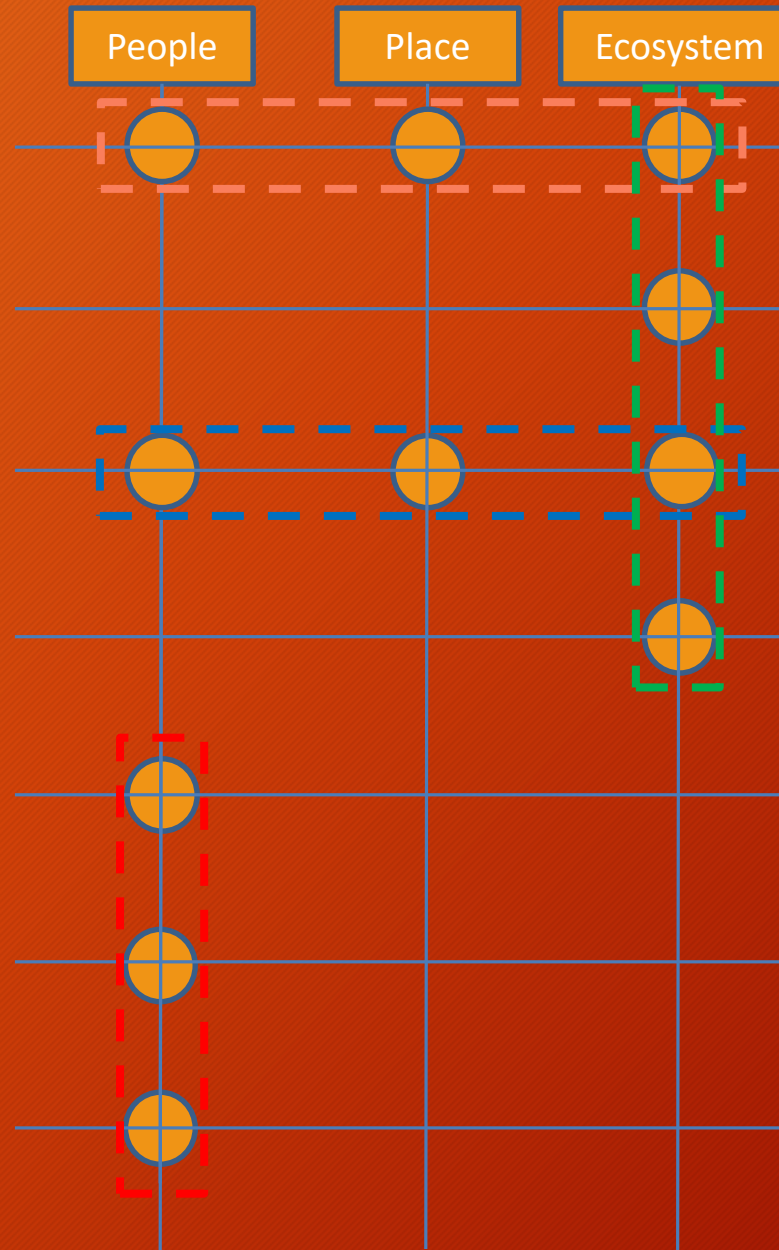
- Round 1 (May-June): 300 articles
  - Round 2 (July): 150 articles
  - Round 3 (August): 150 articles
    - Site Visits (September)

National Scan: BECDD Seven System Elements and Social Cohesion
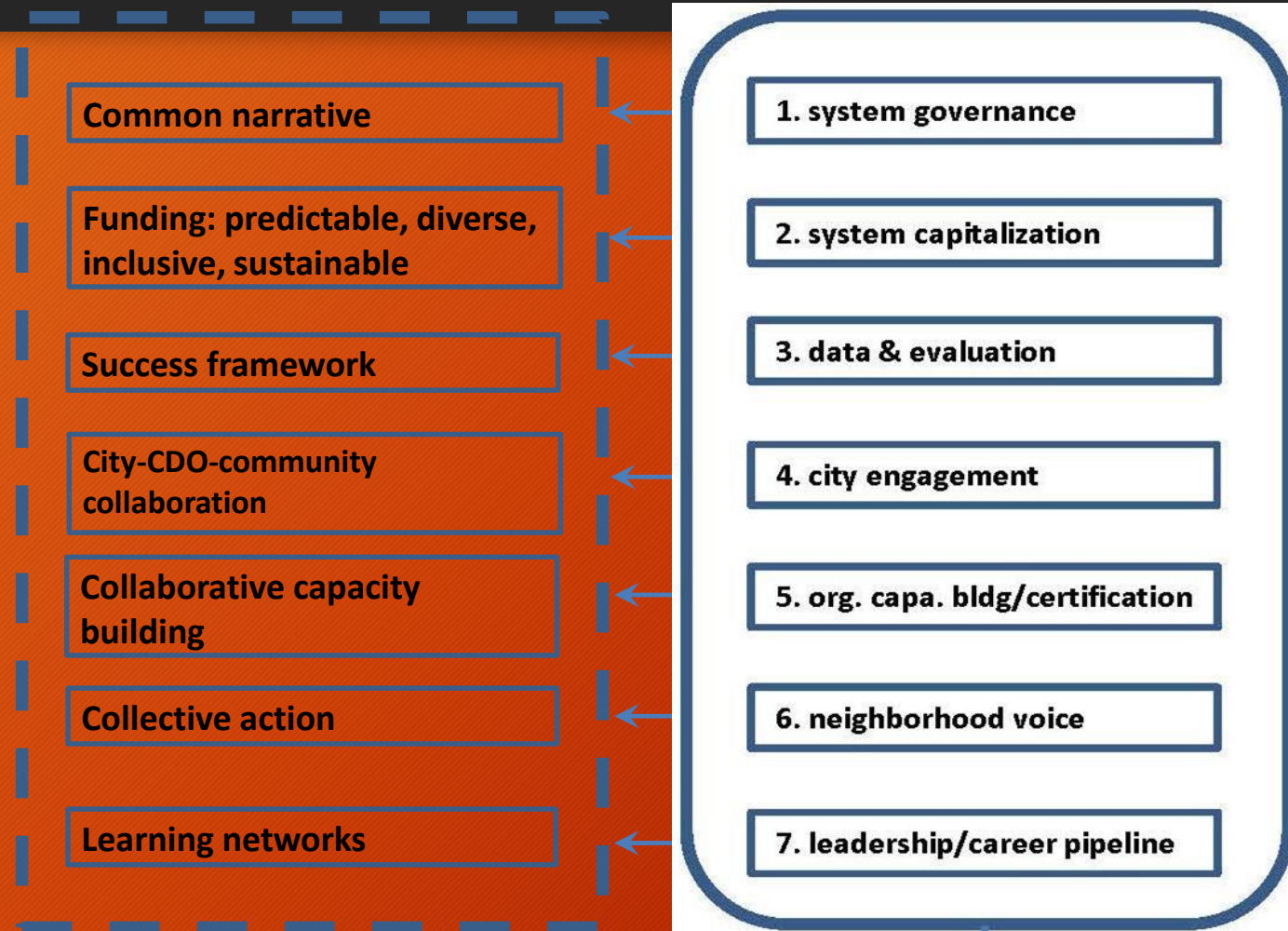
1. system governance

2. system capitalization

3. data & evaluation

4. city engagement

5. org. capa. bldg/certification

6. neighborhood voice

7. leadership/career pipeline

+

SOCIAL COHESION

National Scan: Five Key Findings

Common narrative

Funding: predictable, diverse, inclusive, sustainable

Success framework

City-CDO-community collaboration

Collaborative capacity building

Collective action

Learning networks

People   Place   Ecosystem

1.
Literature Support for the Seven System Elements

Literature Support for the Seven System Elements Continued

Common narrative

Funding: predictable, diverse, inclusive, sustainable

Success framework

City-CDO-community collaboration

Collaborative capacity building

Collective action

Learning networks

1. system governance

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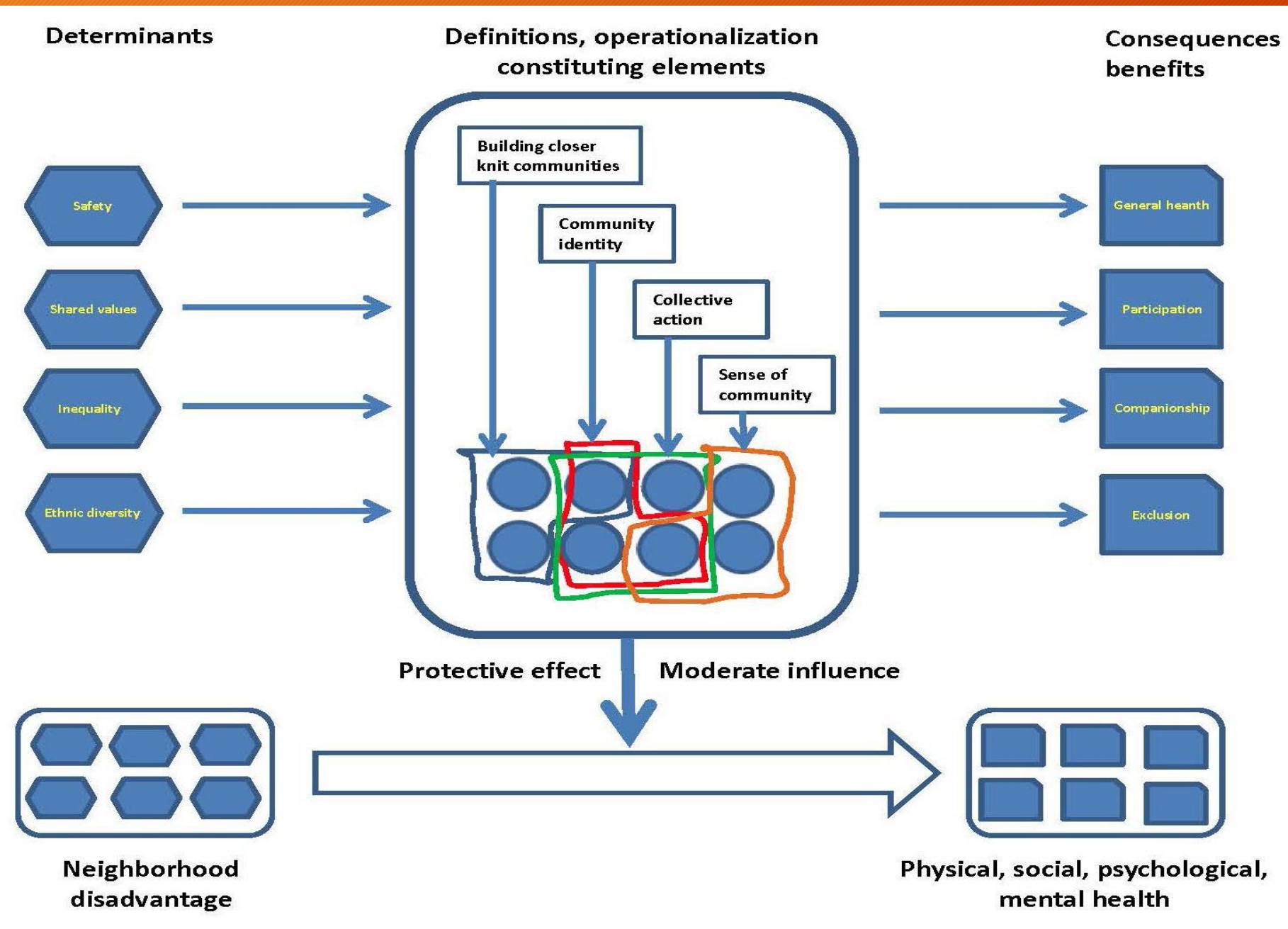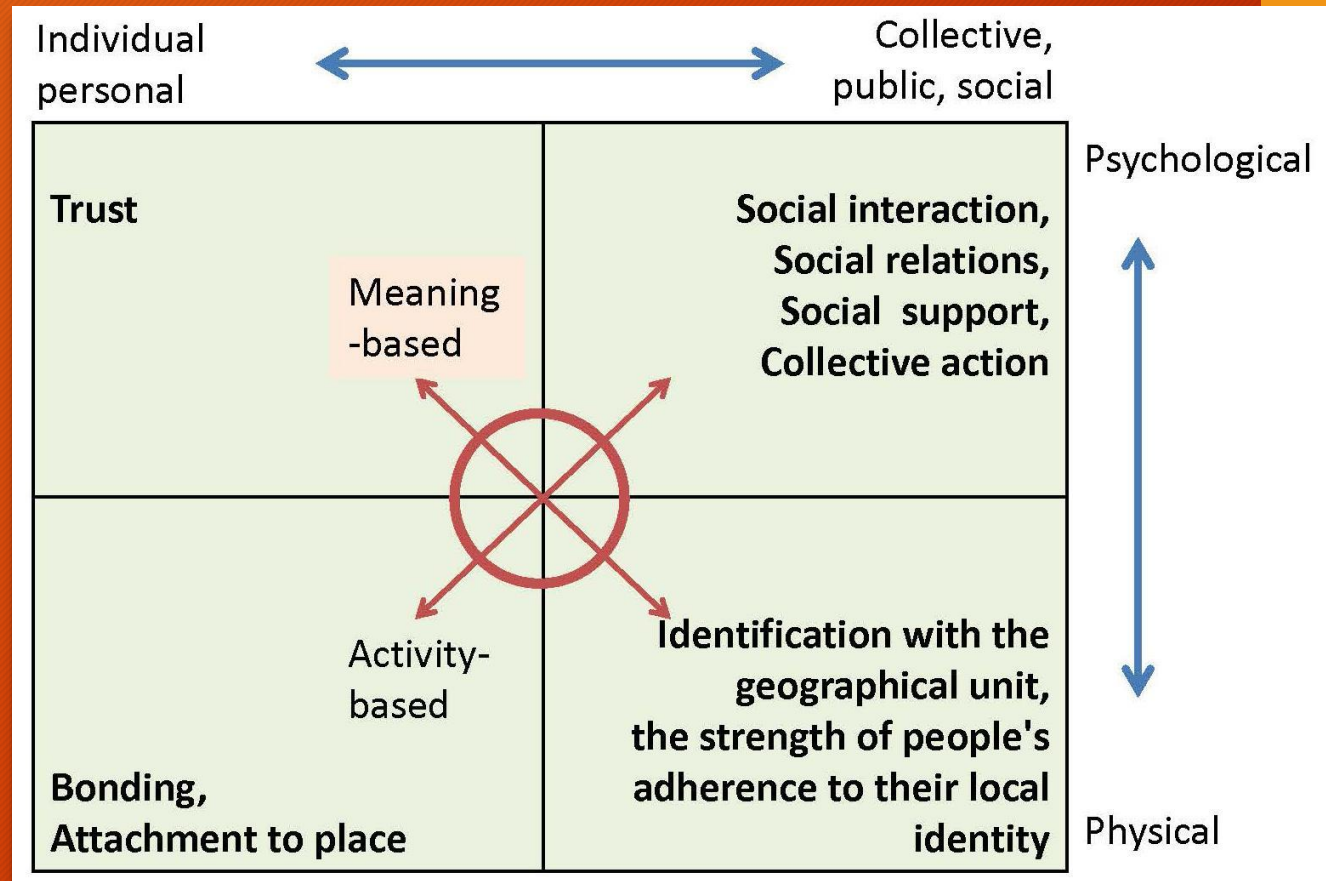6. neighborhood voice
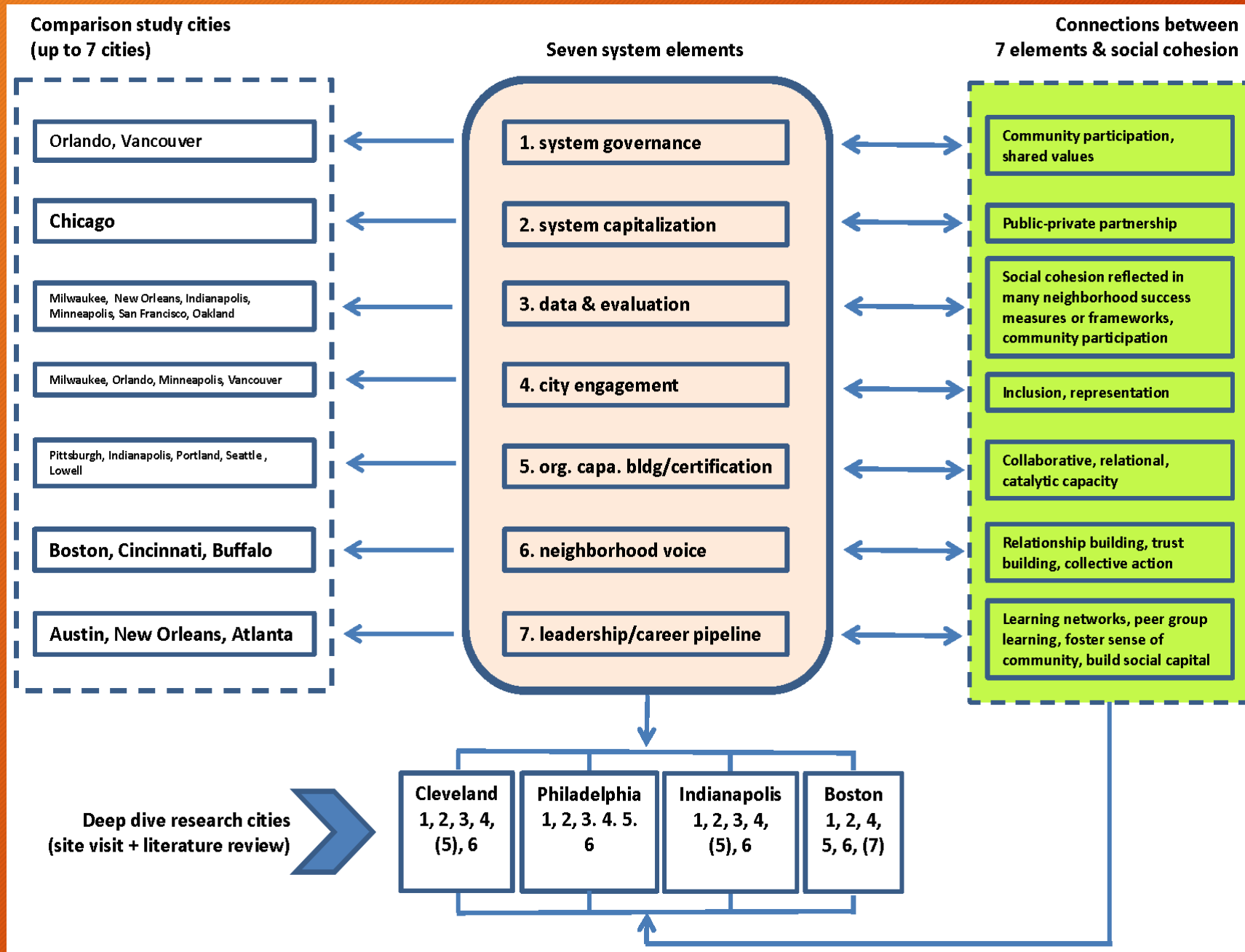
7. leadership/career pipeline

2. Best Example Cities

3.
Social Cohesion and Its Impact on People and Their Environment

Domains/Elements of Social Cohesion and their Hypothesized Relationship

LTU National Research Scan of Community Development Best Practices

5. Social Cohesion is (Very) Necessary, but Insufficient

SUCCESS MEASURES
Measurement Focus
or Framework:
-Quality of life
-Well-being
-Health
-Sense of community
-Sustainability

SOCIAL COHESION
-Individual vs
collective
-Psychological vs
physical
-Activity-based vs
meaning-based

BECDD 7 ELEMENTS

STRONG CDO
-Member capacity
-Organizational
capacity
-Programmatic
capacity
-Relational capacity
-Resource capacity
-Catalytic capacity

STRONG COMMUNITY
-People
-Place
-Ecosystem

Understanding an Overall Picture

National Consultants' Recommendations

1. Build consensus on **CDO roles and success measures** that all key system investors are prepared to embrace.
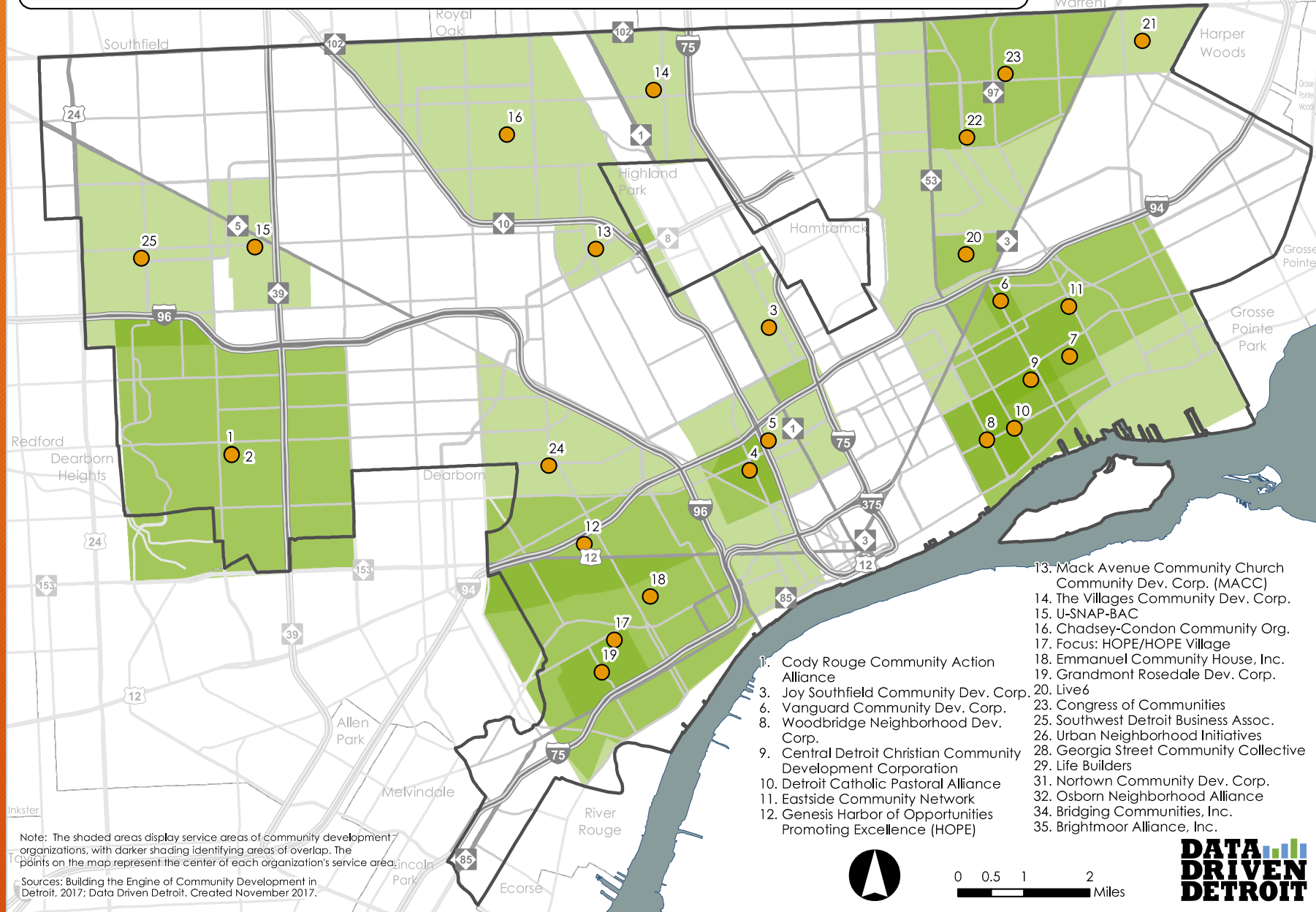
2. Secure local **public-sector support** for strengthening the role of neighborhood-based nonprofits (CDOs and GROs) within the current administration's neighborhood revitalization strategy.

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

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

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

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

Mapping Community Development Work in Detroit

Community Development Organization Locations and Service Areas, 2017
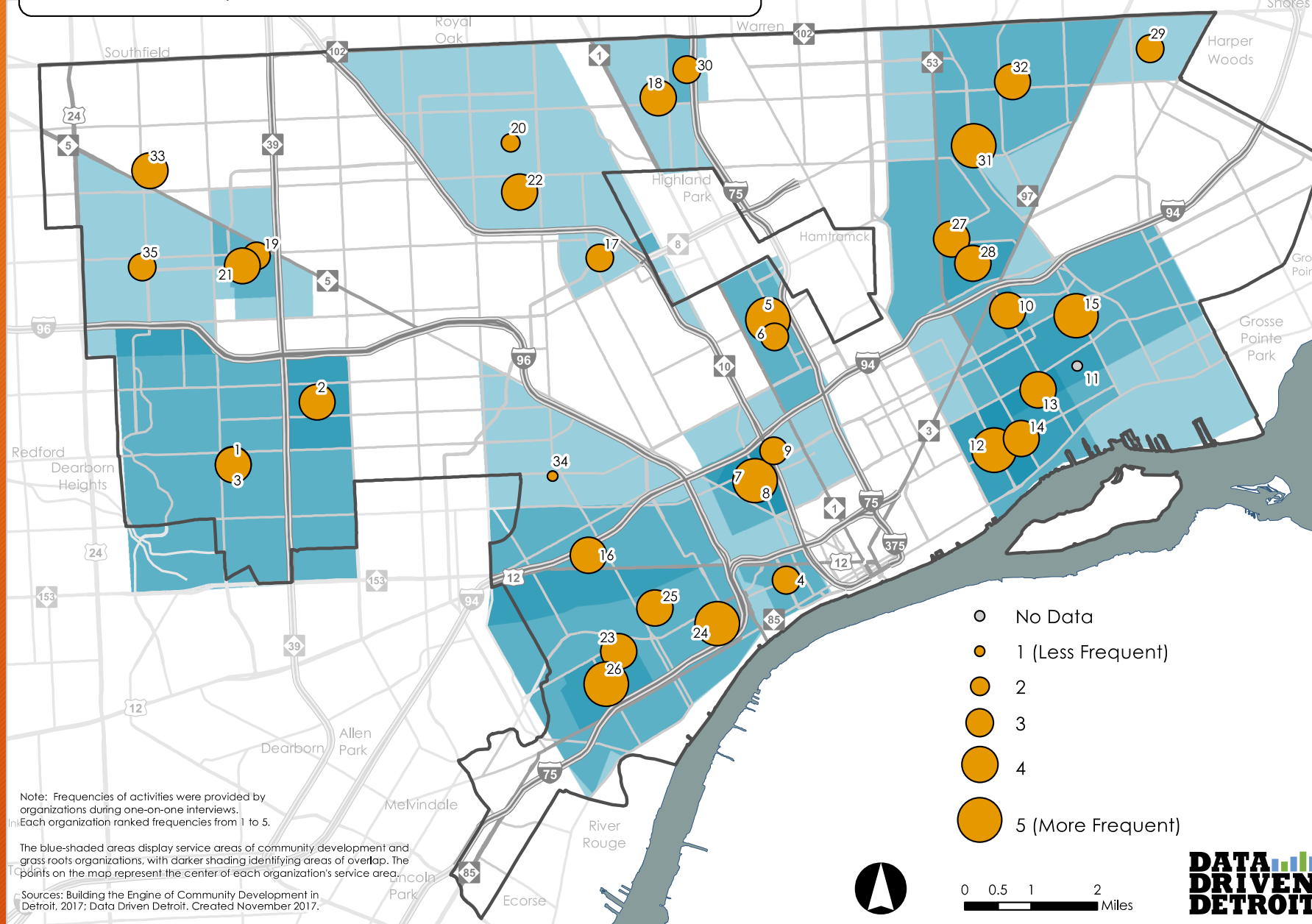from BECDD deep dive interviews as of 10/31/2017, Detroit, MI
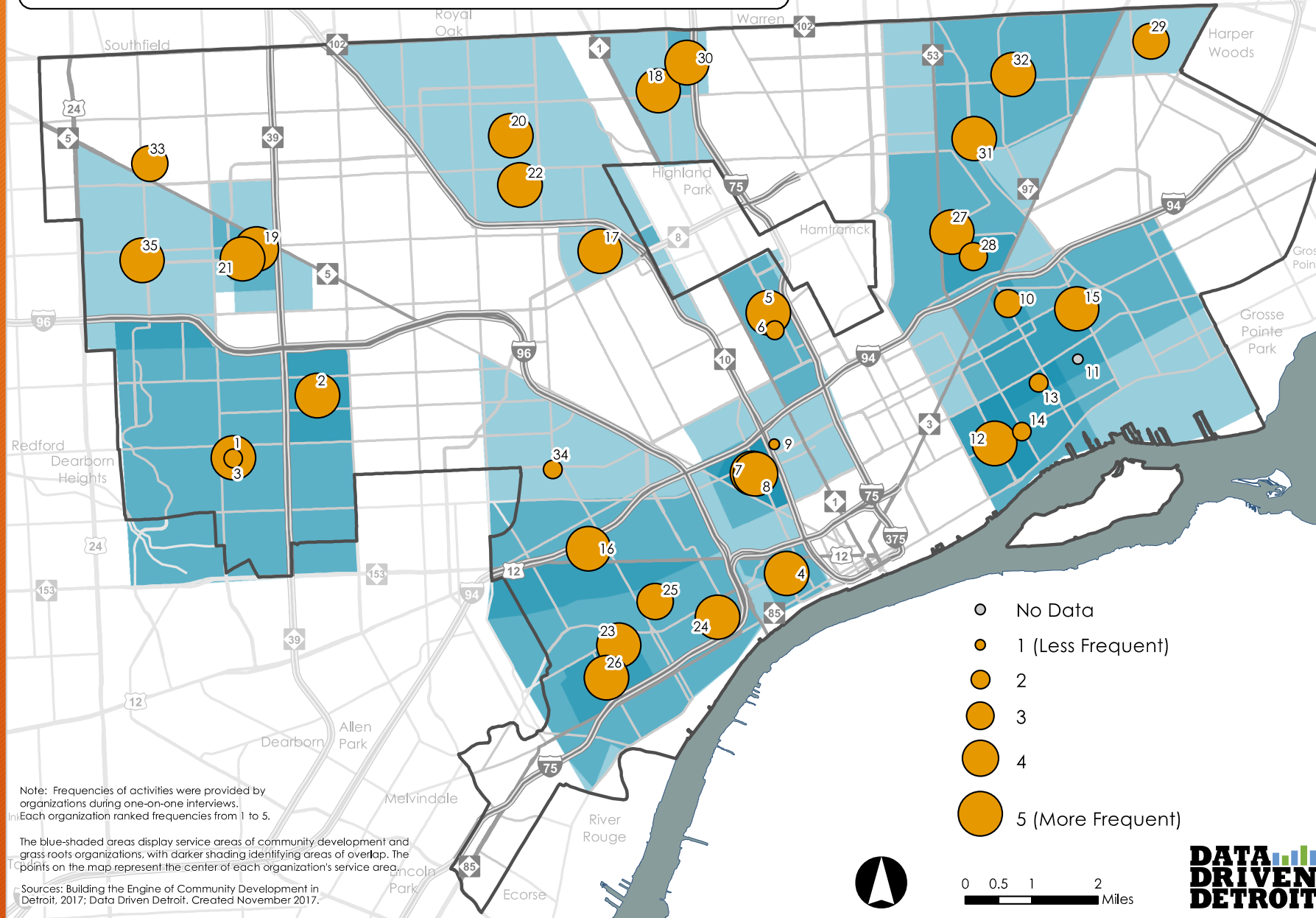
CDO Locations and Service Areas

1. Cody Rouge Community Action Alliance
3. Joy Southfield Community Dev. Corp.
6. Vanguard Community Dev. Corp.
8. Woodbridge Neighborhood Dev. Corp.
9. Central Detroit Christian Community Development Corporation
10. Detroit Catholic Pastoral Alliance
11. Eastside Community Network
12. Genesis Harbor of Opportunities Promoting Excellence (HOPE)
13. Mack Avenue Community Church Community Dev. Corp. (MACC)
14. The Villages Community Dev. Corp.
15. U-SNAP-BAC
16. Chadsey-Condon Community Org.
17. Focus: HOPE/HOPE Village
18. Emmanuel Community House, Inc.
19. Grandmont Rosedale Dev. Corp.
20. Live6
23. Congress of Communities
25. Southwest Detroit Business Assoc.
26. Urban Neighborhood Initiatives
28. Georgia Street Community Collective
29. Life Builders
31. Nortown Community Dev. Corp.
32. Osborn Neighborhood Alliance
34. Bridging Communities, Inc.
35. Brightmoor Alliance, Inc.

Note: The shaded areas display service areas of community development organizations, with darker shading identifying areas of overlap. The points on the map represent the center of each organization's service area.

Sources: Building the Engine of Community Development in Detroit, 2017; Data Driven Detroit. Created November 2017.

0   0.5   1   2
Miles

DATA DRIVEN DETROIT

Grass Roots Organization Locations and Focus Areas, 2017
from BECDD deep dive interviews as of 10/31/2017, Detroit, MI

GRO Locations and Focus Areas

Legend:
2. Joy Community Association
4. Corktown Business Association
5. Historic North End Alliance
7. Woodbridge Citizen's Council
21. Rosedale Park Improvement Association
22. San Juan Block Club
24. Hubbard Farms Neighborhood Association
27. CKM Community Development Corporation
30. Lindale Gardens Community Association
33. Bennett Street Block Club

Note: The points on the map represent the center of each organization's service area.

Sources: Building the Engine of Community Development in Detroit, 2017; Data Driven Detroit. Created November 2017.

0 0.5 1 2 Miles

DATA DRIVEN DETROIT

Community Planning/Advocacy Frequency, 2017
from BECDD deep dive interviews as of 10/31/2017, Detroit, MI

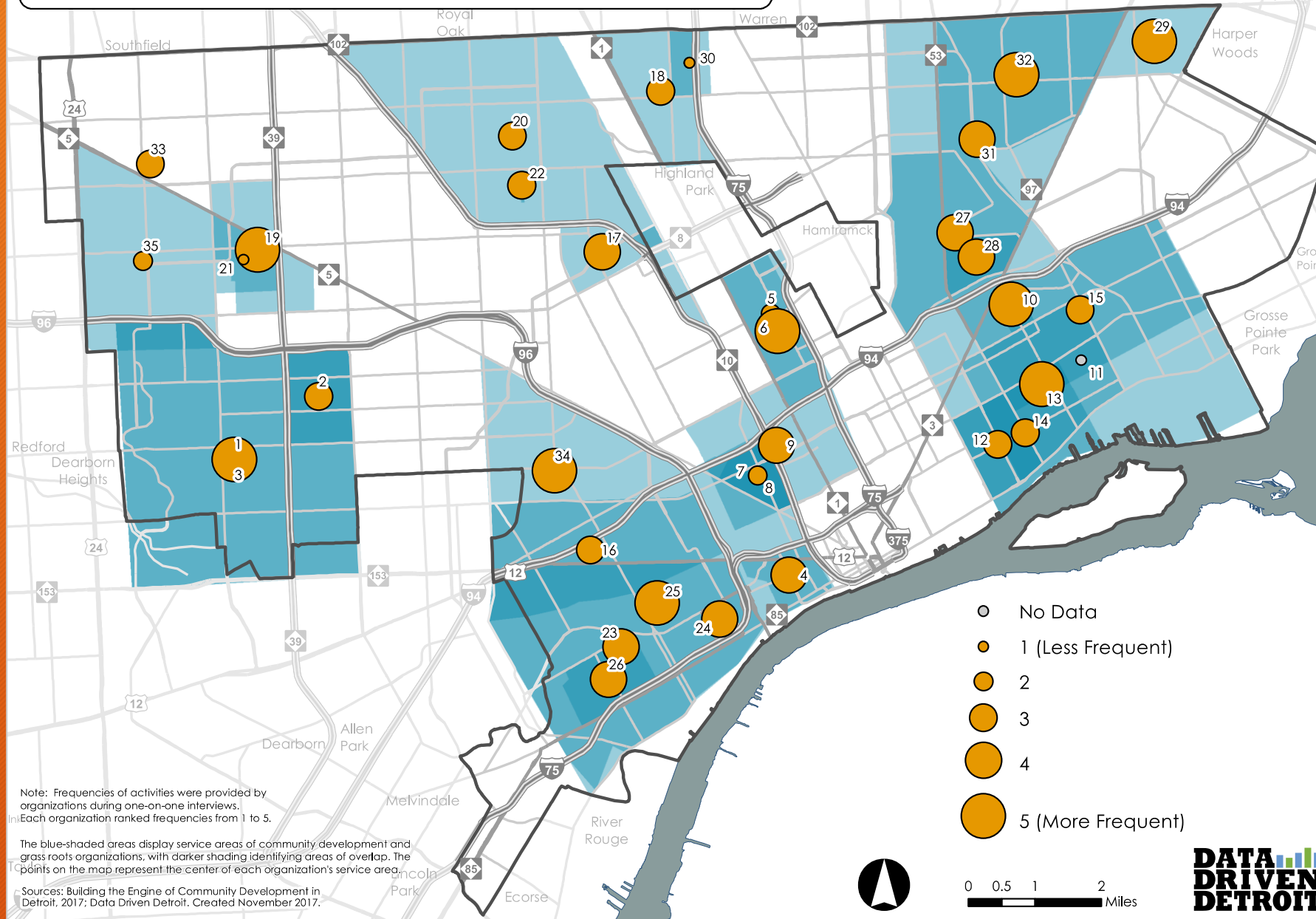Community Planning and Advocacy Frequency

Legend:
- No Data
- 1 (Less Frequent)
- 2
- 3
- 4
- 5 (More Frequent)

Note: Frequencies of activities were provided by organizations during one-on-one interviews. Each organization ranked frequencies from 1 to 5.

The blue-shaded areas display service areas of community development and grass roots organizations, with darker shading identifying areas of overlap. The points on the map represent the center of each organization's service area.

Sources: Building the Engine of Community Development in Detroit, 2017; Data Driven Detroit. Created November 2017.

0 0.5 1 2 Miles

DATA DRIVEN DETROIT

Convening/Facilitating/Collaboration Frequency, 2017
from BECDD deep dive interviews as of 10/31/2017, Detroit, MI

Note: Frequencies of activities were provided by organizations during one-on-one interviews. Each organization ranked frequencies from 1 to 5.

The blue-shaded areas display service areas of community development and grass roots organizations, with darker shading identifying areas of overlap. The points on the map represent the center of each organization's service area.

Sources: Building the Engine of Community Development in Detroit, 2017; Data Driven Detroit. Created November 2017.

No Data
1 (Less Frequent)
2
3
4
5 (More Frequent)

Convening/
Facilitating/
Collaboration
Frequency

DATA DRIVEN DETROIT

Resident Support Frequency, 2017
from BECDD deep dive interviews as of 10/31/2017, Detroit, MI

Resident Support Frequency

No Data
1 (Less Frequent)
2
3
4
5 (More Frequent)

Note: Frequencies of activities were provided by organizations during one-on-one interviews. Each organization ranked frequencies from 1 to 5.

The blue-shaded areas display service areas of community development and grass roots organizations, with darker shading identifying areas of overlap. The points on the map represent the center of each organization's service area.

Sources: Building the Engine of Community Development in Detroit, 2017; Data Driven Detroit. Created November 2017.

0   0.5   1   2
Miles

DATA DRIVEN DETROIT

Resident Engagement/Empowerment Frequency, 2017
from BECDD deep dive interviews as of 10/31/2017, Detroit, MI

No Data

1 (Less Frequent)

2

3

4

5 (More Frequent)

Note: Frequencies of activities were provided by organizations during one-on-one interviews. Each organization ranked frequencies from 1 to 5.

The blue-shaded areas display service areas of community development and grass roots organizations, with darker shading identifying areas of overlap. The points on the map represent the center of each organization's service area.

Sources: Building the Engine of Community Development in Detroit, 2017; Data Driven Detroit. Created November 2017.

Resident Engagement /Empowerment Frequency

DATA DRIVEN DETROIT

Organizations by Size of Annual Budget

Organizations by Size of Annual Budget, 2017
from BECDD deep dive interviews as of 10/31/2017, Detroit, MI

No Budget/No Data

$1,000 - $100,000

$100,001 - $250,000

$250,001 - $500,000

$500,001 - $1,000,000

$1,000,001 - $3,000,000

Note: The blue-shaded areas display service areas of community development and grass roots organizations, with darker shading identifying areas of overlap. The points on the map represent the center of each organization's service area.

Sources: Building the Engine of Community Development in Detroit, 2017; Data Driven Detroit. Created November 2017.

DATA DRIVEN DETROIT

0   0.5   1   2
Miles

Organizations by Number of Full-Time Employees, 2017
from BECDD deep dive interviews as of 10/31/2017, Detroit, MI

Legend:
- ○ No Full-Time Employees/No Data
- ● 1
- ● 2 - 5
- ● 6 - 10
- ● 11 - 15
- ● 16 - 25

Note: The blue-shaded areas display service areas of community development and grass roots organizations, with darker shading identifying areas of overlap. The points on the map represent the center of each organization's service area.

Sources: Building the Engine of Community Development in Detroit, 2017; Data Driven Detroit. Created November 2017.

0   0.5   1   2
Miles

DATA DRIVEN DETROIT
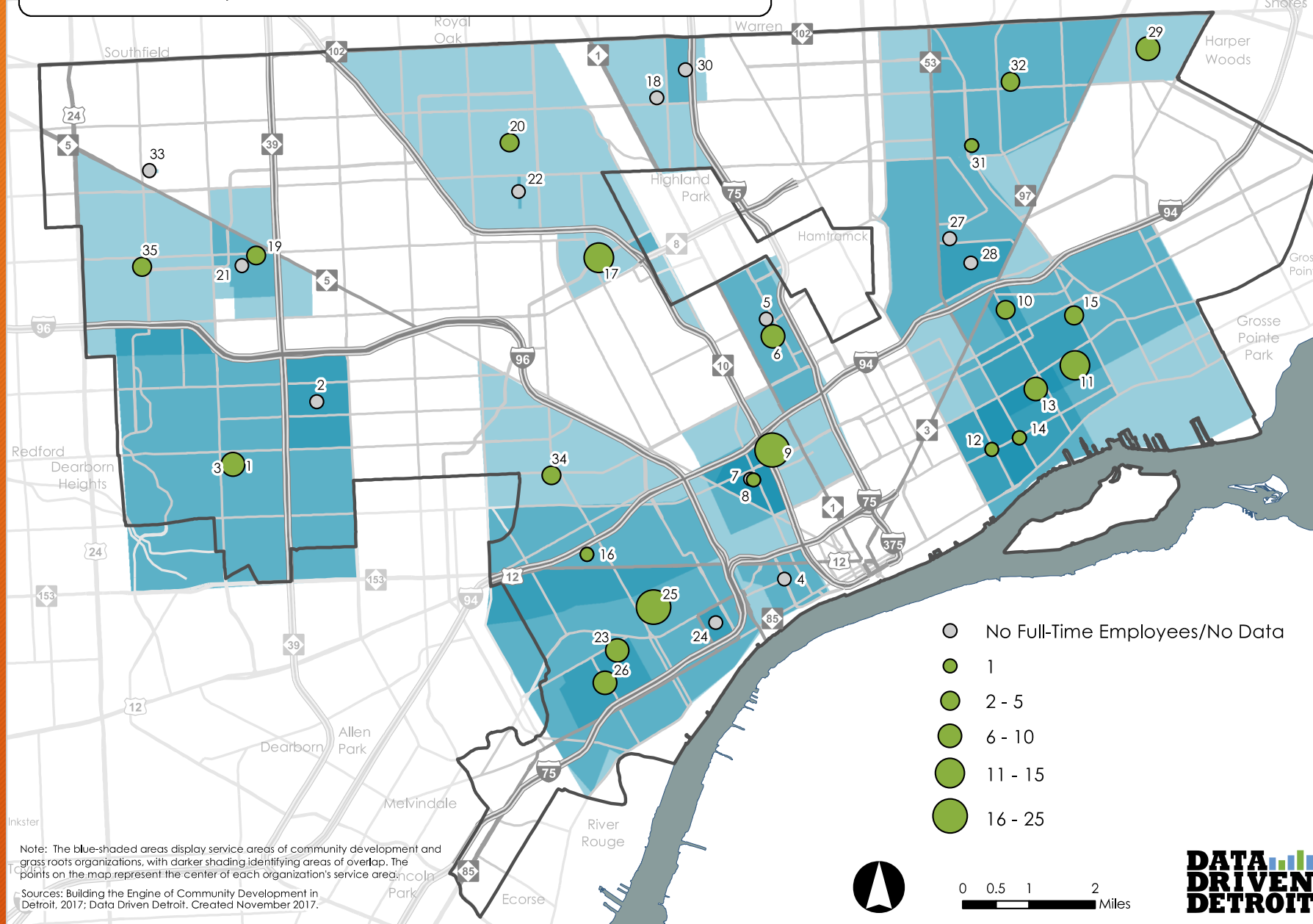
Organizations by Number of Full-Time Employees

Consultant Team:

Local:

Corporation for a Skilled Workforce   **Team Members: Jeannine LaPrad, Susan Lupo, Sonia Harb**

SEMI Community Learning Partnership   **Team Members: Deborah Pfliegel**

Goaltrac and ProSeeds   **Team Members: Alan and Libby Levy**

Planning Team Members:

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Virginia Stanard, UD Mercy Masters in Community Development Program
Tracy Hall and Molly Manley, UM Dearborn Center for Metropolitan Impact
Rick Smith, Wayne State University School of Social Work
Brenda Bryant, Marygrove College Masters in Social Justice program
Shelley Danner, Challenge Detroit
Stephanie Inson, Detroit LISC
Madhavi Reddy, CDAD
Raul Echeverria, Urban Neighborhood Initiative
Ed Egnatios, the WK Kellogg Foundation
Kelley Kuhn, MNA
Jamie Shriner, CEDAM
Bryan Cook, National Organization of Minority Architects, Detroit Chapter
Kathy Wendler, Southwest Detroit Business Association
Dale Thomson, UM Dearborn, College of Arts, Sciences and Letters,
Department of Social Sciences
Robert Yahrmatter, Henry Ford Community College

Career
and
Education
Pathways
Planning
Team

- Developed a "community development framework" to guide subsequent conversations w key stakeholders.
- Reviewed/analyzed existing labor market information to understand the current and future employment demand, as well as the competencies and credentials required for these jobs.
- Conducted, documented and analyzed results of 8 local focus groups with 38 participants; key informant interviews (10 conducted); a practitioner survey (9 responses); and a survey of educational institutions and programs (11 institutions, 16 responses).
- Documented and analyzed current local academic offerings that prepare people for entry-, mid- and senior-level work in community development
- Reviewed and analyzed non-academic local and national professional development programs.

- There is a **"values-set" necessary** to be a successful community development practitioner, in addition to skills, experience and knowledge. How do practitioners acquire these values?

- Community development **skill requirements are a hybrid** of core skills plus skills acquired across allied sectors including urban planning, social work, public policy, public administration, real estate development and others.

- It is more likely that **a community development career is possible if we understand that community development professionals are necessary in more than just CDOs, but also in other sectors** including government, foundations, academia, corporations, research institutions and others.   But this is not a widely-understood view and it is not yet clear if those allied sectors see the value-add in hiring credentialed community development professionals.

- The **role of the community development organization** – which affects how practitioners are, or should be, prepared – should **also include "Sustained Advocate for the Neighborhood."** This role is not currently part of the Phase One Community Development definitions.

- Overall employment **demand in community development isn't projected to increase** during the next five years **if nothing changes**. But data sources don't fully capture the current activity in the Detroit community development market that could influence demand. And we are in a "system building" phase which could influence demand for CD jobs.

Career and Education Pathways Planning Team: Key Findings from Local Research

- If demand were to increase, the areas to see an increase could include: **Community Organizing, Advocacy, Workforce Development, Real Estate Development, Land Assembly, Land Transformation/Reuse, Green Storm Water Infrastructure; Beautification and Blight Removal.**

- Factors are **influencing the demand** include:
  - competition for talent,
  - the variability of pay across allied community development sectors;
  - the interest and priorities of the philanthropic community;
  - the perceived power imbalance between neighborhood-level workers and resource providers.

- **Hiring and promoting** within the community development field **is difficult** because of:
  - unclear educational and work experience requirements for community development, particularly for entry- and mid-level opportunities;
  - limited support for training/mobility across allied sectors;
  - concern in the allied sectors about moving respected CDO leaders out of their roles;
  - misperceptions about the quality of skills and experience of CDO staff

- Some of the **barriers to mobility across allied sectors** include:
  - having clearly transferrable skills;
  - limited awareness of opportunities, including a lack of communication and coaching on community development opportunities

Career and Education Pathways Planning Team: Key Findings from Local Research Continued

- The educational **system has many building blocks** in place for academic pathways in community development, **but few connect in a cohesive pathway** that serves learners entering through the community, through academia, or from work. The more direct pathways tend to be between Bachelors and Masters-level community development-related degrees

- Most students participating in the educational pathway are **concentrated at the Master's Degree** level where most programs are offered.

- **African Americans are under-represented** in the student population although that varies from institution to institution.

- There appears to be **no targeted institutional recruitment strategies for academic programs related to CDO fields** especially for people living in the community.   Targeted, grass root recruitment of people from the community to participate in the educational pathway is not developed.

- There appears to be **no intentional entry-ramp** for those entering the field **through community – based volunteer work** (entry level to mid-level work)

- There appears to be **no way to assess and certify skills for work place learning** that would lead to academic credit.

- A comprehensive **support/navigation system** that could result in a pipeline of grassroots, Detroit-based community development professionals, **does not exist**.

Career and Education Pathways Planning Team: Key Findings from Local Research Continued

1. Create and commit to a five-year goal to develop an integrated community development career and education pathway system for Detroit, with processes and tools that:

enables people to acquire values, knowledge, and skills to enter into and progress through community development occupations;

ensures equity in employment as a core value and commitment throughout the system; and

promotes mobility throughout the various community development allied sectors.

2. Identify different academic pathways for community development education and training programs and credentials, building on existing resources and programs in the academic and non-academic sectors.

3. Provide customized support to help individuals enter the field and reach their CD occupational and career goals through an articulated **"navigation model."**

4. Support professional development opportunities for people already in the field

5. Facilitate mobility among the various community development allied sectors by building cross-sector trust, collaboration and transferrable skills

Recommendations of the Career and Education Pathways Planning Team

- **Further define the work functions, values, knowledge, and skills required** at entry-level, mid-level, senior-level community development job levels; and reconcile those with academic learning outcomes and credentials, as well as with employer requirements.
- **Develop community development academic pathways** specific for entry and continuing support for: 1) neighborhood grassroots leaders; and 2) aspiring Community Development professionals of color in Detroit; **including one or two academic institutions willing to test these pathways.**
- **Develop a "Career Navigation" model** and implementation plan that would match individuals who want to enter and advance within the community development field in Detroit with the needs of CDO's and other potential community development employers.
- **Create a value proposition** and messaging strategy for the community development field to promote entry and mid-level opportunities, career progression within the field, and the importance of cross-sector partnerships and mobility
- **Identify a marketing and outreach strategy** to generate interest in the community development field by prospective CD workers

Career and Education Pathways Planning Team: Work to Still Be Completed in 2018

- **Identify and map a mix of non-academic professional development** and technical skill building opportunities, including mentoring, that all stakeholders would value.
- **Map existing opportunities and pathways for cross-sector mobility** between CDOs and other potential community development employers, including
  - identifying transferrable skills and
  - a mechanism for networking that enhances cross-sector relationship building and mobility.
- **Map opportunities to obtain tuition support** for various academic pathways **and funding support** for CDOs to provide professional development to their staff.
- **Additional research:** Who is currently trying to enter the community development field? What are their barriers to entry? Identify other/non-local programs that are increasing racial/ethnic diversity in the community development field and identify opportunities to emulate those programs.

Career and Education Pathways Planning Team: Work to Still Be Completed in 2018

Capacity Building Planning Team

Consultant Team:

<u>National</u>: Urban Ventures in association with Lamar Wilson and Associates
Team Members: Tom Burns, Lamar Wilson, Evette Banfield,
Eric Hodderson, Sandy Jibrell

<u>Local</u>: Goaltrac and ProSeeds   Team Members: Alan and Libby Levy
JFM Consulting   Team Members: Jane Morgan and Heidi Reijm

<u>Planning Team Members:</u>

Michael Tyson, NEW
Shamyle Dobbs, Michigan Community Resources
Aaron Goodman, CDAD
Asandi Conner, Detroit Revitalization Fellows Program
Sam Butler, Doing Development Differently in Detroit
Kelley Kuhn, MNA
Kwaku Osei, Cooperative Capital, Inc.
Tom Goddeeris, Detroit Future City
Trish Hubbell, U SNAP BAC
Bryan Hogle, Kresge Foundation
Brianna Saurez, Fisher Foundation
Tamra Fountaine-Hardy, Detroit HRD
Sonia Harb, UM Technical Assistance Center
Latisha Johnson, MECCA
Wanda Lowe-Anderson, Boynton 48217 Core Group
Orlando Bailey, ECN

Edythe Ford, MACC Development
Karen Washington, Emmanuel Community Center
Maria Salinas, Congress of Communities
Kathy Wendler, SDBA
Quincy Jones, ONA
Joon Kim, LTU Detroit Center for Design + Technology
Rebeccah Wiley, Impact Detroit
Eleanor Eveleth, Guild CDC
Brandon Ivory, LISC
Maureen Anway, Invest Detroit
Peter Chapman, DEGC
Martha Potere, DEGC
Krysta Pate, Detroit Home Mortgage
Chase Cantrell, Building Community Value

- "Deep dive" whole-system research on Boston, Chicago, Cleveland, Indianapolis and Philadelphia with learnings and recommendations
- 4 site visits with cohorts of 12-17 BECDD stakeholders, to Boston, Cleveland, Indianapolis and Philadelphia
- Documentation and analysis of 8 local focus group meetings with practitioners (2), government officials (2), philanthropy, service intermediaries and funding intermediaries, totaling 40-plus individual who participated
- Documentation and analysis of current Detroit capacity building offerings compared to requested capacity building services by CDOs and GROs

Capacity Building Planning Team: Research Conducted During 2016-2017

- Good work, committed but under-resourced providers
- Lane confusion: lack of clarity, competition and redundancy among the providers
- Gap between services being provided and services being requested
- No agreement on what successful capacity building work means
- Difficulty on the part of CDOs and GROs in finding, choosing and paying for capacity building services
- No coordination or information-sharing among providers, no cohesive capacity building strategy

Capacity Building Planning Team: Key Findings From Local Research

Overall Strategy: "Central Clearinghouse" Approach
- A clearinghouse function, embedded inside an organization, manages the process
- Clearinghouse manages a list of TA providers/consultants/coaches/trainers
- Clearinghouse handles central intake and referral to providers
- Clearinghouse entity <u>doesn't</u> also provide one-on-one support to client organizations (CDOs and GROs), to avoid conflict of interest. Clearinghouse entity potentially do classroom training.
- Criteria for inclusion on the TA Provider list is co-determined and evaluated collectively, not solely by the Clearinghouse entity.

Key Design Guidelines for the Capacity Building System
- Combination of "free" and "fee" to clients; where the clearinghouse is vetting, assessing and referring CDOs and GROs to TA providers
- Services should be linked to neighborhood success metrics
- Services should be more one-to-one: coaching, consulting, mentoring; not just one-to-many (classroom training)
- The clearinghouse should be a coordinator and advocate for the right services to be provided.
- TA Providers should be convened regularly to share learnings and best practices
- The clearinghouse creates guidelines for, and offers different levels of service, based on an organization's capacity and tenure
- Evaluation of capacity building services is required and must be broadly-shared (with both clearinghouse and providers)

Recommendations of the Capacity Building Planning Team

- Finalize Design of the System based on above guidelines including:
  - Fee model (who pays? The client or the TA provider or both?)
  - Quality Control component
  - Baseline qualifications for TA providers
  - Web-based application/intake system
  - Necessary CDO/GRO Assessment Tool(s)
  - Determine the types of expertise needed by the TA providers, based on the "Success Framework" and the Role of CDOs and GROs
- Determine the roles of various intermediaries/TA providers in the system
- Recommend criteria for selection of the Clearinghouse entity
- Finalize costs and funding for the Clearinghouse function
- Determine an appropriate "certification" or "validation" strategy for CDOs

Capacity Building Planning Team: Work to Still Be Completed in 2018

The Capacity Building Planning Team also looked at the **"Whole System"** elements, recognizing that all the system elements are necessary parts of the whole. This Planning Team also made these recommendations:

- Recommendation on System Capitalization

  - There should be a diverse, stable mix of funding sources versus 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

Consultant Team:

JFM Consulting Group   Team Members: Jane Fran Morgan and Heidi Reijm

Planning Team Members:

Erica Raleigh and Noah Urban, Data Driven Detroit
Lilly Hamburger, DEGC
Liz Luther, Capital Impact Partners
Brittany Foley, MCR
Darnell Adams and Rob Linn, Detroit Land Bank Authority
Cris Doby, Erb Family Foundation
Adam Kokenakes, Rock Ventures
Joshua Akers, UM Dearborn
Dennis Nordmoe, Urban Neighborhood Initiatives
Joon Kim, LTU Detroit Center for Design + Technology
Theresa Zajac, Southwest Detroit Business Association
Kayana Sessoms, Osborn Neighborhood Alliance
Keegan Mahoney, Hudson Webber Foundation
Akua Hill, CDAD
Marc Siwak, Detroit Planning Department

Research, Data and Evaluation Planning Team

Research, Data and Evaluation Planning Team: Research and Planning Conducted During 2017

▪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 and 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 "name" the success framework after polling BECDD stakeholders; a name 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.

▪Began looking at criteria for "clustering" neighborhoods

•"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.

•We are committed to a partnership with Data Driven Detroit's "Regional Data Collaborative." The role of the Collaborative and other partners must still be determined.

•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.

•A partnership with the City of Detroit to measure progress, based on an agreed-on "Success Framework" is necessary.

Research, Data and Evaluation Planning Team: Key Findings from Research and Planning

❑ Success Framework

▪ Neighborhood Vitality as the "name" of the success framework

▪ Develop Neighborhood Vitality vision statement based on these definitions

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

❑ **Indicators**
- Establish a set of "core" neighborhood success indicators to be measured by all neighborhoods, and a broader pool of indicators for CDOs/GROs to use, as needed

- Establish indicators at the system level, based on the BECDD 7 Elements

❑ **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 System Elements

Recommendations of the Research, Data and Evaluation Planning Team

- Develop Neighborhood Vitality "Vision Statement"

- Continue development of indicators and neighborhood success index

- Continue defining and naming of neighborhood clusters

- Identify gaps and redundancies in community development coverage in Detroit neighborhoods

- Develop strategy for addressing community development needs in neighborhoods not currently served by CDOs

Research, Data and Evaluation Planning Team Success Framework Recommendations: Work to Still be Completed in 2018

COMMUNITY STATISTICAL AREAS: IDEAS FROM THE BECDD RESEARCH, DATA AND EVALUATION PLANNING TEAM

Overview

❑ Goal: enable neighborhoods and city government to measure progress on the framework of "Neighborhood Vitality"

❑ Requires a standard reporting geography that:
  ❑ Has a manageable number of areas for reporting
  ❑ Can integrate contextual data from common and consistent sources

Challenges with Existing Geographies

Detroit City Council Districts

City Council Districts

City Council Districts

Advantages
- Recognizable

- Strong alignment with City policies

Disadvantages
- Large

- Do not align with analytical or neighborhood-defined boundaries
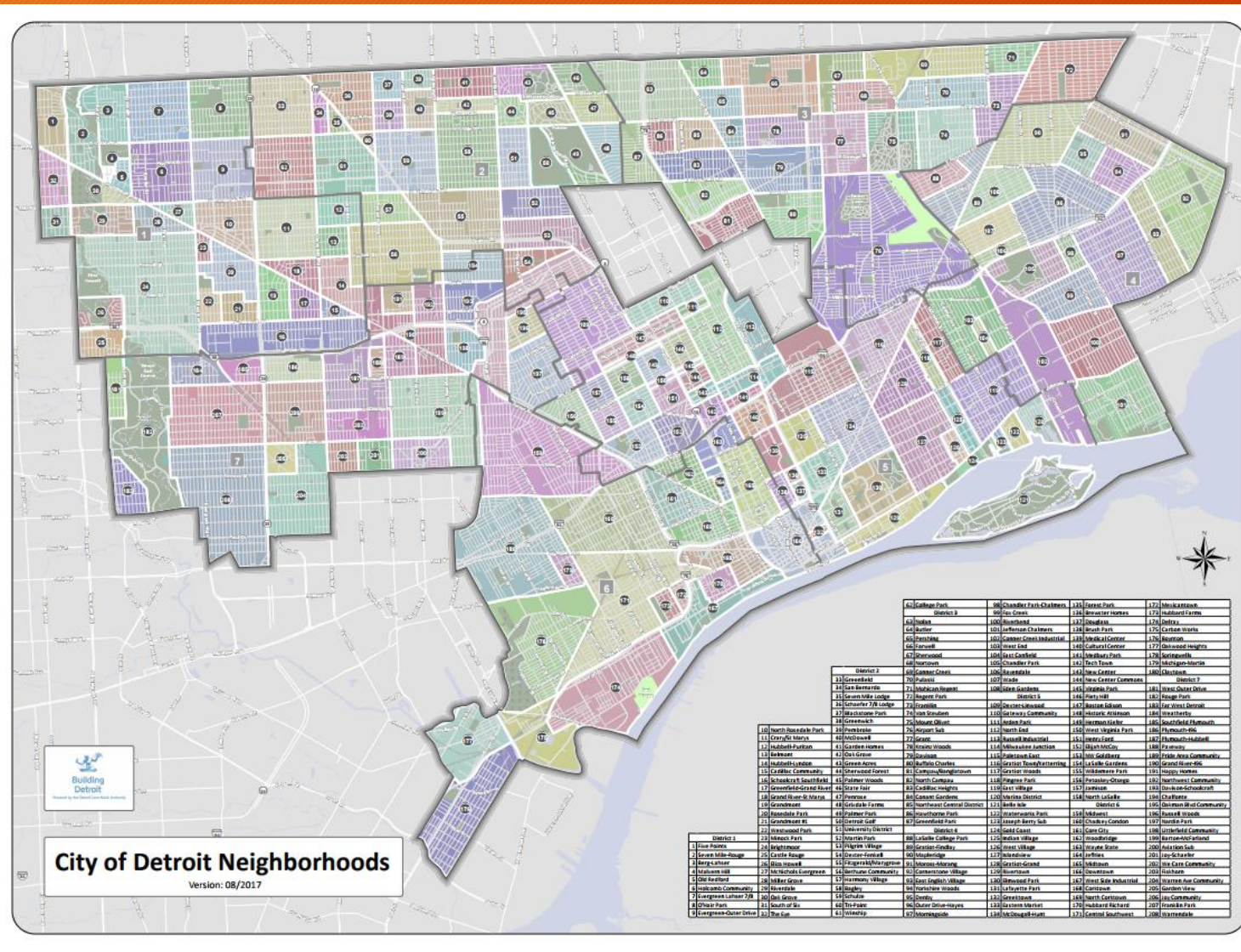
DLBA Neighborhoods Map

DLBA Neighborhoods Map

Advantages

❑ Identifiable for local Grass Roots Organizations and CDOs

❑ Consistent with Dept of Neighborhoods practice

❑ Small-scale allows for precise measurement

Disadvantages

❑ Large number for reporting (208)

❑ Inconsistent size of neighborhoods

❑ Do not align with analytical boundaries

2010 Census Tracts
Detroit, MI
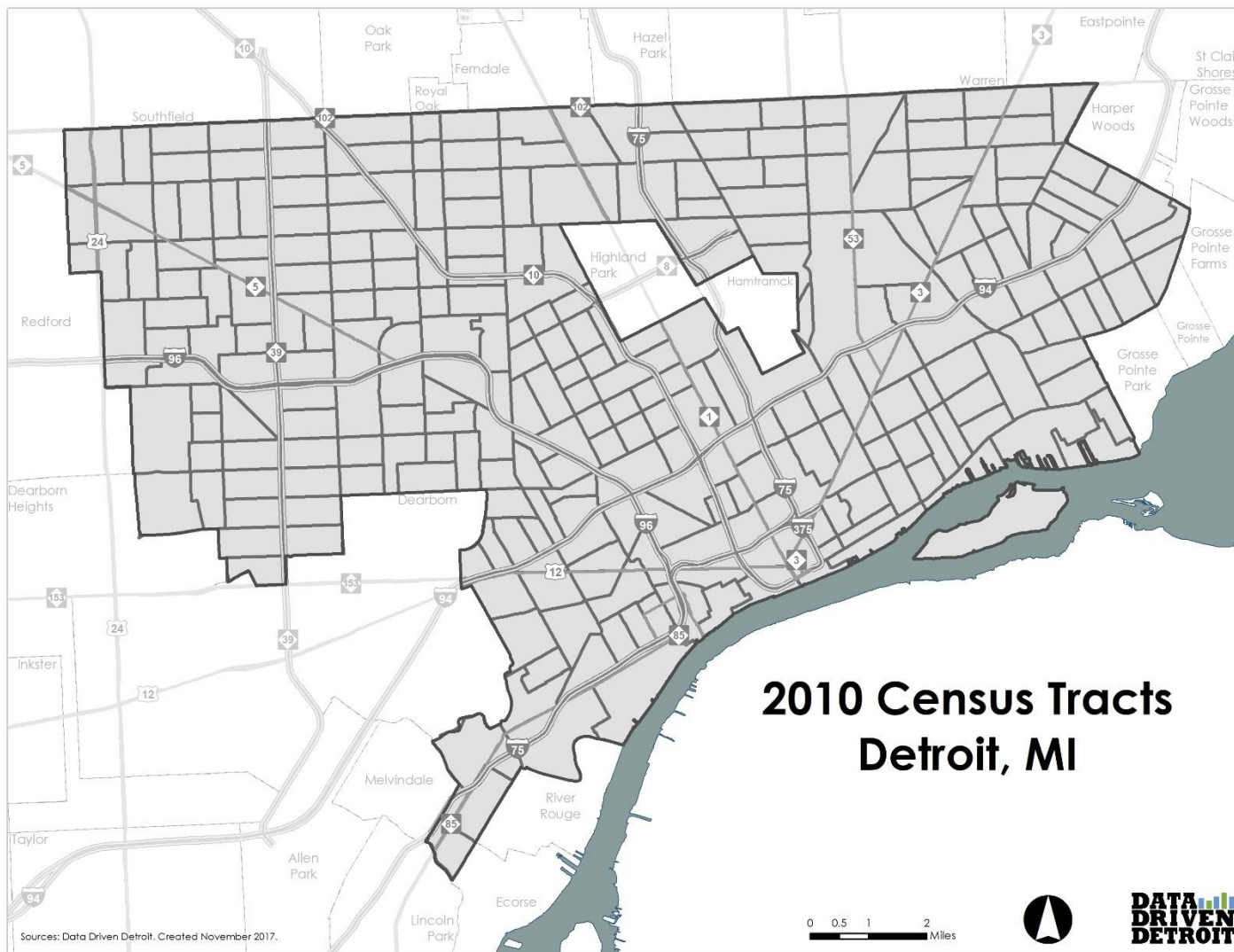
Census Tracts

Census Tracts

Advantages

- Conforms to analytical boundaries

- Small scale allows for precise measurement

Disadvantages

- Large number for reporting (297)

- Don't align with more identifiable or accepted geographies

City of Detroit Zip Codes
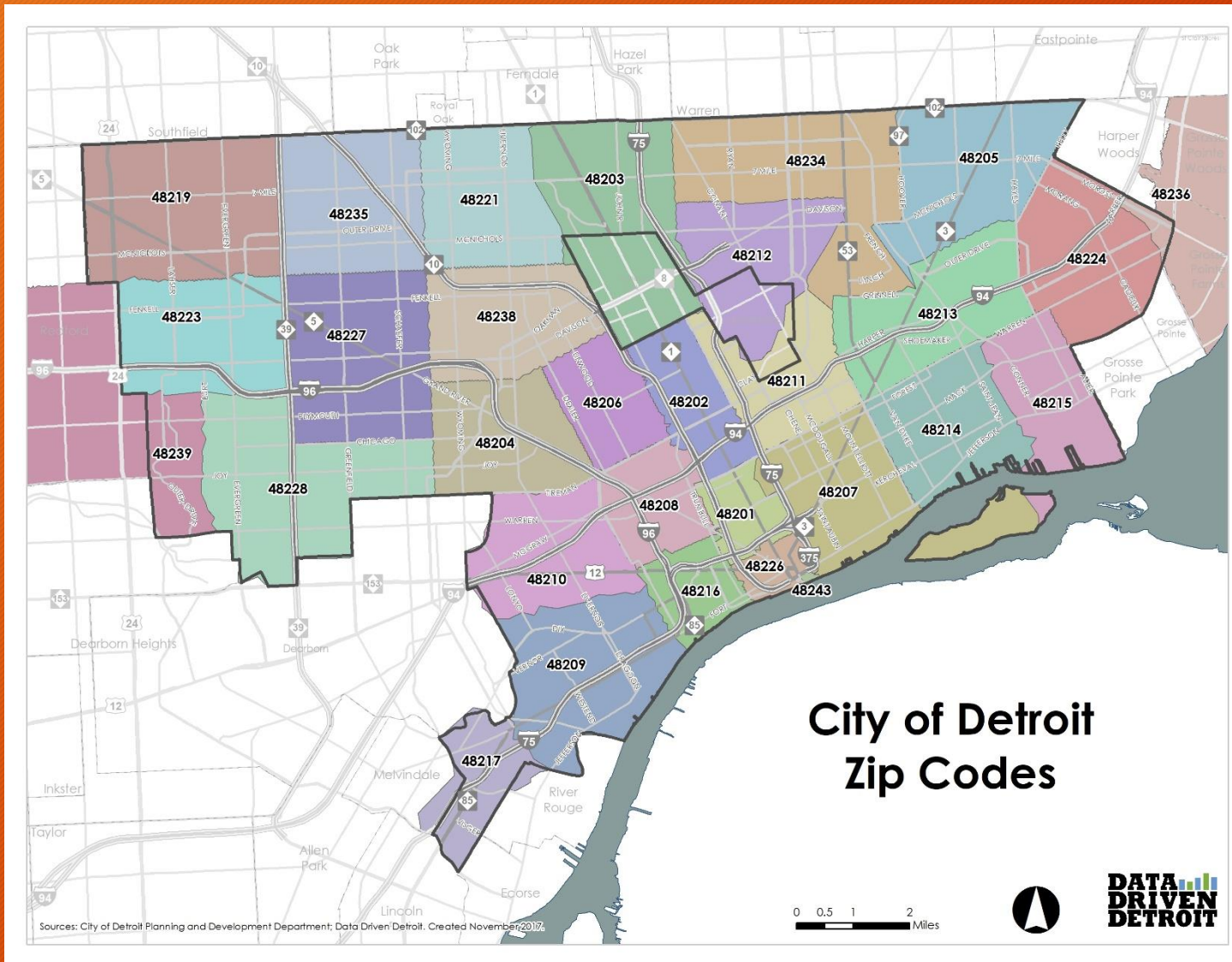
Zip Codes

Zip Codes

Advantages

❑ **Recognizable**

❑ **More ideal number (30) for tracking and measurement**

Disadvantages

❑ **Boundaries frequently shift and extend beyond Detroit**

❑ **Do not align with most analytical or neighborhood-defined boundaries**

Considering an Alternative

A Combined Approach: An Idea from the BECDD Planning Team

❑ **Combining neighborhood boundaries can create "clusters" or "community statistical areas" that match up better with combinations of census tracts**
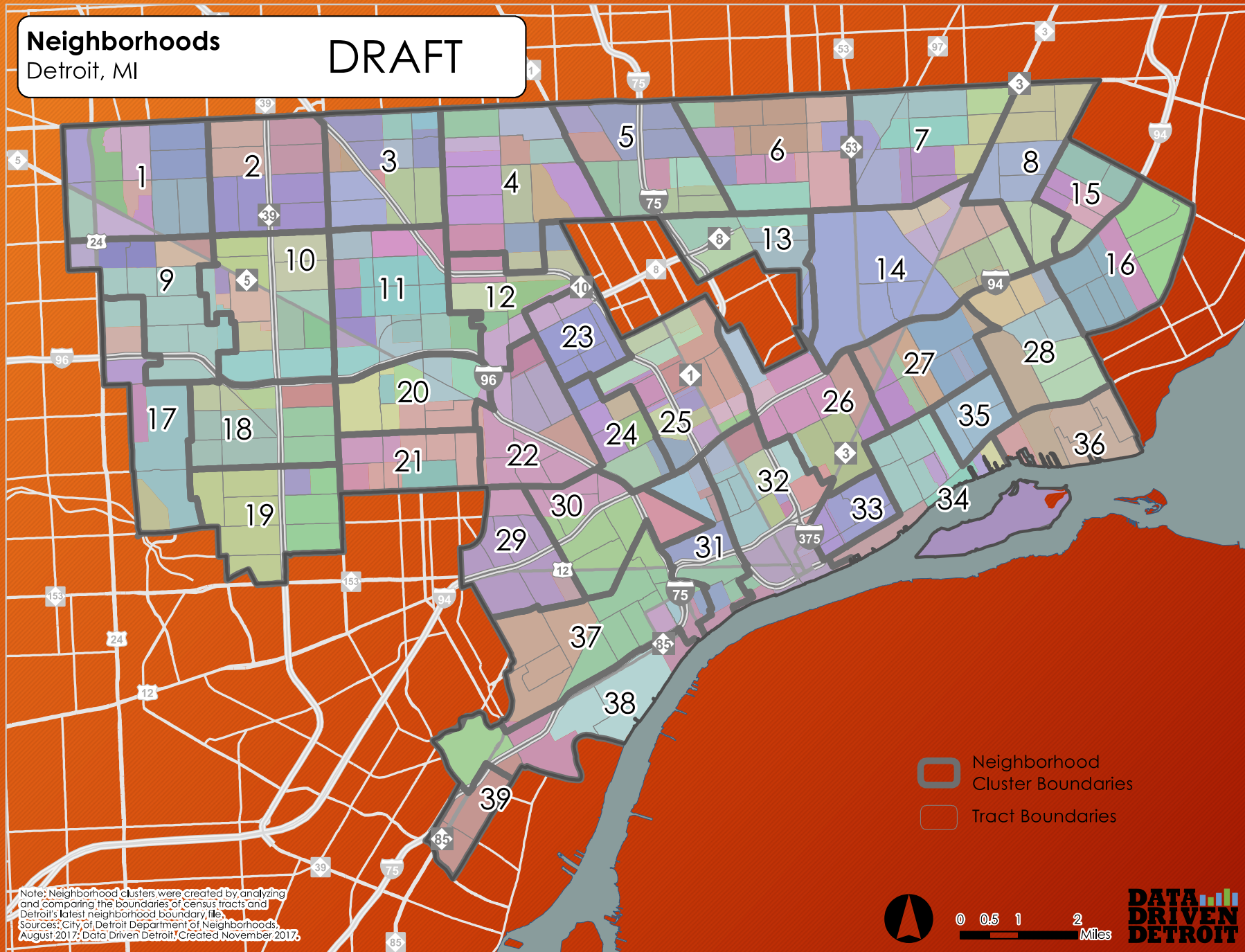
?

"Community Statistical Areas"

Advantages

❑ Customizable

❑ Can create the ideal number for tracking and measurement

❑ Can conform to analytical boundaries while also accounting for neighborhood identities

Disadvantages

❑ Alignment will not be perfect

❑ Need a process and criteria that is sensitive to a neighborhood's and/or CDOs, as well as City's, concept of their boundaries

Possible Criteria to Use: What Do You Think?

- ❑ Similar physical and economic conditions
- ❑ Contiguous boundaries
- ❑ Existing City and philanthropic initiatives
- ❑ Similar land use
- ❑ Similar population size
- ❑ Adherence to political boundaries
- ❑ Others?

What is a Community Development Organization?

Community Development Organizations are known as CDOs in Detroit, to distinguish them from "Citizens District Councils" (CDCs) which are HUD-enabled and city-appointed councils that were set up in HUD-funded urban renewal neighborhoods.   A Community Development Organization (CDO) is a professional not-for-profit tax exempt organization, and the key facilitator of community development work in any given neighborhood. A CDO is a professional place-based organization accountable to local stakeholders who comprise the majority of the Board of Directors. A CDO is not focused on the entire City of Detroit, nor on direct human service delivery. A CDO is not a volunteer grass-roots organization nor a real estate development organization.   Rather, a *CDO is distinguished from other organizations by its role as the "glue" in a neighborhood*, a trusted neighborhood institution that creates strong relationships with residents and other stakeholders and knows their priorities and needs. This assures that the CDOs work can be impactful, and that economic development and services within the neighborhood are provided in an equitable way that responds to resident's priorities.

Phase 1 Community Development Organization Definition and Role

At a minimum a CDO can be recognized as such by one unique baseline role that its plays within its defined neighborhood;

Facilitator/Convener/Collaboration Agent - to bring cross-sector stakeholders - especially residents and including other neighborhood partners - together in the CDOs defined community for problem-solving, education on issues affecting the neighborhood, planning and to influence human service provision; and to act as an intermediary between residents and various philanthropic/government/institutional/corporate investors.

In addition to these roles, a CDO is vigilant in assuring – either directly or indirectly – that *four key community development functions* are in play in every neighborhood:

Resident Engagement and Empowerment

such that the priorities, plans and activities in the neighborhood reflect the priorities of neighborhood residents; that grass organizations within the target community have a decision-making voice in the neighborhood; that resident's priorities are advocated to the public and private sectors; that residents are being fully educated and informed on relevant issues; and local organizations are actively developing resident leadership

Economic Development

based on needs and demand, and using an equitable development approach, including housing development/repair/rehab; commercial corridor development; business and/or entrepreneur development; vacant land reclamation and open space development; blight remediation and clean-up; recreational space development or other physical revitalization

Resident Support

to nurture and develop the capabilities - employment, education and human service needs - of residents within the target community so that residents can realize their full potential

Community Planning and Advocacy

in partnership with residents and local stakeholders, using an analysis that looks at all aspects of community life in the target area, with residents making key planning decisions and staying engaged to help carry out and advocate the plan

Phase 1 Community Development Organization Roles

Recommendations of the Career and Education Pathways Planning Team

1. **Create and commit to a five-year goal** to develop an integrated community development career and education pathway system for Detroit, with processes and tools that:

   enables people to acquire values, *knowledge, and skills* to enter into and progress through community development occupations;

   ensures equity in employment as a core value and commitment throughout the system; and

   promotes mobility throughout the various community development allied sectors.

2. **Identify different academic pathways** for community development education and training programs and credentials, building on existing resources and programs in the academic and non-academic sectors.

3. Provide customized support to help individuals enter the field and reach their CD occupational and career goals through an articulated **"navigation model."**

4. **Support professional development** opportunities for people already in the field

5. **Facilitate mobility among the various community development allied sectors** by building cross-sector trust, collaboration and transferrable skills

Career and Education Pathways Planning Team: Work to Still Be Completed in 2018

- **Further define the work functions, values, knowledge, and skills required** at entry-level, mid-level, senior-level community development job levels; and reconcile those with academic learning outcomes and credentials, as well as with employer requirements.
- **Develop community development academic pathways** specific for entry and continuing support for: 1) neighborhood grassroots leaders; and 2) aspiring Community Development professionals of color in Detroit**; including one or two academic institutions willing to test these pathways.**
- **Develop a "Career Navigation" model** and implementation plan that would match individuals who want to enter and advance within the community development field in Detroit with the needs of CDO's and other potential community development employers.
- **Create a value proposition** and messaging strategy for the community development field to promote entry and mid-level opportunities, career progression within the field, and the importance of cross-sector partnerships and mobility
- **Identify a marketing and outreach strategy** to generate interest in the community development field by prospective CD workers

Career and Education Pathways Planning Team: Work to Still Be Completed in 2018

- **Identify and map a mix of non-academic professional development** and technical skill building opportunities, including mentoring, that all stakeholders would value.
- **Map existing opportunities and pathways for cross-sector mobility** between CDOs and other potential community development employers, including
  - identifying transferrable skills and
  - a mechanism for networking that enhances cross-sector relationship building and mobility.
- **Map opportunities to obtain tuition support** for various academic pathways **and funding support** for CDOs to provide professional development to their staff.
- **Additional research**: Who is currently trying to enter the community development field? What are their barriers to entry? Identify other/non-local programs that are increasing racial/ethnic diversity in the community development field and identify opportunities to emulate those programs.

Recommendations of the Capacity Building Planning Team

Overall Strategy: "Central Clearinghouse" Approach
- A clearinghouse function, embedded inside an organization, manages the process
- Clearinghouse manages a list of TA providers/consultants/coaches/trainers
- Clearinghouse handles central intake and referral to providers
- Clearinghouse entity doesn't also provide one-on-one support to client organizations (CDOs and GROs), to avoid conflict of interest. Clearinghouse entity potentially do classroom training.
- Criteria for inclusion on the TA Provider list is co-determined and evaluated collectively, not solely by the Clearinghouse entity.

Key Design Guidelines for the Capacity Building System
- Combination of "free" and "fee" to clients; where the clearinghouse is vetting, assessing and referring CDOs and GROs to TA providers
- Services should be linked to neighborhood success metrics
- Services should be more one-to-one: coaching, consulting, mentoring; not just one-to-many (classroom training)
- The clearinghouse should be a coordinator and advocate for the right services to be provided.
- TA Providers should be convened regularly to share learnings and best practices
- The clearinghouse creates guidelines for, and offers different levels of service, based on an organization's capacity and tenure
- Evaluation of capacity building services is required and must be broadly-shared (with both clearinghouse and providers)

Capacity Building Planning Team: Work to Still Be Completed in 2018

- Finalize Design of the System based on above guidelines including:
  - Fee model (who pays? The client or the TA provider or both?)
  - Quality Control component
  - Baseline qualifications for TA providers
  - Web-based application/intake system
  - Necessary CDO/GRO Assessment Tool(s)
  - Determine the types of expertise needed by the TA providers, based on the "Success Framework" and the Role of CDOs and GROs
- Determine the roles of various intermediaries/TA providers in the system
- Recommend criteria for selection of the Clearinghouse entity
- Finalize costs and funding for the Clearinghouse function

The Capacity Building Planning Team also looked at the **"Whole System"** elements, recognizing that all the system elements are necessary parts of the whole. This Planning Team also made these recommendations:

Recommendation on System Capitalization

- There should be a diverse, stable mix of funding sources versus 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

Recommendations of the Research, Data and Evaluation Planning Team

❑ Success Framework
  ▪ Neighborhood Vitality as the "name" of the success framework
  ▪ Develop Neighborhood Vitality vision statement based on these definitions

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

Recommendations of the Research Data and Evaluation Planning Team

❑ **Indicators**
  - Establish a set of "core" neighborhood success indicators to be measured by all neighborhoods, and a broader pool of indicators for CDOs/GROs to use, as needed

  - Establish indicators at the system level, based on the BECDD 7 Elements

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  - Utilize DLBA's "City of Detroit Neighborhoods" map as the basis for identifying neighborhood "clusters", with guidance from DLBA and Data Driven Detroit

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Research, Data and Evaluation Planning Team Success Framework Recommendations: Work to Still be Completed in 2018

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- Continue defining and naming of neighborhood clusters

- Identify gaps and redundancies in community development coverage in Detroit neighborhoods

- Develop strategy for addressing community development needs in neighborhoods not currently served by CDOs

CORE PARTNERS (CDAD, LTU, MNA)
• Guides Initiative Manger • Oversees Initiative • Raises and Manages Resources
• Finalizes Recommendations from the Various Planning Entities

ADVISORY COUNCIL
(Leaders from key stakeholder groups: Core Partners, Academia, Practitioners and Grass Roots Leaders, Businesses/City and State Government, Human Service and Civic Institutions)

• Professionally Facilitated • Reviews Task Force Recommendations • Advises Core Partners • Determines Governance Structure and Strategy • Generates City Partnership and capitalization strategy

Task Forces Smaller and focused on specific deliverables by November of 2018. Comprised of cross section of key leaders/stakeholders, working with staff and consultants.

| Vision and Values Task Force | Success Framework Task Force | Defining Neighborhoods Task Force | Intermediary System Task Force |
| City Partnership Task Force | System Capitalization Task Force | Tax Credit Incentives Task Force | Career Pipeline Task Force |

BUILDING THE ENGINE OF COMMUNITY DEVELOPMENT IN DETROIT

Community Development:
The right thing for Detroit's neighborhoods
Visit: buildingtheengine.squarespace.com

BECDD 2018 Structure and Process

2018 Task Forces: Task Force #1

TASK FORCE NAME	KEY QUESTIONS/CONSIDERATIONS	DELIVERABLES
	1. How do we achieve equitable develop-ment in Detroit?	1. Definition of "equitable neighborhood development"
TASK FORCE #1: VISION AND VALUES FOR COMMUNITY DEVELOPMENT PRACTICE IN DETROIT	2. What is an appropriate structure and process to create a strong voice for neighborhoods?	2. Recommended community develop-ment strategies to achieve this goal
SHORT NAME: VISION AND VALUES TASK FORCE	3. What is the right logic model for how CDO activity leads to the strong neighbor-hood "end state" we are defining?	3. Recommended model to build and assure a united "Neighborhood Voice"
	4. Does the Phase One definition of Community Development, CDO and GRO need to be updated or revised?	4. Logic Model: CDO activity leading to launch a
	5. What are the appropriate Vision and Values for community development in Detroit?	5. Updated Definition of CD and CDO Role
		6. Statement of Values/Vision for CD in Detroit

2018 Task Forces: Task Force #2

	KEY QUESTIONS	DELIVERABLES
TASK FORCE #2: GENERATING A TAX CREDIT PROGRAM **FOR COMMUNITY DEVELOPMENT IN DETROIT & MICH**	1. How were the Boston/MA and Philly/PA models successfully achieved? 2. What are the critical elements of these two, plus other, similar models?	1. Recommended model for a Michigan community development business tax incentive program
SHORT NAME: TAX CREDIT INCENTIVES TASK FORCE	3. What is the case to be made for a tax credit program for CD in Detroit/MI? 4. What should a coalition, and strategy to achieve this goal, look like?	2. Strategy and Coalition to launch a campaign for the tax credit program, for a 2019 launch with a new governor

2018 Task Forces: Task Force #3

	KEY QUESTIONS	DELIVERABLES
TASK FORCE #3: CREATING A CITY - COMMUNITY DEVELOPMENT PARTNERSHIP	1. What do CDOs want from the City? What does the City want from CDOs?	1. Guide the launch of the Academy Without Walls w City of Detroit
SHORT NAME: CITY PARTNERSHIP TASK FORCE	2. How should the Academy Without Walls partnership begin, and evolve?	2. Develop strategies that leverage the Mayor's neighborhood strategy
	3. How do we leverage BECDD's work and the Mayor's Strategic Neighborhood Initiative to generate a partnership w the Mayor?	3. Define and recommend other City-Community Development partnerships
	4. What are the various nexus-points for other city-community development partnerships?	
	5. What new/amended city policies are needed to support community develop-ment in Detroit?	3. Define necessary new or updated policies that support CD in Detroit, with strategies to achieve them

2018 Task Forces: Task Force #4

	KEY QUESTIONS	DELIVERABLES
TASK FORCE #4: CAPITALIZING A DETROIT COMMUNITY DEVELOPMENT SYSTEM	1. What are the required cost elements of for the system we are building?	1. A description of the elements and associated costs for a robust community development system in Detroit
	2. What are the costs associated with each of those elements?	
SHORT NAME: SYSTEM CAPITALIZATION TASK FORCE	3. What is a comprehensive, collaborative, sustainable strategy to fund these elements including a corporate tax credit incentive program, leveraging the HRD/Jemison offer, leveraging the Mayor's Neighborhood Strategic Fund, and the Kresge CDO Operating Support initiative?	2. Recommendations for a diverse system capitalization strategy, including phasing 3. First funding commitment ready for launch
	4. Should the strategy be phased, and if so what are the cost elements that should be prioritized for more immediate resourcing?	

2018 Task Forces: Task Force #5

	KEY QUESTIONS	DELIVERABLES
TASK FORCE #5: DEFINING NEIGHBORHOODS AND	1. What are appropriate criteria for	1. Recommended "clusters" of neighbor-
COMMUNITY DEVELOPMENT COVERAGE IN NEIGHBORHOODS	"clustering" neighborhoods using current	hoods, building of DON/DLBA map of
	city map?	neighborhoods
	2. What is an appropriate process for	
SHORT NAME: DEFINING NEIGHBORHOODS TASK FORCE	"naming" neighborhoods, respecting resident	2. Recommended process to name the
	input?	clusters, in partnership with residents
	3. Based on Deep Dive Interview process,	and the City
	where are the gaps with no CD coverage?	
	What are strategies to assure necessary	3. Map showing CDO coverage, with
	coverage?	gaps and redundancies clarifed, based on
	4. Based on Deep Dive interview process,	agreed-on definition of CD
	where are the redundancies in CD coverage?	
	What are strategies to resolve redundancies?	4. Strategies to resolve gaps and
	5. How do we support/improve the D[comm]	redundancies in CDO coverage, to assure
	tool so that it benefits the system we are	the possibility of every cluster being served
	working to build?	

2018 Task Forces: Task Force #6

	KEY QUESTIONS	DELIVERABLES
TASK FORCE #6: DEVELOPING AN EFFECTIVE INTERMEDIARY/ SUPPORT SYSTEM FOR COMMUNITY DEVELOPMENT IN DETROIT	1. How are we defining "community development intermediary"?	1. Clarity on the definition and role of "community development intermediary"
	2. Given our success framework and the roles of CDOs, what are the gaps in the current intermediary system in terms of policy advocacy, coordination, neighborhood voice, training/TA/peer learning and funding?	2. An agreed-on, collective framework defining the roles that CD intermediaries will play in Detroit, to assure a robust CD capacity building system that is measurable and effective, aimed at the agreed on Success Framework, and meets CDO needs
SHORT NAME: INTERMEDIARY SYSTEM TASK FORCE		
	3. Which intermediary(s) should play which role in filling these gaps? How do we undo the current lane confusion?	
	4. Given the consensus to create a "clearing-house" capacity building function, how do we get quality control into that function?	3. A capacity building quality control strategy and criteria for inclusion in the TA pool.
	5. What is the right strategy(s) for certifying, validating, incentivizing high quality CDO work?	4. Recommendation for which organization should play "clearinghouse" role
	6. What is the value-add role of Grass Roots Organizations and the right strategy for supporting GROs and building their capacity?	5. A set of strategies and system for building Grass Roots organization capacity
		6. A set of recommendations for designating, as well as validating or certifying CDO work

2018 Task Forces: Task Force #7

	KEY QUESTIONS	DELIVERABLES
TASK FORCE #7: CREATING A SUCCESS MEASUREMENT FRAMEWORK FOR DETROIT NEIGHBORHOODS	1. What are the most effective, user-friendly and comprehensive Tier One and Tier Two indicators for the success framework that was developed in 2017?	1. A fully formed Success Framework for Detroit neighborhoods including a progress measurement system and a strategy to collect primary data.
SHORT NAME: SUCCESS FRAMEWORK TASK FORCE	2. What is the right system, in partnership with the City, to measuare success vis a vis those indicators, including primary data collection strategies?	2. A strategy to test the system for 2019.
	3. How, where and when do we test this system?	3. A set of partnership principles for a data partnership with Data Driven Detroit.
	4. What is the right partnership with Data Driven Detroit's Regional Data Collaborative, to facilitate successful neighborhoods?	

2018 Task Forces: Task Force #8

	KEY QUESTIONS	DELIVERABLES
TASK FORCE #8: BUILDING A CAREER PIPELINE FOR	1. What are the prospective elements of a life-long career in community development in Detroit?	
DETROIT COMMUNITY DEVELOPMENT PRACTITIONERS		**1. A Community Development Career Pathway description including a navitation strategy to clarify for all prospective practitioners how to enter and move within the CD field**
	2. What are the skills, experience and education necessary, at what stages in such a career, for a professional CD practitioner?	
	3. What are some realistic credentialing path-ways that can be created among academic and	**2. A set of CD credentialing pathways that are accessible to any/all Detroiters, including a**
SHORT NAME: CAREER PIPELINE TASK FORCE	placement institutions, that create access for lower income Detroit residets, students and mid-career professionals?	**strategy to credential experiential placements, among a few higher ed institutions**
	4. What are some strategies to fund tuition for these pathways, for low income people?	**3. Recommendations for how these pathways should be funded/how to access resources**
	5. What are the right strategies to focus these pathways and pipelines on Detroit residents?	**4. A strategy to generate growing enrollment by Detroiters and people of color; and to assure mobility by CD practitioners among the various allied sectors**
		5. Recommendations for a system to continuously provide professional development for existing CD practitioners.

Why Community Development Matters

IT IMPROVES QUALITY OF LIFE FOR DETROIT'S RESIDENTS

Community Development is the avenue through which every Detroit neighborhood becomes valued, healthy, safe and attractive so residents can and want to stay.

IT ENSURES NEIGHGORHOOD SUSTAINABILITY

When all stakeholders, especially residents, are invested and their priorities addressed, the resources deployed and stewarded to neighborhoods have long-term impact.

IT'S INCLUSIVE AND COMPREHENSIVE

Community development includes virtually every stakeholder group with a stake in Detroit's neighborhoods—local businesses, institutions and, especially, residents—to ensure their priorities inform neighborhood plans and projects. It's the umbrella under which all types of development—economic, social and physical—can be coordinated and leveraged.

IT BRINGS EQUITY TO DEVELOPMENT

Community development leverages the collective power of neighborhood residents, ensuring that their voices and priorities are given equal consideration with investors, developers and city government so that plans can be developed and carried out jointly.

IT'S AN IMPORTANT PIECE OF THE REGIONAL PUZZLE

The Detroit regional puzzle is complex and includes strong, diverse neighborhoods; good jobs; mass transit; quality affordable housing; a healthy environment; vibrant commercial corridors and excellent schools. Community development is the primary way we create strong neighborhoods in our city. Our region won't reach its true potential unless Detroit and all of its neighborhoods thrive.

COMMUNITY DEVELOPMENT: THE RIGHT THING FOR DETROIT'S NEIGHBOHOODS!