

# **DeKalb Sustainable Neighborhoods Initiative**

Quality of Life Planning Workshop  
May 29, 2012

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- **Old Paradigm**

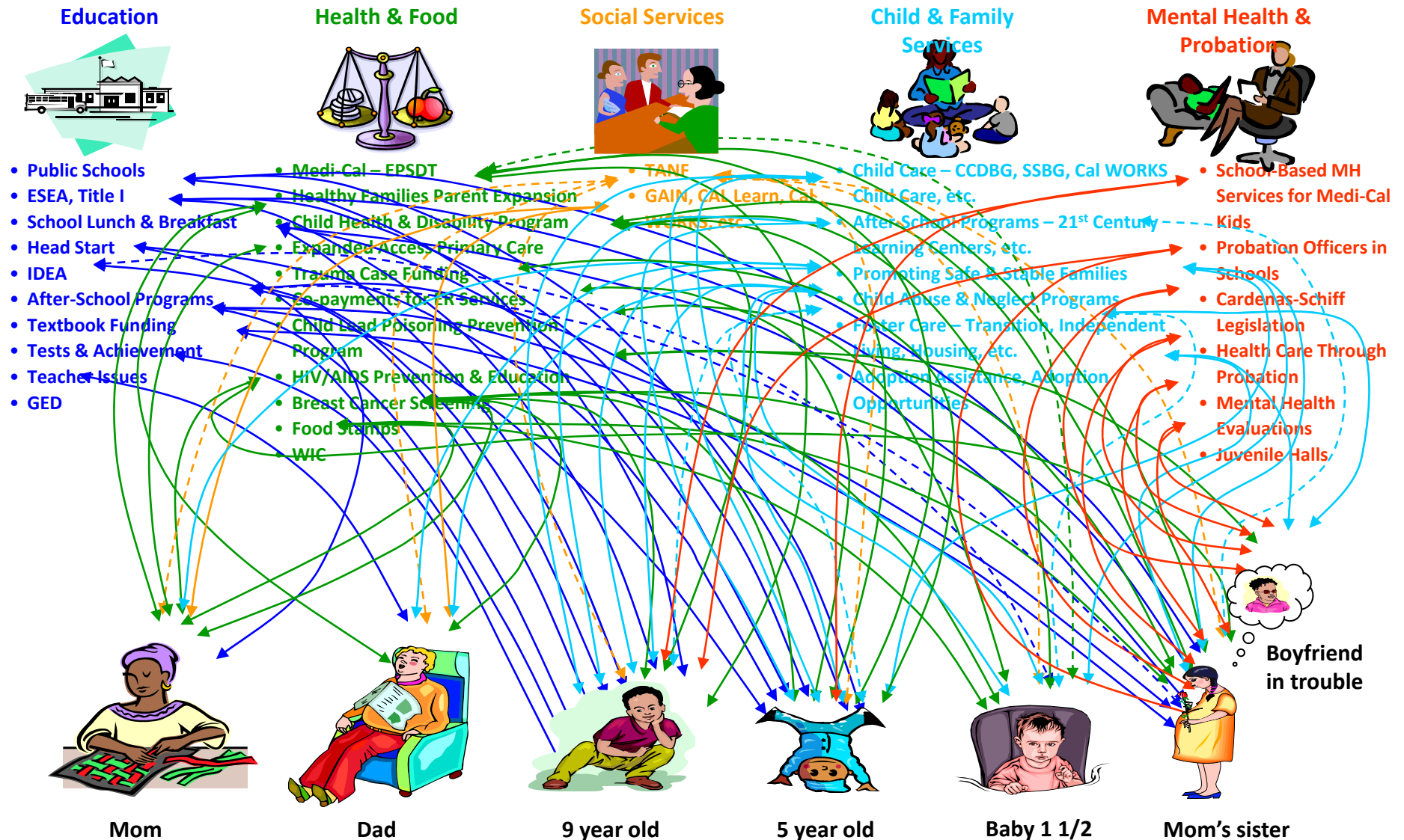
- Multiplicity of programs
- Narrow focus on a single policy domain
- Public/nonprofit emphasis
- Grant-driven
- Systems focus
- Deficit model



# Business as Usual

... See a Problem, Convene a Task Force, Create a Program...

## Has Created a Tangle of Inefficiencies



Source: Dunkle, M. (2002) *Understanding LA Systems that Affect Families*. Los Angeles, CA: George Washington University and the LA County Children's Planning Council

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- **New Paradigm**

- Comprehensive
- Collaborative
- Cross-Sector
- Community-Based
- Strategic
- Asset-Based

*Community building is a  
process and a product*



# **A Place-Based Approach to Community Building**

- **National Foundations**
  - Ford, Casey, MacArthur, Surdna,
- **Government**
  - Empowerment Zones, Promise Neighborhoods, Choice Neighborhoods, etc.
- **Local Foundations and Philanthropic Organizations**
- **Anchor Institutions**
  - Colleges and universities, hospitals, cultural institutions

# New Communities Program

<http://www.youtube.com/watch?v=yT84ZugLfGU>







# New Communities Program

## Community-Driven Planning

1. Specific and responsive community Quality-of-Life Plans
2. Intensive one-one organizing for sustained engagement

## Community-Based Program Delivery

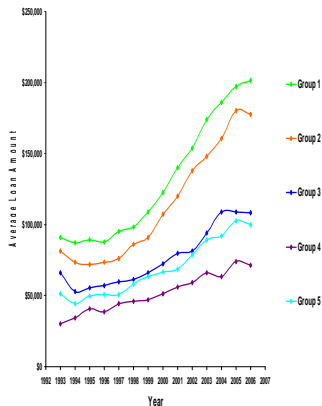
3. Lead agency to engage, deliver programs, organize partnership
4. Community partners to diversify constituencies, programs

## Systemic Support

5. Civic partnerships across community domains
6. Robust intermediation across domains and levels

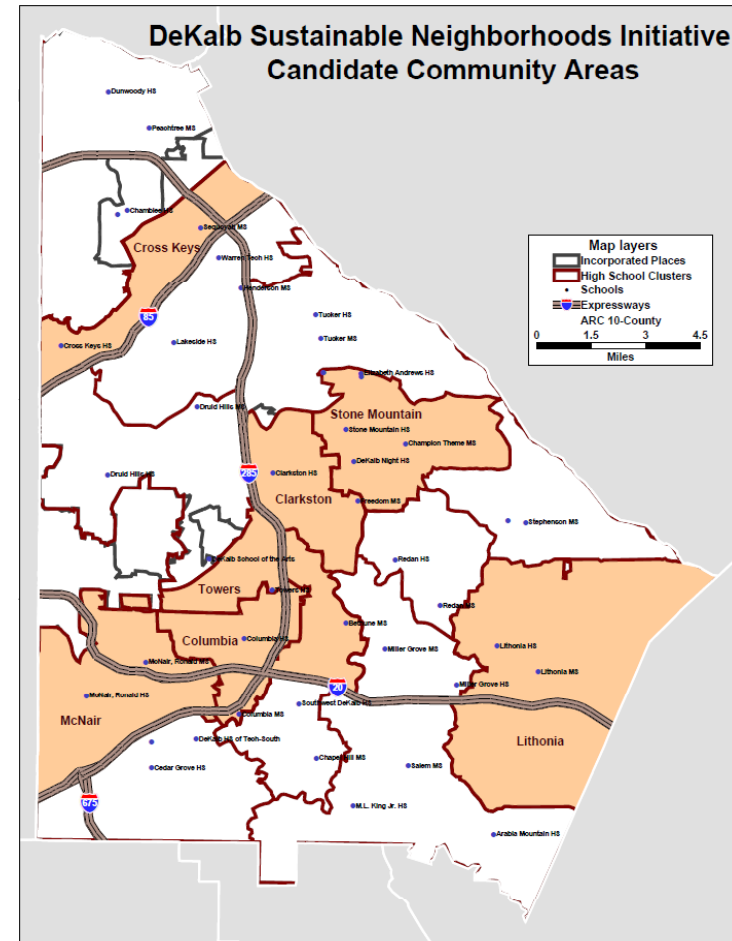
## Regime of Accountability

7. Layered scheme of monitoring and sanction
8. Measuring progress & impact at the community level.



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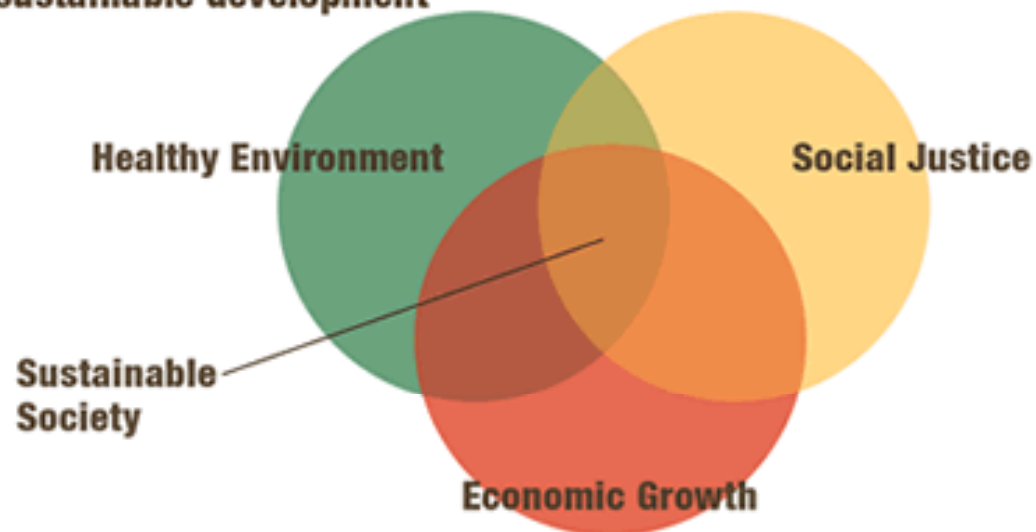
- DeKalb County Human and Community Development
- County Departments
- County Agencies
- Other public, private, nonprofit, philanthropic, community, and higher education partners





# The Many Meanings of Sustainability

**The three components  
of sustainable development**



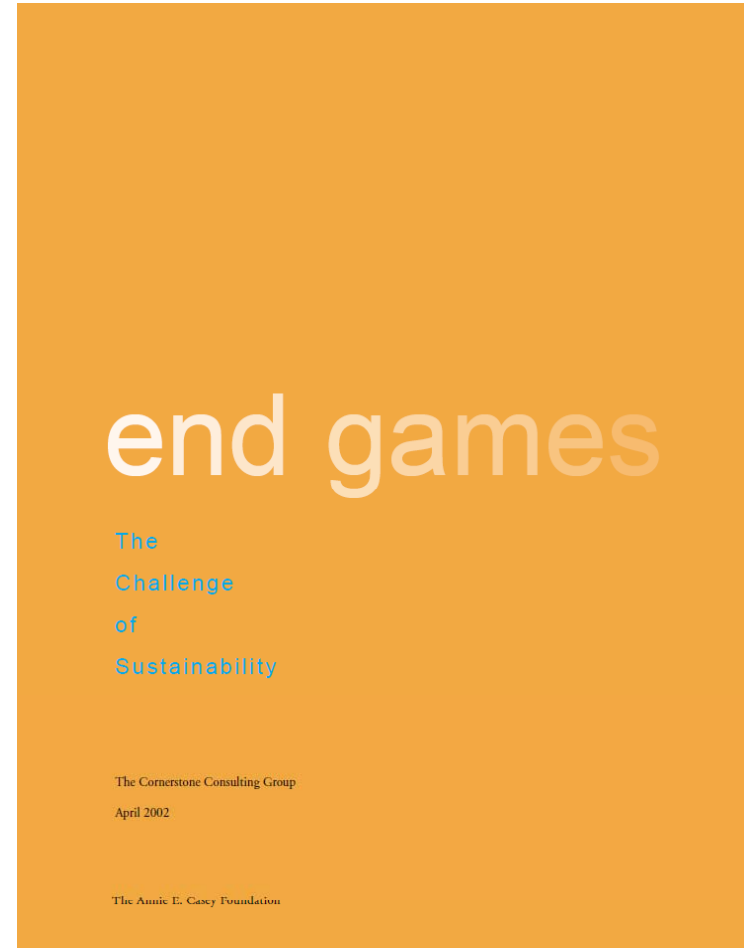
Environment

Economics

Equity

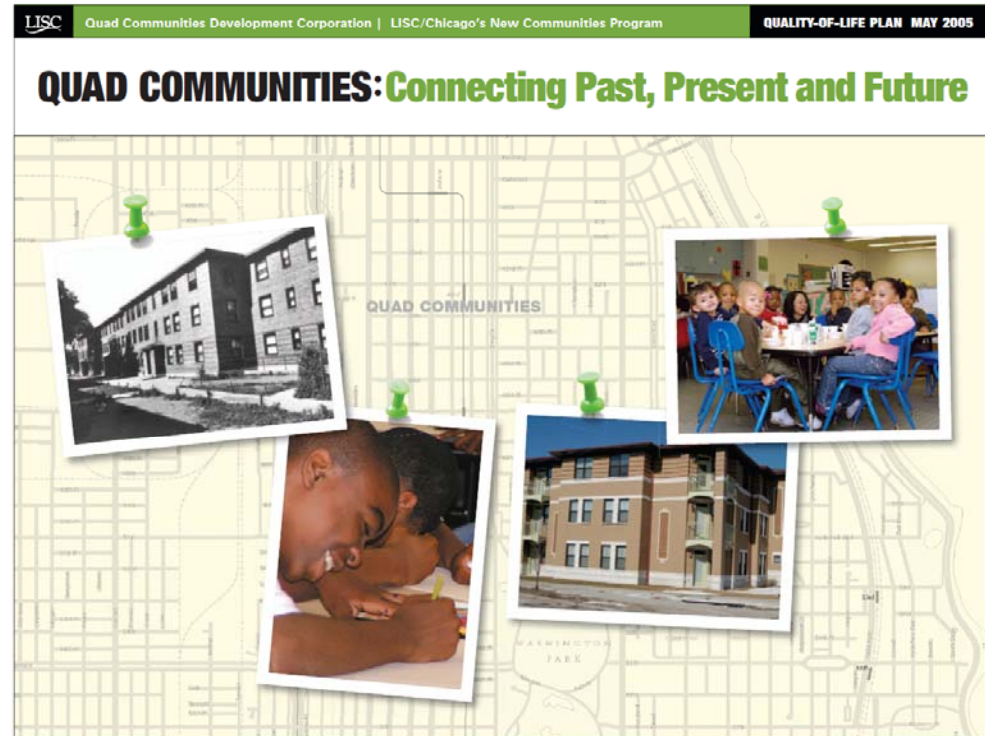
# The Challenge of Sustainability

- *What is it really, that we hope to sustain. Is it the survival of:*
- The **initiative**?
- The **organization** that has led the initiative?
- The survival of core **ideas**?
- **Relationships**?
- The **sense of community direction**
- Is all of it important?



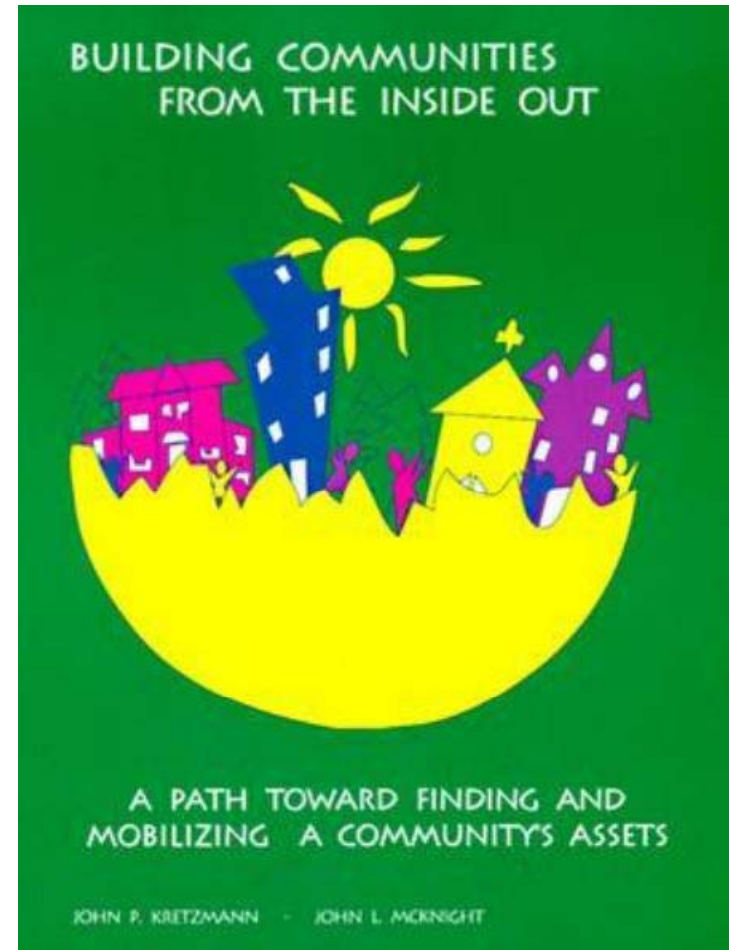
# What Goes Into a Quality of Life Plan?

- Community
- Vision
- Strategies
- Work Program



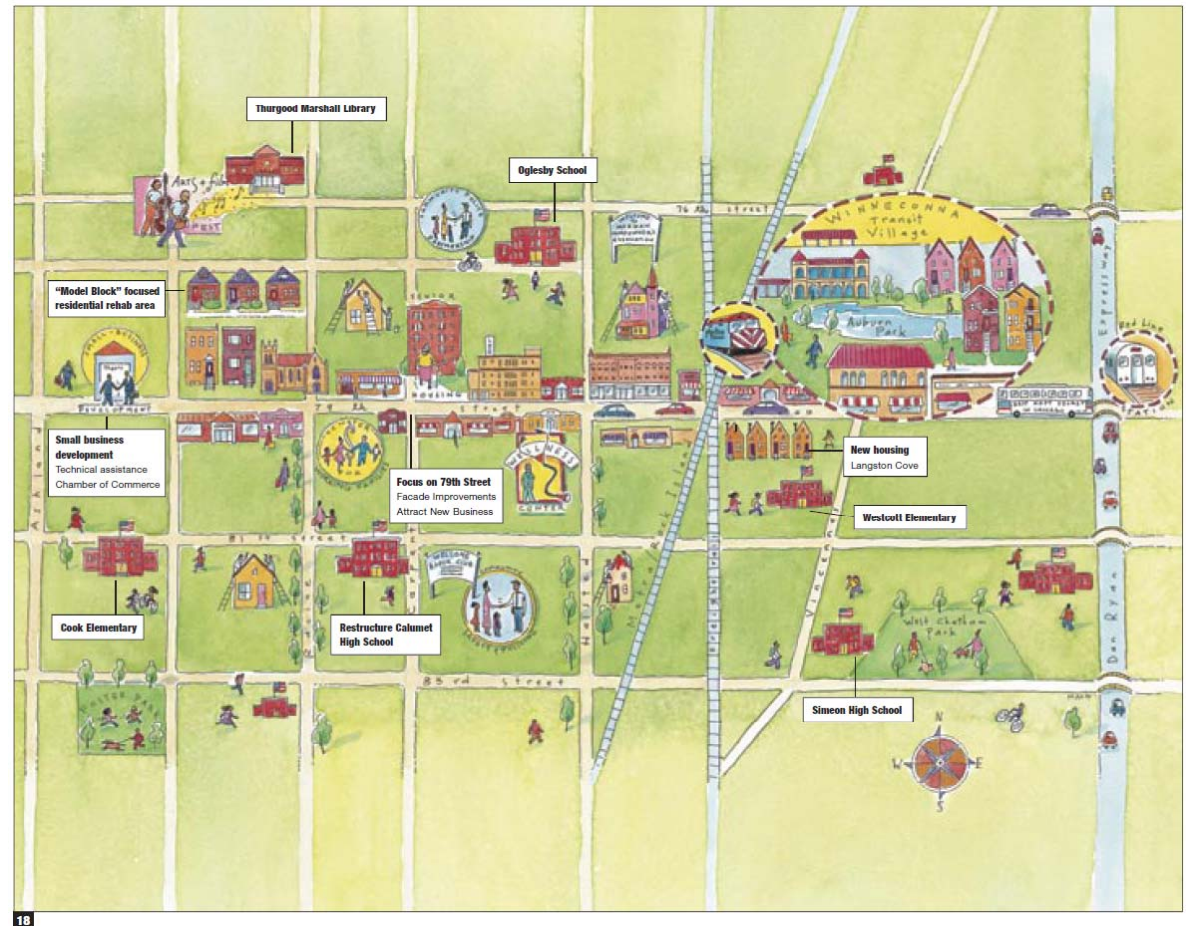
# Community

- Start from local conditions
- Build off local assets
  - People
  - Associations
  - Agencies and Institutions
  - Land and economy
- Lead agency
- Planning process



# Vision

- What are the future goals for the neighborhood? What kind of a place do we want to be?



# Strategies

## Strategies for achieving your visions—focus

- Housing
- Economic Development
- Education
- Health
- Human Services
- Environment
- Workforce Development
- Public Safety
- Arts & Culture

### STRATEGIES AND PROJECTS

**STRATEGY 1** Attract new industries and service firms that create living-wage jobs while preparing residents for regional employment opportunities.

- 1.1** Prepare and place residents in health care and medical services jobs and assess the feasibility of developing a medical laboratory testing facility in Englewood.
- 1.2** Optimize local construction employment on public and private development projects.
- 1.3** Expand automotive services training for Englewood residents and establish an automotive services franchise to provide jobs for program graduates.
- 1.4** Develop an urban agriculture district to provide business, job training and employment opportunities while improving the availability of fresh produce.

**STRATEGY 2** Renew Englewood's identity by reclaiming empty spaces and enlivening the community through cultural activities, gardens, new parks and public gathering spaces.

- 2.1** Promote coordinated development of "Englewood Center" as our neighborhood's downtown, including a new Harold Washington Plaza that includes housing, retail businesses and community gathering spaces.
- 2.2** Reclaim vacant lots for special events and other community uses including green spaces, exhibits and performances.
- 2.3** Create and implement guidelines for redevelopment of vacant land for housing, commercial uses and other purposes.
- 2.4** Utilize public art and signage to promote Englewood's renewed identity.

**STRATEGY 3** Rebuild a vibrant and diverse retail and business community at key locations throughout the neighborhood.

- 3.1** Create a business council that organizes and advocates for local businesses, helps strengthen personal-service and business-to-business companies and promotes partnerships.
- 3.2** Expand the small base of African-American-owned businesses and foster growth by providing technical assistance and linkages to business development incentives.
- 3.3** Within targeted neighborhood shopping districts, attract quality retail businesses and help existing business owners acquire space necessary to meet local needs.
- 3.4** Promote transit-oriented development near the Green Line terminal at Ashland.

**STRATEGY 4** Jump-start the housing market to create a balanced, mixed-income community while providing support services to local families and individuals.

- 4.1** Create a rental property "owners network" and a "family services network" that link quality, affordable rental housing and family support services.
- 4.2** Help working renters to become homeowners through services that help establish a path to ownership.
- 4.3** Develop or expand housing and support-service programs tailored to the needs of specific populations.
- 4.4** Establish a housing resource center to provide technical and financial assistance to homeowners, home buyers and renters.



# Work Plan

- Accountability
- Communication
- Sequence
- Synergy
- Coherence
- Neighborhood Improvement Delivery System

WORK PROGRAM			
Schedule and Priorities			
STRATEGY	TIMEFRAME (YEARS)		
	1	2-3	4-5
ORGANIZATIONS	LEAD ORGANIZATION		
<b>1. ENCOURAGE LOCAL BUSINESS OWNERSHIP AND GENERATE JOBS FOR YOUTH AND YOUNG ADULTS</b>			
1.1 Establish a Special Service Area (SSA) on 79th Street to generate revenue for maintenance and projects.		■	
1.2 Develop a local chamber of commerce.		■	
1.3 Establish a start-up assistance program for businesses and develop incubator space in the neighborhood.		■	
1.4 Organize businesses and other resources to create jobs for youth and to prepare them for careers.	■		
1.5 Enlarge the TIF District and create a TIF/NIF Program to provide funding for residential rehabilitation.		■	
<b>2. PROMOTE AUBURN GRESHAM THROUGH A BROAD-BASED PUBLICITY PROGRAM</b>			
2.1 Publicize the quality, affordability and history of the housing stock.	■		
2.2 Work with Chicago Public Schools, churches and other organizations to tout the successes of local schools and the educational choices available.			■
2.3 Integrate local business promotion with information about community services and events.		■	
<b>3. DEVELOP HOUSING THAT ACCOMMODATES ALL LEVELS OF INCOME AND SPECIAL NEEDS WHILE PRESERVING EXISTING HOUSING</b>			
3.1 Encourage owners to reinvest in their properties.	■	■	■
3.2 Develop a Model Blocks target area to increase housing investment and create stronger ties among neighbors.	■		
3.3 Rehabilitate vacant buildings to create affordable rental housing or homeownership opportunities.		■	■
3.4 Recruit developers to build new senior housing.	■	■	
3.5 Encourage development of new housing to meet the full range of needs in the community.	■		
3.6 Provide intervention services for homeowners facing foreclosure and provide financing and pre-purchase counseling to reduce foreclosures.	■		
3.7 Work with schools, churches, service organizations and other institutions to develop programs that ease the transition of former CHA residents into the neighborhood.	■		
<b>4. FOCUS DEVELOPMENT ON 79TH STREET INTO COMPACT BUSINESS CLUSTERS THAT ARE PEDESTRIAN- AND TRANSIT-FRIENDLY</b>			
4.1 Prepare a development study for 79th Street that designates cluster locations and establishes standards for commercial development and parking.	■		
4.2 Attract a mix of retail and professional uses to 79th Street.	■	■	■
4.3 Complete façade enhancements for businesses on 79th Street between Racine and Morgan and expand streetscape improvements on 79th Street to blocks east of Halsted.		■	
4.4 Study redevelopment scenarios for underutilized commercial parcels.		■	

# Collective Impact:

## Five Conditions of Collective Success

- **Common Agenda**—all participants have a shared vision for change that includes a common understanding of the problem and a joint approach to solving it through agreed upon actions
- **Shared Measurement System**—agreement on the ways success will be measured and reported ensures that all efforts remain aligned, enables accountability, and promotes learning from each other's successes and failures

# Conditions for Collective Success

- **Reinforcing Activities**—requires a diverse group of stakeholders working together that encourages each participant to undertake the specific tasks at which it excels in a way that supports the coordinated action of others
- **Continuous Communication**—requires regular meetings among CEO-level leaders to build experience to recognize and appreciate the common motivation behind the different efforts of stakeholders.

# Conditions for Collective Success

- **Backbone Support Organizations**—the expectation that collaboration can occur without a supporting infrastructure is one of the most frequent reasons why it fails.