

# Community Development Innovation Forum

Phase I Report Meeting  
The Boston Foundation  
April 15, 2009

# Meeting Agenda – 9:30 – 12:00

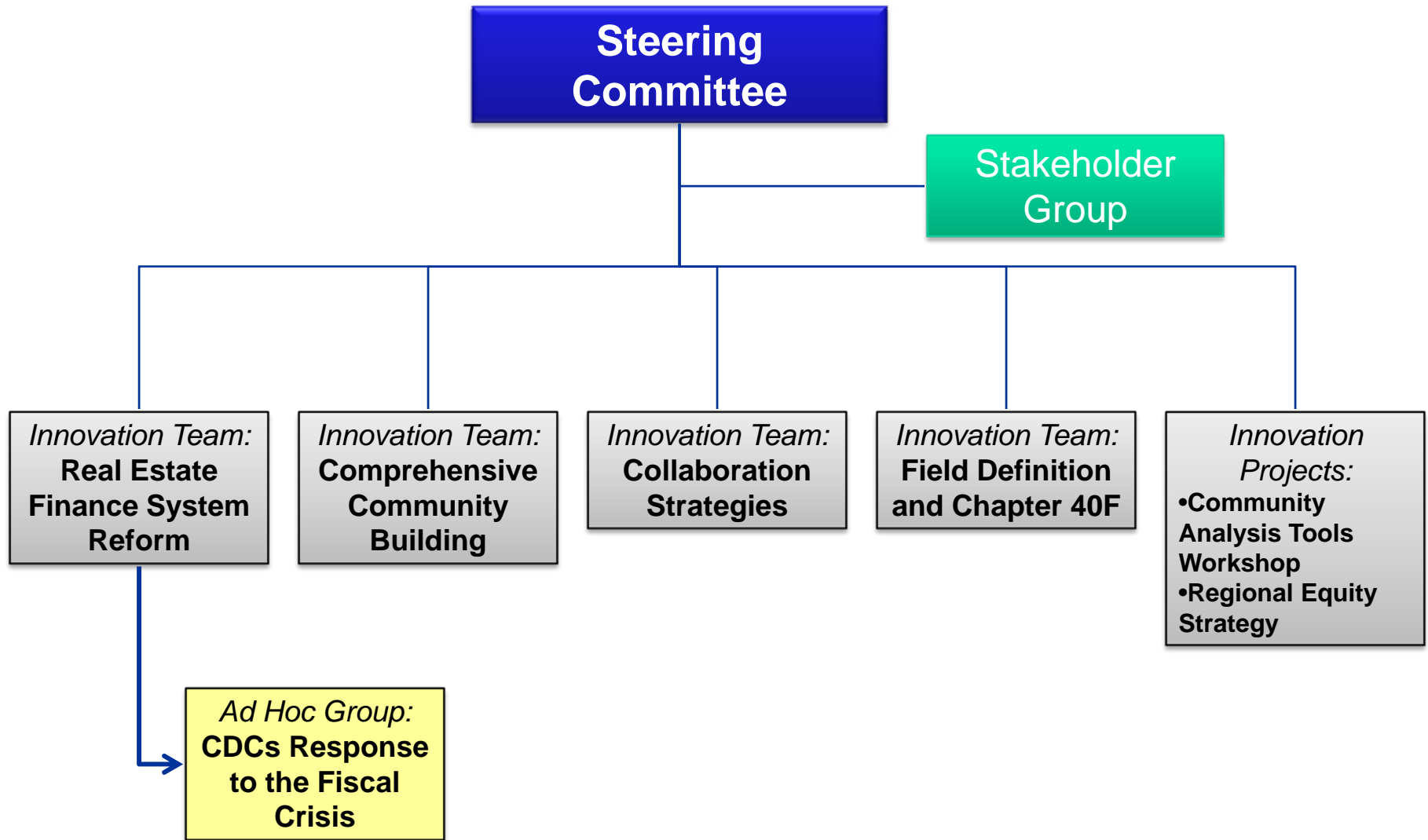
## **Purpose:**

- Review Phase I Results from Innovation Teams
- Discuss Strategies for “Phase II”

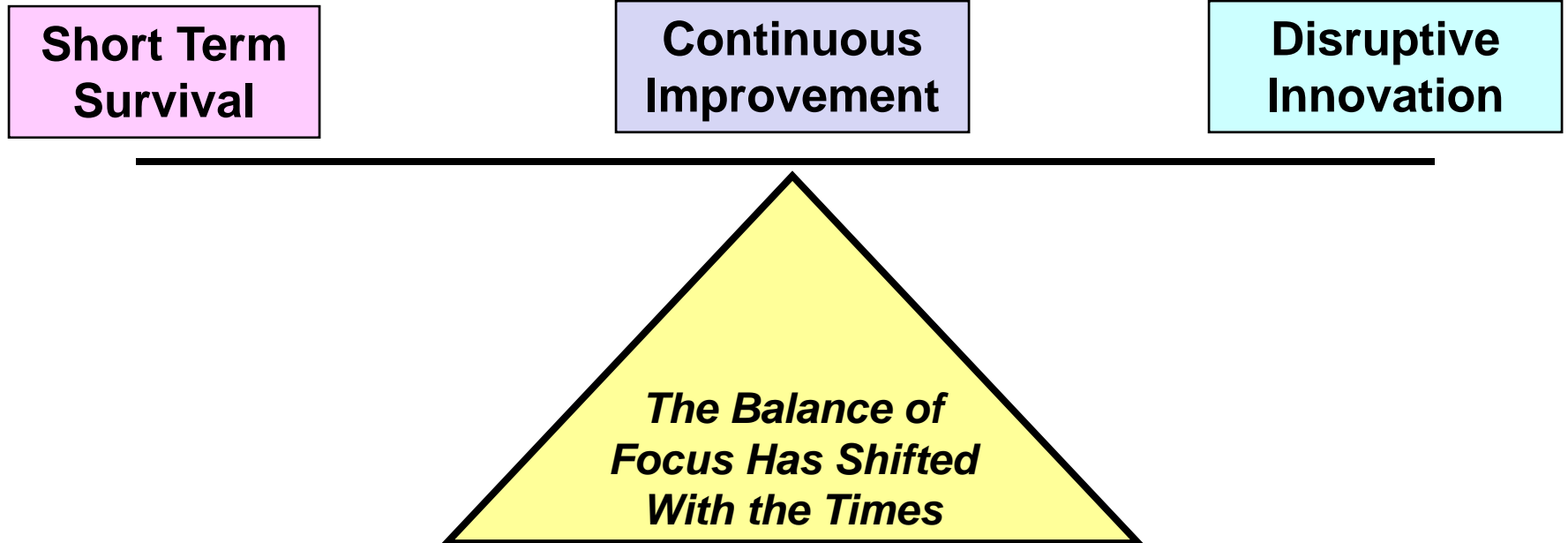
## **Agenda:**

- 9:30 Welcome and Introduction
- 9:45 Overview of Phase I Work
- 10:15 Discussion of Individual Projects
- 11:15 Priorities for Phase II
- 11:45 Next Steps
- 12:00 Adjourn

# Community Development Innovation Forum



# A Balancing Act



# Phase I Work

# Field Definition & Chapter 40F

**Champion:** Joe Kreisberg (MACDC)

**Purpose:** To consider how the “field” should be defined in the future, including offering recommendations for new language for Chapter 40F legislative definition of a community development corporation.

## **Results:**

- Legislation drafted and introduced in January of 2009

## **Proposed Phase II Work:**

- Process of pursuing legislative enactment is an MACDC role and priority.
- Develop a comprehensive communications strategy for the field.

# Communications Strategy Elements

- Put together a working group
- Introduce the group to Action Media:
  - Action Media presentation on their techniques and results of research on community development communications
  - Discussion of communications strategy process
- Create a communications plan
  - Goals, Messages, Audiences, Media
- Train CDC staff and board members
- Evaluate the Campaign
- Total cost = \$35,000 to \$45,000; 6-9 months

# Real Estate Finance System Reform

**Champions:** Joe Flatley (MHIC); Jeanne Pinado (Madison Park CDC)

**Purpose:** To recommend restructuring of the Massachusetts system for financing community development real estate projects.

## **Results:**

- Four specific recommendations developed. *(See next slide.)*

## **Proposed Phase II Work:**

- Formalize and promote recommendations.
- Develop a financial “State of the CDC Industry” report. *(LISC has contracted with the Non-Profit Finance Fund and the New Sector Alliance.)*



# Real Estate Reform Recommendations

1. Allow refinancing on Mass Housing projects to lower interest rates and allow equity take out.
2. Create a pooled reserve fund to reduce CDC reserve requirements.
3. Get public financiers to reduce their required cash flow split on subordinated debt.
4. Get the state to spend their CHDO capacity building funds on CHDO capacity building.

# Comprehensive Community Building

**Champions:** Bill Traynor (Lawrence Community Works); Chrystal Kornegay (Urban Edge)

## Purpose:

To develop a coherent and compelling case for community building as a central and vital role for CDCs and other community builders.

## Results:

Completed two report documents:

- “Models and Lessons Learned” (Diane Gordon, Sept. 2008)
- “Voices from the Field” (Harry Smith, Sept. 2008)

## Proposed Phase II Work:

- Developing an informal peer practice group with a small number of CDCs.
- Develop curriculum on community building to be offered through the Mel King Institute for Community Building

# Collaboration Strategies

**Champion:** Carl Koechlin (Fenway CDC)

**Purpose:** To identify ways to support the use of collaborative structures in the community development field to increase efficiency and level of impact.

## **Results:**

- Types of collaboration defined
- 14 case studies developed
- Final report in production

## **Proposed Phase II Work:**

- Develop a “practitioner group” of CDCs that are involved in significant organizational strategic alliances to collaboratively advance practice and explore issues.
- Conduct a feasibility analysis on a shared services model for development services. (*Mass Housing Partnership has hired a consultant and the analysis is in process.*)

# Regional Equity Strategy

**Champion:** Mossik Hacobian (Urban Edge)

**Purpose:** To identify ways that MA community development organizations can collaborate to impact social equity at a regional scale through collaboration with the MAPC MetroFuture planning process.

## Results:

- Development of project plan:
  - Mission statement
  - Rationale
  - Deliverables
- Partnership with ULI

## Proposed Phase II Work:

- TBD

# Ad Hoc Fiscal Crisis Group

- Two meetings held of CDCs, funders, lenders and policy makers.
- Three action areas:
  - Expand and organize working capital to support CDC restructuring effort (LISC fund; DHCD reprogramming)
  - Explore new business opportunities that can strengthen CDC financial health (rather than deplete it,) especially in stimulus funding (e.g. energy efficiency building retrofits, foreclosed property acquisitions). This includes exploring a broader CDC role in neighborhood “greening.”
  - Coordinate strategic interventions in specific organizations

# Project – Community Analysis Tools Workshop

## **Purpose:**

To understand the available framework and tools for understanding community “types” and customizing strategies to the different kinds of communities that CDCs work with.

One-day workshop held on January 14 with presentations from:

- ✓ *Dynamic Neighborhood Taxonomy (RW Ventures and Living Cities)*
- ✓ *Neighborhood Change Model (Allan Mallach)*

Additional training to be organized through the Mel King Institute for Community Building.

# Summary of Phase II Opportunities

Group	Phase II Innovation Forum Work
<b><i>Field Definition and Chapter 40F</i></b>	Develop a comprehensive communications strategy for the field
<b><i>Real Estate Finance Reform</i></b>	Implement recommended reforms
	Produce report on financial state of the industry
<b><i>Comprehensive Community Building</i></b>	Develop informal peer practice group
<b><i>Collaboration Strategies</i></b>	Develop a practitioners group on organizational collaboration
	Assess shared development services feasibility
<b><i>Ad Hoc Crisis Group</i></b>	Create pool of restructuring capital
	Explore new business opportunities for the field
	Coordinate strategic interventions
<b><i>Regional Equity</i></b>	TBD
<b><i>Community Analysis Tools</i></b>	Integrate into Mel King training institute

# Other Possible Phase II Activities

- Focus on “out of the box” ideas
- Don’t try to get consensus
- Create a CDC “edge of innovation market place”
  - Quarterly Forums with interesting and provocative speakers
  - Publish articles (via web or in print form)
  - Create Innovation Awards