Introduction to Community Economic Development
Goals of this class

- How the field has evolved since its birth in the 1960s and 1970s.
- How the field is currently organized, including the role of different players such as community based organizations, community development financial institutions, local, state and federal government agencies, banks, and other stakeholders.
- The core values and goals of the community development field, the tensions and contradictions that we face and the theory of change that drives our work
- The core community economic development issues and strategies, including community planning, community organizing, real estate development and business development, while also looking at some of the emerging innovations in the field.
What is community?

- Communities of interest – race, ethnicity, profession, alma mater, sports team, hobbies, etc.

- Communities of place – neighborhood, city, state, country. “Where is here?”
Values of Community Development

- Community Voice (Power)
- Economic Opportunity (Justice)
- Inclusion (Racial Justice)
What are the Goals of Community Development?
What are the Goals of Community Development?
Goals of Community Development

- Is it to reduce poverty or improve the quality of life for poor people?
- Is it to help people or neighborhoods?
- Is it to drive neighborhood change or achieve neighborhood stability?
- Is it to improve built environment or all aspects of community life?
- Is it to cultivate community or individual assets?
- It is to promote racial diversity or protect culturally distinct communities?
- Is it to promote some level of gentrification or stop it?
Tensions in Community Development

- People and Place
- Neighborhoods and Regions
- Comprehensive (horizontal) and Specialization (vertical)
- Demand driven community development and service delivery model
- Money and mission
- Big and small organizations
A History of Community Development in U.S. and Massachusetts
The Evolution of Community Development (1930’s – 1960’s)

- The New Deal
  - Strong role of the federal government
  - Housing Act of 1937
  - Public Housing
  - Works Progress Administration

- 1945 – 1965
  - Housing Act of 1949
  - Urban Renewal
  - Suburbanization
  - Red lining
The Evolution of Community Development (1960s)

- Civil Rights Movement gains momentum & power
- Jane Jacobs changes how we think about neighborhoods
- Reaction to Urban Renewal
- Community Action Program (CAP)
- Model Cities
- First CDCs established
The Evolution of Community Development (1970s)

- CDBG
- Community Reinvestment Act
- Massachusetts leads nation in building CD system
  - CEED program provided funding
  - CEDAC provided technical assistance and capital
  - CDFC provided financing
  - Chapter 40F defined CDC under state law
- Neighborhood Reinvestment Corporation created
The Evolution of Community Development (1980s)

- Federal cuts
- Low Income Housing Tax Credit created
- Emergence of LISC & Enterprise
- Emergence of CDC associations and state and national level (MACDC first state association in the country, founded in 1982)
- Emergence of early CDFIs
The Evolution of Community Development (1990s)

- CRA enforcement increased
- HOME program and CHDO set-aside
- Housing becomes significant focus of CD efforts
- CDFI program established
- Comprehensive Community Development gains prominence
The Evolution of Community Development (2000s)

- Growing focus on regionalization
- More emphasis on people based strategies
- Debate over the Geography of Opportunity grows
- Larger organizations gain prominence vs. community based organizations
- New Market Tax Credit program created
- Private sources of capital become more dominant
- Obama Administration launches new regional and placed based programs
- CDCs struggle but persevere
The Evolution of Community Development (2010 - present)

- Great Recession challenges CDCs but reinforces their importance
- Many of the gains are lost to foreclosure and recession
- Foreclosure counseling and neighborhood stabilization program
- Financial capacity emerges as major focus
- CD begins to connect more explicitly with health, education, environment, etc.
- *Community Investment Tax Credit program created in Massachusetts*
Who are the key Community Development Players?
Community Development Players

- Community residents and local business owners
- Community Development Corporations
- Community Development Financial Institutions
- Local, State and Federal Agencies
- Elected officials
- Quasi Public agencies
- Banks, credit unions, and other financial institutions/investors
- Foundations and donors
- Architects, lawyers, engineers, and other professionals
- Other non-profit agencies
- Hospitals, schools, police, etc.
History of Madison Park Development Corp

- Madison Park History: https://www.youtube.com/watch?v=lT_gb53dl98
- Madison Park today: https://www.youtube.com/watch?v=NLk3IPuS5PI&t=323s
Community Economic Development
Community Economic Development
How is it different than “regular” economic development?

- A focus on process – citizen involvement and control
- A focus on low/moderate income people specifically
- Greater emphasis on equity than growth (although we want both)
- Seeks to democratize ownership directly and indirectly
- Significant emphasis on sustainability
- Oriented around local economies and keeping resources circulating in the local community
Seven Types of CED

- Community Wealth Building/Coops
- Real Estate Development
- Business Development
- Main Streets & Back Streets
- Workforce Development
- Financial Education/Capacity Building
- Advocacy & Collaboration
Community Wealth Building

- Community wealth-building strategies spread the benefits of business ownership widely, thus improving the ability of communities and their residents to own assets and anchor jobs in place.

- Their activities range along a continuum from efforts focused solely on building modest levels of assets for low-income individuals to establishing urban land trusts, community benefiting businesses, municipal enterprises, nonprofit financial institutions, cooperatives, social enterprises, and employee-owned companies.

- Democracy Collaborative is leading voice in this work (http://democracycollaborative.org/)
Forms of Community Wealth Building

- Worker Cooperatives
- Consumer Coops
- Social Enterprises
- Benefit Corporations
- Anchor Institutions (i.e. Hospitals and Universities)
Real Estate Development

- Housing
- Commercial - retail, office, industrial
- Mixed Use
- Brownfields
- Food Deserts
- Equitable Transit Oriented Development
Small Business Development

- Training Programs
- Technical Assistance
- Lending & Loan Packaging
- Incubators
- Accelerators
- Market access (i.e. procurement initiatives)
- Business District Revitalization
MGCC – Small Business T.A. Program
(FY 2018 data)

- 40 Agencies funded, including CDCs, CDFIs, Chambers, and other non profits
- 2,234 business clients (5 hours or more)
- 85% represent underserved demographic
- 493 new businesses created
- 585 businesses stabilized
- 1,077 jobs created
- 1,880 jobs preserved
- 280 businesses received financing of $32 million

What do these numbers really mean? http://www.massgcc.com/grant-awards/outcome-measurement-indicators
Workforce Development

- Adult Basic Ed
- Job Training/Workforce Development
  - Sectoral Training – work with employers to design training and services to address their needs (“dual customer” focus)
  - Career Ladders/Pathway - develop and articulate sequences of training to move up a career path and increase earnings
  - Occupational and skills credentials
- Soft Skills
- Job placement/counseling
- Case Management

NOTE: There are significant challenges for community based organizations in this field (and some advantages)
Financial Education & Capacity Building

- Financial education
- Financial coaching
- Matched savings accounts
- Benefit Maximization
- Family Self Sufficiency Program
Advocacy & Collaboration

- Advocating for infrastructure such as transportation or broadband capacity
- Negotiating for Community Benefit Agreements
- Promoting first source job programs
- Setting the table for other investments
- Serving as bridge between government and community residents
- Forging linkages with regional economy
Economic Development Presentation

Anna Waldron, JPNDC
JPNDC Economic Prosperity Services

Taking on the racial equity gap in Boston.
JPNDC’s historic commitment to economic development

• 1977: Reverse disinvestment, bring jobs back.

• “Crazy”: Set sights on acquiring the Haffenreffer Brewery, which had closed in 1965.

• 1983: Began work toward goal of replacing the 250 jobs lost when Haffenreffer closed.
• Redeveloped phase by phase over 25 years
• 50 tenants and subtenants, all independent small businesses or nonprofits (…except Sam Adams, which used to be small!)
• 500 jobs now, double our goal.
## Our changing world

<table>
<thead>
<tr>
<th>1990s</th>
<th>Today</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legacy of neglect, disinvestment, ‘urban renewal’</td>
<td>Unaffordable housing, growing income inequality, staggering wealth gap</td>
</tr>
<tr>
<td>‘Act locally’</td>
<td>Economics is global</td>
</tr>
<tr>
<td>Growing immigrant population</td>
<td>Even more rapid growth of immigrant population</td>
</tr>
</tbody>
</table>
Programs created in 1997

Family Childcare

Jobs for JP

Small Business
Impact over 20 years

- 858 people obtained jobs
- 350 jobs created, 700 preserved
- 1,100 people enrolled in job-related training and education
- Transformation of career ladders in Boston health care institutions
- Estimated economic impact (conservative): $200+ million
Growth in People Served

African-American: 0 (2008) vs. 0 (2018)
White: 0 (2008) vs. 0 (2018)
Other: 0 (2008) vs. 0 (2018)
Growth in Geographic Reach

2008
- Dorchester
- Roxbury
- Roslindale
- Hyde Park
- Other Boston
- JP

2018
- Dorchester
- Roxbury
- Roslindale
- Hyde Park
- Other Boston
- JP
- Outside Boston
What’s driving growth?

Word-of-mouth has driven our citywide reach. People refer their friends, family and neighbors.

- **They feel respected.** Clients set their own goals. We don’t prescribe.
- **They feel at home.** Our staff reflects our clientele, including immigrant journeys and roots in poverty.
- **They experience change.** Achieving even modest improvements in the short term builds confidence.
Adopting Best Practices

Integration of services gets better results.

Long-term relationships help people achieve meaningful change.

Examples of Integration

Career and financial coaching for parents in childcare program

Financial coaching to help small business owners separate business and family finances

Small business technical assistance for childcare businesses
Prosperity Services Umbrella

- Child assessment and referral
- Family Engagement
- Case management
- Professional development (early education)

Small business
technical assistance
& access to financing
Career coaching
Home-based early education & care
ESOL, training & higher ed placement

Financial coaching
Business education (sector & topic specific)
Financial education
Mentoring for small contractors
3 Strategies for closing Boston’s racial equity gaps
Excellent Educators = Ready Learners

High-quality early education to help 300 children close the achievement gap.
‘Parents tell me, “my child is doing so well in kindergarten. Gracias.”’

- Dominican immigrant with original career in journalism
- Cleaned houses in US for years
- Now enrolled in college, tuition-free
- “Teaching is my vocation now.”

Mairelys Villilo
Helping 300 low-income families build credit, income and assets and learn the skills of financial empowerment.
‘I had no credit history. To borrow money for my business, I paid 14% interest.’

- Credit score rose from 580 to 700
- Paying 3% interest on business line of credit
- Purchased a two-family home.

Gerson Feliz & Sairis Peñalo
Ramón and Esmilda Pichardo

‘JPNDC teaches you to do things yourself.’

• Back in their own apartment after homelessness
• Keeping to a budget
• Making regular deposits into savings.
Leveraging our business expertise and real estate connections to help small contractors access $8.5 million in new contracts.
Anticipated Impacts
2019-2021

• 300+ families raise credit score
• Construction businesses owned by people of color or women obtain new contracts worth at least $8.5 million
• 30 new businesses created and 100 stabilized, creating or preserving 300+ jobs
• 200+ families increase net income by 10% or more
• 500 low-income children on track for success in kindergarten or first grade
Needed Investments

Support toward a new space that will foster learning and long-term relationships and accommodate future growth.

Expansion of small business technical assistance capacity to meet increasing demand and distinct needs of businesses in different sectors.

Expansion of financial coaching capacity, the key element in helping families build assets.
A typical day…
Benefits of a new space

- All services in ONE place with ONE welcoming entrance
- **Classroom space** to accommodate 60+ people, designed to promote visual and interactive learning
- Safe and appropriate space for **two-generation activities**
- **Technology stations** for clients working with career and financial coaches
- Adequate confidential counseling space.
We hope you’ll visit us at The Brewery to learn more.
Thank you!
Housing and Community Development
What are the goals of Housing Policy?

- Provide physical shelter for families and individuals
- Preserve & Expand the supply of good quality housing units
- Make housing more affordable
- Promote racial and economic diversity (or not)
- Help households build wealth
- Strengthen families
- Link housing to supportive services
- Promote balanced metropolitan growth
- Grow Economy
What else?

- Create construction jobs
- Protect the environment/prevent sprawl
- Preserve “community character” (i.e. rural nature of town)
- Provide investment opportunities for lenders/bankers
- Provide business opportunities for developers, minority owned businesses, etc
- Improve health outcomes
- Blight removal/neighborhood revitalization
- Slow gentrification/spur gentrification
Forms & Shapes of Housing Policy

- Subsidies and other forms of spending
- Tax policy
- Zoning and land use
- Regulation of lenders, brokers, and other industry professionals
- Support for new construction or preservation
- Support rental housing, homeownership or shared equity models
- Government, for-profit and non-profit stakeholders
- Supply and demand side approaches
Three recurring themes

- The impact of housing policies are long lasting because buildings last a long time – we must deal with the legacy of housing policies dating back many decades.

- Housing Policy is rarely just about housing – it’s always about something else too.

- Policy is rarely just about policy – it’s always about politics too.
Key Trends

- Housing quality has improved dramatically over the past century
- Housing affordability has worsened significantly, especially in the past thirty years.
- The United States has vastly different housing markets in different parts of the country
- Two-thirds of Americans live in housing that they own, but the percentage has fallen in recent years
- Affordable housing serves about one in four eligible households
- Racial segregation persists
- Income/wealth inequality significantly impacts housing markets
Public Housing – Key Points to Remember

- Originally authorized in 1937
- Motivated by need for housing, but also “slum clearance” and jobs
- Most of the housing build from 1945 to 1980
- Financing model based on the government paying the capital costs and tenants paying for operating costs through rents
Public Housing - Challenges

- Extremely poor tenants – and they have become poorer over time
- Largely located in very poor neighborhoods causing/sustaining racial segregation
- Poor design and construction quality
- Rents have not kept up with operating cost, causing chronic shortfalls
- Insufficient funds for capital improvements
- Local Housing Authorities are often bureaucratic and ineffective (but not always)
Public Housing – Current Strategies to Address Challenges

- Government largely focused on preservation since 1980
- HOPE VI program transformed many properties into less dense, more mixed income communities
- Rental Assistance Demonstration Program (RAD) seeks to leverage private financing to recapitalize public housing, essentially converting public housing to privately owned, government subsidized housing
Private Housing with Federal Subsidy

- Three primary ways to subsidize housing
  - Mortgage subsidy
  - Operating subsidy
  - Capital subsidy

- Two ways to deliver subsidies
  - Cash payments (appropriations)
  - Tax incentives
Federal Subsidy Programs

- **Mortgage Subsidies**
  - Operated from 1961 - 1973, leaving significant stock as legacy
  - Shallow subsidy
  - Typically 40 years, with option to prepay after 20
  - Rising operating costs in 1970s exceeded tenants ability to pay, causing many defaults

- **Operating Subsidies (Section 8)**
  - In 1974, Congress created Section 8 project based rental assistance program
  - Project based Section 8 subsidizes buildings; tenant based Section 8 subsidizes people
  - Much deeper subsidy than mortgage programs
  - Tenants pay 30% of their income; government pays the rest up to FMR
Preservation Challenges

- Both Mortgage Subsidies and Section 8 contracts eventually expire
- Much harder to preserve affordability in stronger markets
- Harder to maintain physical condition in weaker markets
- Most non profit owners find ways to preserve, but many for profit owners seek to convert to market rate apartments
- Significant efforts have been made to preserve affordability beyond those expirations
- Complicated by diversity of programs and deal structures
- Various tools created to restructure and extend financing
- Enhanced vouchers used to protect existing tenants when the project is not preserved
Low Income Housing Tax Credit

- Established in 1986
- By far, the largest housing production program ever
- Designed to address problems with prior programs
- Designed to leverage private dollars and oversight
- Designed to be flexible and responsive to different communities, markets, needs, populations
- Feds allocate credits to states who decide how to allocate them to projects
- Fosters partnerships between/among local, state and federal governments
LIHTC – Basic Elements

- Capital subsidy program – no operating subsidy
- Designed to serve populations between 50% AMI and 60% AMI
- Rents are fixed so tenants may pay more/less than 30% of their income
- Often combined with our capital sources to close financing gaps – especially in Massachusetts
- Sometimes combined with project based Section 8
- Many (1/3 to ½) have Housing Choice Vouchers or other rental assistance
- For profit and non profit developers
- Investors buy 10 year revenue stream, i.e. tax credits
- Developers use yield from the sale to subsidize the project
LIHTC - Strengths

- Private developers, private investors and competition bring market discipline
- Strong financial performance across the program
- Higher quality design and construction
- Flexible and adaptive – at least in some respects
- Investors, syndicators and others bring significant political support to the program
- Not subject to annual appropriation and full cost of the program is less visible to public and policy makers
LIHTC - Challenges

- At risk from both House and Senate Tax Bills
- Fixed rents mean that some tenants are paying more than they can afford
- Narrow band of 50%-60% AMI means relatively narrow income range can be served
- Projects tend to be expensive and private investors can drive up costs
- High transaction costs and high levels of complexity
- Often require substantial additional subsidies
- Rising operating costs and flat rents could eventually cause serious problems
- Unable to be used for smaller projects (less than 20 units)
- Investor market can be unstable and uneven across the country
  - Market crashed in 2008
  - Rural areas and weaker markets have fewer investors
- Some believe the program is further concentrating poverty
- Preservation issues are starting to emerge
## Overview of Subsidized Rental Housing

<table>
<thead>
<tr>
<th>Program</th>
<th>Unit(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Housing</td>
<td>1,156,839</td>
</tr>
<tr>
<td>Section 221(d)(3)</td>
<td>2,097</td>
</tr>
<tr>
<td>Section 236</td>
<td>69,547</td>
</tr>
<tr>
<td>Section 515</td>
<td>135,648</td>
</tr>
<tr>
<td>Section 8 New Construction/Substantial Rehab</td>
<td>565,843</td>
</tr>
<tr>
<td>Section 8 Mod Rehab</td>
<td>24,487</td>
</tr>
<tr>
<td>Section 8 LMSA</td>
<td>445,780</td>
</tr>
<tr>
<td>Section 515 with Section 8 or Section 521</td>
<td>262,561</td>
</tr>
<tr>
<td>Section 202 and 811 (Elderly &amp; Disabled)</td>
<td>391,225</td>
</tr>
<tr>
<td>LIHTC</td>
<td>2,518,850</td>
</tr>
<tr>
<td>Tax Exempt Bonds</td>
<td>166,322</td>
</tr>
<tr>
<td>HOME</td>
<td>267,446</td>
</tr>
<tr>
<td>Total Production</td>
<td>6,006,645</td>
</tr>
<tr>
<td>Housing Choice Vouchers (Section 8 Mobile Vouchers)</td>
<td>2,339,198</td>
</tr>
<tr>
<td>Total</td>
<td>8,345,843</td>
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</tbody>
</table>
Why is Housing Central to Community Development?
Why is Housing Central to Community Development?

- History of urban renewal
- Housing markets drive neighborhood conditions
- Housing markets are a good measure of neighborhood quality
- Housing markets shape who lives in a neighborhood, which in turn drives other neighborhood amenities and qualities
- Housing is closely linked to key social goals in education, health, crime, etc
- Significant public resources for housing activities and non-profits can earn significant revenue
Approaching affordable housing with a community development lens
What drives neighborhood health?

- A neighborhood’s health is driven by the extent to which it has a competitive housing or real estate market; that is, the extent to which individuals choose to live in that area rather than other areas to which they could move.

- Those choices are reflected in housing market strength – the more people choose to stay in or move into the neighborhood, the stronger the local housing market becomes.

- Housing market strength translates into other positive neighborhood changes.

- Without a healthy housing market, creating a socially and economically health neighborhood may be difficult, if not impossible.
Neighborhood Change can Drive in Both Directions

- The same dynamics of housing market change that can build stronger neighborhoods can also destabilize neighborhoods.
- Foreclosures and vacancies destabilize neighborhoods by undermining the vitality of their housing markets.
- Neighborhoods can also be destabilized by uncontrolled growth, leading to cost pressures and displacement.
Creating healthy, economically integrated neighborhoods demands three things

- Building the housing market - turning the neighborhood into a neighborhood of choice that attracts a diverse economic mix of residents
- Combating forces undermining housing markets and destabilizing the neighborhood
- Preserving opportunities for lower income people to remain in the neighborhood - fostering equitable redevelopment.
What factors drive neighborhood housing market change?

- In- or Out-Migration
- Competing Sources of Housing Supply
- Neighborhood Housing Market Conditions
- Desirability of Neighborhood Housing Stock
- Neighborhood Stability
- Economic Growth or Decline
- Neighborhood Amenities and Quality of Life
Managing Neighborhood Change

- Different neighborhoods need different interventions at different times
- Need to use data to know where your neighborhood is and where it is going
- Target interventions to fit market context
- To Increase neighborhood stability
  - **Reduce** property abandonment
  - **Reduce** foreclosures
  - **Reduce** concentrations of poverty
  - **Reduce** crime
  - **Increase** homeownership rate
  - **Increase** property investment by owners
Increasing neighborhood amenity value and quality of life:

- Improve neighborhood appearance (curb appeal)
- Enhance parks and open space
- Increase economic opportunities
- Improve transportation and access
- Enhance shopping and services
- Improve school quality
What do you do in neighborhoods with strong markets?

- Preserve and/or expand the affordable housing stock
- Prevent or mitigate involuntary displacement
- Build resident incomes and wealth
- What else?
Potential tensions between housing and community development

- Competing goals
- Fight over limited dollars
- Household centric vs. neighborhood centric
- Place based vs. mobility
- Homeownership vs. rental
- Income targeting
- Preservation vs. New construction vs. Rehab
- Large vs. small
- Delivery system – CDCs, Larger non profits, for profits, public housing authorities
Affordable Housing Exercise
GROWING COMMUNITY: DEVELOPMENT WITHOUT DISPLACEMENT

The Experience of Comprehensive Community Initiatives

Based on a presentation by Anne C Kubisch
The Aspen Institute Roundtable on Community Change
September 15, 2012
**Distinctive Features:** Comprehensiveness and Community Building

- **Comprehensiveness** – To address multiple disadvantages simultaneously. Synergy: whole is more than sum of parts

- **Community Building** - Resident engagement and empowerment, building capacity, creating connections among people and organizations
Characteristics of Comprehensive Community Initiatives

- Bridging people- and place-based strategies (social, economic, physical)
- Defined geography: Neighborhood, town, county
- Comprehensive and complex
- Aiming at the entire population
- Tailored to community circumstances and context
- Participatory and collaborative
- Empowerment and community building objectives
- Incorporate attention to racial diversity and racial equity
- Ambitious and long-term outcomes
- Complicated to evaluate
<table>
<thead>
<tr>
<th>Role</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residents:</td>
<td>Not just clients, but agents of change</td>
</tr>
<tr>
<td>Funders:</td>
<td>Not just check writers, but co-designers and participants</td>
</tr>
<tr>
<td>Technical Assistants:</td>
<td>Not just one-off experts, but capacity builders/coaches</td>
</tr>
<tr>
<td>Evaluators:</td>
<td>Not just tracking ultimate outcomes, but understanding community building</td>
</tr>
<tr>
<td>Staff</td>
<td>Not just social workers or developers, but organizers, multi-taskers, politicians</td>
</tr>
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Does it work?

- **The good news:** They have produced some important outcomes for individuals and communities and they have built capacity
- **The bad news:** Community change efforts have not (yet) transformed poor communities
- **The future:** We can’t reduce poverty and promote equity without community-based efforts, and we have learned a lot about what we need to do to improve them
- **The Reality:** Local efforts need to be aligned with state, national and global efforts to reduce poverty and inequality
Three creative tensions

1. The Process/Product Tension
2. The Comprehensive/Targeted Tension
3. The Inside/Outside Tension
1. The Process/Product Tension

The success of community interventions depends on the sustained inclusion, participation and investment of a broad cross-section of stakeholders...

BUT

People get frustrated by excessive talk, meetings, committees, plans and outreach, and drop out if they don’t see action, product or outcomes.
Lessons about Process/Product

- Not everyone has to be involved all the time
- Some strategies require less engagement than others (e.g., employment vs public safety)
- Collaboration among organizations takes a lot of time, should be strategic, and needs to be funded
2. The Comprehensive/Targeted Tension

The problems we are dealing with have multiple, inter-related causes, requiring comprehensive approaches that are incredibly challenging to implement, and have not yet proven successful...

BUT

More targeted programs have shown more measurable, if more limited, successes.
Lessons about Comprehensiveness

- It is possible to drown under the weight of comprehensiveness
- It should be a lens, not a requirement; look for and capitalize on connections at all times
- Some choose a strategic driver
3. The Inside/Outside Tension

Stakeholders in our neighborhoods, schools, and businesses sectors must lead and “own” the work of the initiative...

BUT

The systemic nature of these problems requires that interventions must ensure adequate political support, technical assistance and additional resources from other sectors – the larger region, the states, and from national entities.
The Inside/Outside Tension

The challenge:
How can we strategically include people, institutions and other resources that are beyond the schools, local employers, community organizations, etc., to help move us toward our goal, without losing local ownership, knowledge and commitment?

How do we align insiders and outsiders for maximum impact?
Lessons about Inside/Outside

- Don’t romanticize the intra-community work
- We under-attended to the kinds of capacities that are needed to engage effectively with structural issues
- The outside powers need their capacity built too
- Doing better on this is our priority for the future
Conclusion

Community change is really about:

- Democratic institution-building
- Developing strong, well-anchored and legitimate community platforms that can make things happen
- Local capacity to steward positive change for the long term
Innovations and new trends

- Community development and health
- Community development and public safety
- Community development and education
- Community development and environmental sustainability
- Community development and racial equity
- Generational transition
- Technology
Dorchester Bay EDC, Quincy Heights
Harborlight Community Partners, Firehouse Place
JPNDC, Lamartine Homes
Asian CDC, 88 Hudson Street
Hilltown CDC, Huntington Rental Housing