

**IMPLEMENTATION SUMMARY FORM**

**Executive Group Name: Neighborhood Revitalization and Community Development**

**Workgroup Subcommittee Name: Increase resources for community development activities to build vibrant, healthy communities.**

**Date Developed: January 25, 2007**

**Contact Name: Tom Edmiston**

<b>STRATEGIC ISSUE</b>	<b>N.1 Increase resources for community development activities to build vibrant, healthy communities.</b>				
<b>FINAL RECOMMENDATION</b>	<b>1. Protect, enhance and increase community development resources throughout the state.</b>				
<b>WHEN:</b> <i>Please "x" the box next to the projected timeframe</i>	<b>"Early Win"</b> (Nov. 2006 – Dec. 2007)	→ <b>X</b>	<b>Mid-Range</b> → (Jan. 2007-Dec. 2008)		<b>Long-Term</b> → (Jan. 2009-Dec. 2011)
<b>ACTION STEPS needed for follow up and implementation:</b>		<b>DELIVERABLES with measures and timeframes:</b>			
<ul style="list-style-type: none"> <li>■ 1. Create and/or maintain mandatory set-asides for nonprofits from various state funding sources.</li> <li>■ 2. Increase Michigan's share of Federal Home Loan Bank (FHLB) funding.</li> <li>■ 3. Creation of community development Rural Ombudsman position, within OCD or funded by OCD, to coordinate special community development initiatives and link resources specific to rural needs.</li> </ul>		<ul style="list-style-type: none"> <li>■ 2a. March '07 - Identify technical assistance provider prolific at FHLB capture (Ann Mannix).</li> <li>■ 2b. April '07 – FHLB technical assistance, a resource for OCD, made available to grantees.</li> <li>■ 2c. May '07 – Presentation on FHLB resources at Affordable Housing Conference.</li> <li>■ 3a. April '07 – Recognize and redirect funds from Vision 20/20. (check status on target cities)</li> </ul>			

**IMPLEMENTATION SUMMARY FORM**

- **3b. July '07 – Convene key rural groups to define role and placement for maximum benefit.**
- **3c. July '07 – Develop 3-year strategy/action plan for position.**
- **3d. July '07 – Allocate funds for Rural Ombudsman position.**
- **3e. August '07 – Assign MSHDA staff to coordinate with new position for 3-year assignment.**

**WHO must be involved in follow-up and implementation:**

- **Rural groups and partners/OCD/CATeam/Great Lakes Capital Fund/LISK (Mike Green)/Rural Development**

**CHALLENGES associated with follow-up and implementation:**

-

**IMPLEMENTATION SUMMARY FORM**

**Executive Group Name: Neighborhood Revitalization and Community Development**

**Workgroup Subcommittee Name: Increase resources for community development activities to build vibrant, healthy communities.**

**Date Developed: January 25, 2007**

**Contact Name: Tom Edmiston**

<b>STRATEGIC ISSUE</b>	<b>N.1 Increase resources for community development activities to build vibrant, healthy communities.</b>				
<b>FINAL RECOMMENDATION</b>	<b>2. MSHDA, through the Office of Community Development (OCD) and Community Assistance Team (CA Team), is seen as the premiere community development resource for the state.</b>				
<b>WHEN:</b> <i>Please "x" the box next to the projected timeframe</i>	<b>"Early Win"</b> <b>(Nov. 2006 – Dec. 2007)</b>	→ <b>X</b>	<b>Mid-Range</b> → <b>(Jan. 2007-Dec. 2008)</b>		<b>Long-Term</b> → <b>(Jan. 2009-Dec. 2011)</b>
<b>ACTION STEPS needed for follow up and implementation:</b>			<b>DELIVERABLES with measures and timeframes:</b>		
<ul style="list-style-type: none"> <li>■ 1. Strengthen collaboration between OCD and the CA Team to achieve efficiency and maximize resources.</li> <li>■</li> </ul>			<ul style="list-style-type: none"> <li>■ 1a. Develop and manage a resource toolbox for state/federal/public/private community development funds.</li> <li>■ 1b. Maximize integration of resources with other development incentives such as Downtown Community Development Block Grant, Michigan Mainstreet, Downtown Blueprints and Neighborhood Blueprints, Cool Cities, Brownfield Redevelopment and Land Banks.</li> <li>■ 1c. Prioritize funding for communities that demonstrate capacity to facilitate redevelopment (comprehensive planning, efficient land assembly and site clean-up and preparation activities, expedited permitting, etc.)</li> </ul>		

**IMPLEMENTATION SUMMARY FORM**

**WHO must be involved in follow-up and implementation:**

- **OCD/CATeam/Trade Associations**

**CHALLENGES associated with follow-up and implementation:**

- **Maintenance of toolbox.**

**IMPLEMENTATION SUMMARY FORM**

**Executive Group Name: Neighborhood Revitalization and Community Development**

**Workgroup Subcommittee Name: Increase resources for community development activities to build vibrant, healthy communities.**

**Date Developed: January 25, 2007**

**Contact Name: Tom Edmiston**

<b>STRATEGIC ISSUE</b>	<b>N.1 Increase resources for community development activities to build vibrant, healthy communities.</b>				
<b>FINAL RECOMMENDATION</b>	<b>3. Increase public awareness on value of community organizing and development.</b>				
<b>WHEN:</b> <i>Please "x" the box next to the projected timeframe</i>	<b>"Early Win"</b> (Nov. 2006 – Dec. 2007)	→ <b>X</b>	<b>Mid-Range</b> → (Jan. 2007-Dec. 2008)		<b>Long-Term</b> → (Jan. 2009-Dec. 2011)

<b>ACTION STEPS needed for follow up and implementation:</b>	<b>DELIVERABLES with measures and timeframes:</b>
<ul style="list-style-type: none"> <li>■ 1. MSHDA's Office of Community Development (OCD) to initiate Request For Proposal (RFP) for creation of a <u>mini-grant program to support Community Development Corporations' (CDC) public relations activities.</u></li>   <li>■ 2. Ongoing creation and <u>regular submission of community organizing and development success stories to public/private sector trade publications and to state /federal legislative distribution networks.</u> Public/Private sector to include but not limited to: Council of Michigan Foundations; Michigan Realtors Association; Michigan Planners Association; Michigan Bankers; Great Lakes Capital Fund; Michigan Retailers Association; Michigan Municipal League; Michigan Chamber of Commerce Association; and, Michigan Future, Inc..</li> </ul>	<ul style="list-style-type: none"> <li>■ 1a. May '07 - OCD to develop open-ended RFP.</li> <li>■ 1b. April '07 - OCD to receive proposals.</li> <li>■ 1c. June '07 - Role out of mini-grant program.</li> <li>■ 1d.</li>   <li>■ 2a. June '07 - Identify distribution venues (e-newsletter, trade publication, etc.).</li> <li>■ 2b. Fall '07 – Stories regularly fed to appropriate outlets.</li> <li>■ 2c. Winter '08 – Minimum of six (6) "hits" every quarter.</li> </ul>

**IMPLEMENTATION SUMMARY FORM**

**WHO must be involved in follow-up and implementation:**

- **MSHDA/Trade Associations/Community development Corporations**

**CHALLENGES associated with follow-up and implementation:**

- **Evaluation of program success.**
- **Instruction provided via mini-grant will be sufficient to carry on successfully after grant is closed.**

**IMPLEMENTATION SUMMARY FORM**

**Executive Group Name: Neighborhood Revitalization and Community Development**

**Workgroup Subcommittee Name: Comprehensive Community Development**

**Date Developed: 1/19/2007**

**Contact Name: Naheed Huq**

<b>STRATEGIC ISSUE</b>	<b>N.2 Develop a more comprehensive and cohesive approach to community development.</b>			
<b>FINAL RECOMMENDATION</b>	<b>1. Develop and disseminate information on best practices in comprehensive community development to increase awareness and promote strategies among stakeholders and practitioners.</b>			
<b>WHEN:</b> <i>Please "x" the box next to the projected timeframe</i>	<b>“Early Win”</b> → (Nov. 2006 – Dec. 2007)	<input checked="" type="checkbox"/>	<b>Mid-Range</b> → (Jan. 2007-Dec. 2008)	<b>Long-Term</b> → (Jan. 2009-Dec. 2011)
<b>ACTION STEPS needed for follow up and implementation:</b>		<b>DELIVERABLES with measures and timeframes:</b>		
<ol style="list-style-type: none"> <li>1. Create a list of people/organizations to solicit for information on best practices in comprehensive community development</li> <li>2. Send an e-mail asking for basic information on project, community and contact person.</li> <li>3. At the same time, carry out web research to find additional projects on this issue nationwide</li> <li>4. Develop a template for collecting information on best practices</li> <li>5. Create a statewide group that would be interested in reviewing outcome measures and recommend strategies and benchmarks for use in different types of communities in Michigan</li> <li>6. CD specialists at MSHDA should review projects from their regions</li> <li>7. Disseminate information</li> </ol>		<ol style="list-style-type: none"> <li>1. <b>February 23, 2007</b> -- List of people with contact information</li> <li>2. <b>March 1, 2007</b> -- Email composed and sent</li> <li>3. <b>March 10, 2007</b> -- List of best practice resources with documentation and links.</li> <li>4. <b>April 10, 2007</b> -- Sample template</li> <li>5. <b>May 10, 2007</b> -- Meeting of group</li> <li>6. <b>June 10, 2007</b> -- Distribution of materials to CDS with timeline for review</li> <li>7. <b>July 10, 2007</b> -- Have all data and material collected.</li> <li>8. <b>December 10, 2007</b> -- Develop dissemination system</li> </ol>		

**IMPLEMENTATION SUMMARY FORM**

**WHO must be involved in follow-up and implementation:**

- Local units of government
- Local government associations
- Community development corporations and organizations
- Community development practitioners

**We can contact these people through the following avenues:**

- MCDDA
- CEDAC
- Jess Sobel's MCOAH list

**CHALLENGES associated with follow-up and implementation:**

- Getting people to participate
- There will not be that many actual cases studies/best practices
- Getting technical assistance with the media components (website, etc.)
- Getting people to pay attention once the information is available.

**IMPLEMENTATION SUMMARY FORM**

**Executive Group Name: Neighborhood Revitalization and Community Development**

**Workgroup Subcommittee Name: Comprehensive community development**

**Date Developed: 1/31/2007**

**Contact Name: Naheed Huq**

<b>STRATEGIC ISSUE</b>	<b>N.2 Develop a more comprehensive and cohesive approach to community development</b>				
<b>FINAL RECOMMENDATION</b>	<b>2. Prioritize projects for funding that enhance the diversity, sustainability and/or affordability of communities and neighborhoods. Diversity is understood to include diversity of housing type, incomes, ethnic and racial backgrounds and age.</b>				
<b>WHEN:</b> <i>Please "x" the box next to the projected timeframe</i>	<b>"Early Win" →</b> (Nov. 2006 – Dec. 2007)	<input type="checkbox"/>	<b>Mid-Range →</b> (Jan. 2007-Dec. 2008)	<input checked="" type="checkbox"/>	<b>Long-Term →</b> (Jan. 2009-Dec. 2011)

<p><b>ACTION STEPS needed for follow up and implementation:</b></p> <ul style="list-style-type: none"> <li>■ Educate communities about the benefits of diverse and sustainable neighborhoods through Strategic Recommendation #1.</li> <li>■ Formulate a message encouraging diversity that can be delivered through various community and economic development forums: conferences, trainings, publications, and one-on-one field visits by staff.</li> <li>■ Work to increase private investment in revitalization or tipping point neighborhoods.             <ul style="list-style-type: none"> <li>■ Identify resources available to promote market rate investment in tipping point neighborhoods: NEZ, brownfield TIF, micro-enterprise lending, business development tax credits, etc.</li> <li>■ Organize this information in a way to include a description, eligibility, availability, contact information, etc.</li> <li>■ Make this information available through "toolbox" or packages that can be taken to individual communities by various avenues including state field staff.</li> </ul> </li> </ul>	<p><b>DELIVERABLES with measures and timeframes:</b></p> <ul style="list-style-type: none"> <li>■ Toolbox or package of resources that promote market rate investment. <b>June 2007</b></li> <li>■ Gentrification assessment tool and plan for distribution and use. <b>August 2007</b></li> <li>■ Finalized message, talking points, and delivery plan. <b>October 2007</b></li> <li>■ Plan to promote "fair share" type policies. <b>December 2007</b></li> <li>■ A list of interested communities including key contact individual and information that we can work with on this issue. <b>January 2008</b></li> <li>■ Plan to work on increasing fair housing adherence among real estate agents and mortgage lenders at large and within interested communities. <b>March 2008</b></li> <li>■ Statewide programs to fund and provide technical assistance to projects involving limited equity housing co-ops and</li> </ul>
---	---

**IMPLEMENTATION SUMMARY FORM**

<ul style="list-style-type: none"><li>■ Work to preserve affordability in gentrifying or stable neighborhoods<ul style="list-style-type: none"><li>■ Develop and distribute an assessment tool to indicate when a neighborhood is tipping towards gentrification -- so that communities are able to diagnose a potential problem</li><li>■ Identify sources to promote employer assisted housing without income restrictions</li><li>■ Encourage the implementation of policies such as “fair share” or inclusion of affordable units in all new housing developments</li><li>■ Strengthen fair housing practices among real estate agents and mortgage lenders</li><li>■ Strengthen tools for preserving long term affordability in high cost markets through strategies such as limited equity housing co-ops and community land trusts.</li></ul></li></ul>	community land trusts. <b>May 2008</b>
<p><b>WHO must be involved in follow-up and implementation:</b></p> <ul style="list-style-type: none"><li>■ MSHDA</li><li>■ MSHDA CATeam</li><li>■ MEDC</li><li>■ Real estate professional</li><li>■ Mortgage lenders</li><li>■ Local units of government</li><li>■ Community Development professionals</li><li>■ Downtown development Authoritys(DDAs)</li><li>■ Media professionals</li><li>■ Banks</li><li>■ State and local community and economic development field staff</li></ul>	

**IMPLEMENTATION SUMMARY FORM**

**CHALLENGES associated with follow-up and implementation:**

- Limited state resources
- Going against long term culture of segregation
- NIMBYism

**IMPLEMENTATION SUMMARY FORM**

**Executive Group Name: Neighborhood Revitalization and Community Development**

**Workgroup Subcommittee Name: Comprehensive and cohesive approach to community development**

**Date Developed: 2/1/2007**

**Contact Name: Naheed Huq**

<b>STRATEGIC ISSUE</b>	<b>N.2 Develop a more comprehensive and cohesive approach to community development</b>					
<b>FINAL RECOMMENDATION</b>	<b>3. Encourage and assist neighborhood revitalization and comprehensive community development in selected communities through provision of resources, training and technical assistance and creation of criteria for allocating resources</b>					
<b>WHEN:</b> <i>Please "x" the box next to the projected timeframe</i>	<b>"Early Win" →</b> (Nov. 2006 – Dec. 2007)	<input type="checkbox"/>	<b>Mid-Range →</b> (Jan. 2007-Dec. 2008)	<input checked="" type="checkbox"/>	<b>Long-Term →</b> (Jan. 2009-Dec. 2011)	<input checked="" type="checkbox"/>
<b>ACTION STEPS needed for follow up and implementation:</b>			<b>DELIVERABLES with measures and timeframes:</b>			
<ul style="list-style-type: none"> <li>■ Identify policy objectives and develop performance measures for comprehensive neighborhood revitalization in different types of neighborhoods: - Redevelopment, Revitalization, tipping point and stable neighborhoods</li> <li>■ Develop a program to select neighborhoods from each type of neighborhood for receipt of resources, training and technical assistance</li> <li>■ Select communities based on identified criteria</li> <li>■ Provide resources, training and technical assistance as appropriate</li> <li>■ Evaluate changes and level of revitalization within the community.</li> <li>■ Encourage local policy changes within the community to encourage strategic resource allocation in target areas within a comprehensive community development strategy. Help communities develop these policies where required.</li> </ul>			<ul style="list-style-type: none"> <li>■ Performance Measures based on three policy objectives for each type of community – <b>October 10, 2007</b></li> <li>■ Develop a program for neighborhood revitalization OR Work with partners in state to make neighborhood revitalization measures identified part of the Cool Cities or Cities of Promise program – <b>January 10, 2008</b> (or in time for the next round of these programs)</li> <li>■ Provide resources, training and technical assistance as agreed to the communities selected - <b>December 2008</b></li> <li>■ Report on the changes and revitalization that has occurred in the identified neighborhoods – <b>December 2009</b></li> <li>■ On-going reports on assistance provided – <b>December 2010-2011</b></li> </ul>			

**IMPLEMENTATION SUMMARY FORM**

**WHO must be involved in follow-up and implementation:**

- Statewide Advisory Group for developing performance measures
- Neighborhood revitalization core team for selecting recipients of resources
- Local units of government – elected and appointed
- CDCs
- CD practitioners
- MSHDA Community Development specialists
- 
- 

**CHALLENGES associated with follow-up and implementation:**

- Staffing shortages for technical assistance provision
- Resource shortages as state experiences fiscal challenges
- Inability for some communities to implement changes in their neighborhoods without intensive assistance
- 
-

**IMPLEMENTATION SUMMARY FORM**

**Executive Group Name: Neighborhood Revitalization and Community Development**

**Workgroup Subcommittee Name: Strengthening Neighborhood Revitalization and CDC Capacity**

**Date Developed: 1/29/2007**

**Contact Name: Regina Strong**

<b>STRATEGIC ISSUE</b>	<b>N.3 Strengthen the neighborhood and revitalization and community development network capacity in Michigan</b>			
<b>FINAL RECOMMENDATION</b>	<b>1. Strengthen state and local trade associations to plan, share and set goals.</b>			
<b>WHEN:</b> <i>Please "x" the box next to the projected timeframe</i>	<b>"Early Win"</b> <b>(Nov. 2006 – Dec. 2007)</b>	→ <b>X</b>	<b>Mid-Range</b> → <b>(Jan. 2007-Dec. 2008)</b>	<b>Long-Term</b> → <b>(Jan. 2009-Dec. 2011)</b>

<p><b>ACTION STEPS needed for follow up and implementation:</b></p> <ol style="list-style-type: none"> <li>1. Convene a meeting with CDAD and CEDAM staff to access current member strategy for increased participation of non-profits and CDCs</li> <li>2. Solicit feedback from CDAD and CEDAM memberships.             <ul style="list-style-type: none"> <li>-Discuss criteria for membership</li> <li>-Discuss current benefits</li> <li>-Gather input from current members for potential new members</li> <li>-Discuss/explain possible membership drive</li> </ul> </li> <li>4. Capitalize on the Affordable Housing Conference to market both CDAD and CEDAM.</li> <li>5. New member recruitment during CDAD/CEDAM reception             <ul style="list-style-type: none"> <li>-Market event to potential new members</li> </ul> </li> <li>6. Convene CDAD and CEDAM Executive Boards for a goal setting session to discuss common goals.             <ul style="list-style-type: none"> <li>-Determine common agenda</li> </ul> </li> </ol>	<p><b>DELIVERABLES with measures and timeframes:</b></p> <ol style="list-style-type: none"> <li>1. <b>February 2007-</b> Develop a marketing plan for potential new members.</li> <li>2. <b>February/March 2007-</b> Present executed marketing plan to both membership</li> <li>3. <b>May 2007</b></li> <li>4. <b>May 2007</b></li> <li>5. <b>October 2007</b></li> </ol>
---	--

**IMPLEMENTATION SUMMARY FORM**

- Set goals
- Set strategic agenda
- Determine outcomes

**WHO must be involved in follow-up and implementation:**

- CDAD and CEDAM staff
- CDAD and CEDAM Board

**CHALLENGES associated with follow-up and implementation:**

- Scheduling
- Getting people to participate
- Getting potential new members to realize the benefits of joining.

**IMPLEMENTATION SUMMARY FORM**

**Executive Group Name:**

**Workgroup Subcommittee Name: Neighborhood Revitalization and Community Development**

**Date Developed: 1/29/2007**

**Contact Name: Regina Strong**

<b>STRATEGIC ISSUE</b>	<b>N.3. Strengthen the neighborhood and revitalization and community development network capacity in Michigan</b>				
<b>FINAL RECOMMENDATION</b>	<b>2. Develop criteria to measure performance of CDCs and nonprofits</b>				
<b>WHEN:</b> <i>Please "x" the box next to the projected timeframe</i>	<b>"Early Win"</b> <b>(Nov. 2006 – Dec. 2007)</b>	→ <input checked="" type="checkbox"/>	<b>Mid-Range</b> → <b>(Jan. 2007-Dec. 2008)</b>	→ <input type="checkbox"/>	<b>Long-Term</b> → <b>(Jan. 2009-Dec. 2011)</b>
<b>ACTION STEPS needed for follow up and implementation:</b>		<b>DELIVERABLES with measures and timeframes:</b>			
<ol style="list-style-type: none"> <li>2. CDAD board members will develop criteria to measure performance levels of CDCs and nonprofits.               <ul style="list-style-type: none"> <li>-Identify active CDCs and nonprofits</li> </ul> </li> <li>3. Convene a meeting with CDAD, CEDAM, LISC and other funders.               <ul style="list-style-type: none"> <li>- CDAD will present criteria developed</li> <li>-Gather input from other funders on the types performance measures they currently use</li> <li>-Develop a common standard for performance measurement</li> </ul> </li> </ol>		<ol style="list-style-type: none"> <li>1. <b>June 2007</b></li> <li>2. <b>July/August 2007</b></li> </ol>			

**IMPLEMENTATION SUMMARY FORM**

**WHO must be involved in follow-up and implementation:**

- CDAD and CEDAM Staff
- CDAD and CEDAM Board
- LISC
- Great Lakes Capital Fund
- 

**CHALLENGES associated with follow-up and implementation:**

- Scheduling
- Getting people to participate
- 
-

**IMPLEMENTATION SUMMARY FORM**

**Executive Group Name:**

**Workgroup Subcommittee Name: Neighborhood Revitalization and Community Development**

**Date Developed: 1/29/2007**

**Contact Name: Regina Strong**

<b>STRATEGIC ISSUE</b>	<b>N.3 Strengthen the neighborhood and revitalization and community development network capacity in Michigan</b>				
<b>FINAL RECOMMENDATION</b>	<b>3. Protect investment made in CDC capacity.</b>				
<b>WHEN:</b> <i>Please "x" the box next to the projected timeframe</i>	<b>"Early Win"</b> <b>(Nov. 2006 – Dec. 2007)</b>	→ <input checked="" type="checkbox"/>	<b>Mid-Range</b> → <b>(Jan. 2007-Dec. 2008)</b>	→ <input type="checkbox"/>	<b>Long-Term</b> → <b>(Jan. 2009-Dec. 2011)</b>
<b>ACTION STEPS needed for follow up and implementation:</b>		<b>DELIVERABLES with measures and timeframes:</b>			
4. Convene a meeting with CDAD, CEDAM, LISC, MSHDA and other funders to discuss increasing operating support to CDCs. -Discuss how CDCs are currently handling the issue of decreased operating funds.		1. <b>May 2007</b>			

**IMPLEMENTATION SUMMARY FORM**

**WHO must be involved in follow-up and implementation:**

- CDAD and CEDAM Board
- LISC
- Great Lakes Capital Fund

**CHALLENGES associated with follow-up and implementation:**

- Scheduling
- Getting people to participate