

avondale covington price hill avondale covington price hill
covington price hill avondale covington price hill avondale
place matters
avondale covington price hill avondale covington price hill
covington price hill avondale covington price hill avondale



**Report On The Pilot
Phase I: 2007-2009**



avondale covington price hill avondale covington price hill
covington price hill avondale covington price hill avondale
place matters
avondale covington price hill avondale covington price hill
covington price hill avondale covington price hill avondale

Report On The Pilot Phase I: 2007-2009



Completed November 2009

Community Building Institute

A PARTNERSHIP BETWEEN



Xavier University
3800 Victory Parkway
Cincinnati, OH 45207
513.745.3896
www.xavier.edu/cbi

TABLE OF CONTENTS

| | |
|---|----|
| Introduction To Comprehensive Community Investing ... | 2 |
| Phase I: The Pilot | 3 |
| Summary Of Evaluation Findings | 6 |
| Progress In The Neighborhoods | 14 |
| Lessons Learned | 17 |
| Next Steps | 18 |

CREDITS

Cornerstone Consulting Group

Innovations

INTRODUCTION TO COMPREHENSIVE COMMUNITY INVESTING

Communities and community development investors have been looking for ways to improve outcomes in urban neighborhoods for decades. Asset based community development (ABCD) and comprehensive community investing (CCIs) are two related approaches that have shown promise in the past decade. ABCD work has come to the field of community development from Northwestern University and John McKnight. CCI's are at work in Chicago through the Local Initiative Support Corporation (LISC) and the MacArthur Foundation and in several cities through support from Annie E Casey Foundation and LISC. These strategies seek to improve communities with a set of principles that guide the individual work of local communities.

CCIs are comprehensive in that they target multiple elements of community life; housing, economic stability, youth development, health and education. They are "place-based" they target places, which by definition includes all the people, places and partners in a given geography, these places are relevant to the people who live and work there. Efforts that are successful need to include residents at the table with a real voice in prioritizing work and developing strategies for change. CCIs that are making progress are in places where there has been a long-term commitment among partners and investors to keep connected and focused on places over decades, not years.

To this list of principles the ABCD research would add that activity needs to work with the many assets that exist in the places we are working as the beginning of solutions to issues that are identified and to create the culture of positive change.

Based on this work and close observation and work in Cincinnati a group of philanthropic investors came together in 2006 to develop a CCI model for Cincinnati. The Cincinnati model, place matters is based on the above principles learned from best practices across the Country; it has also been informed by the Community Investment Partners work in Cincinnati between 1999 and 2004. This initiative, in many ways the predecessor of place matters helped establish place matters.

place matters: Cincinnati

place matters in Cincinnati is a unique partnership between three communities in the region and a collaborative of investors all willing to do business in new, more impactful ways. The principles described above form the foundation of place matters. The investors include; United Way of Greater Cincinnati, SC Ministry Foundation, the Greater Cincinnati Foundation, NeighborWorks America, the Local Initiative Support Corporation, PNC Bank, and JP Morgan Chase Bank. This group of investors has partnered with three neighborhoods; Price Hill and Avondale in Cincinnati and Covington Kentucky, (part of the Cincinnati metropolitan area) to create a more collaborative relationship between investors and communities to create real, sustainable transformational change in these three places. In each neighborhood a lead agency or collaborative has been selected to take primary responsibility for the work in each community.



The investors and the communities are being supported by the Community Building Institute (CBI), LISC, and NeighborWorks America and United Way. CBI and LISC are co-lead intermediaries for this work providing technical assistance, implementation support and program management while NeighborWorks America and United Way are providing training opportunities and liaison connections with other partner organizations as appropriate.

The investors have invested approximately \$4.6 million over the three year pilot period in the initiative and leveraged, along with the communities, an additional \$9.7 million of other public and private partners and other investor resources that have come into these communities in supportive and aligned ways.

Because this effort was viewed as a pilot, there was an emphasis on evaluation from the beginning, not that we always got it right. Cornerstone Consulting Group was engaged from the beginning to follow our progress and comment at an Initiative level. The Community Building Institute along with Innovations was responsible for the neighborhood and program level evaluation.

PHASE I: THE PILOT

The Planning Period

During 2006 the Investors met and reviewed national best practices on effective community development investing, they created the place matters fund, got commitments from their various boards, created relationships with intermediaries, established a set of criteria for neighborhood selection, asked for community proposals, made neighborhood selections and developed initial budgets and memorandums of understanding (MOUs). The selected communities; Avondale, Price Hill, and Covington began planning with the assistance of the Community Building Institute. During this initial phase of work the Investors were establishing new, more integrated relationships with the communities, and working to establish a whole new effort in community development. Plans were completed and logic models were created to be consistent with a set of outcomes the Investors and the lead agencies agreed upon.

Program Set-Up

During 2007 implementation of place matters began with the execution of MOUs with lead agencies and other community partners to begin work in the program areas identified in the community plans. During the initial year of the initiative there was a focus on program development, establishing operating procedures, providing technical assistance in communities on the principles of comprehensive community investment strategies and creating the partnerships in communities to implement plans.

Early Course Corrections

Early evaluations by Cornerstone led to some important initiative course corrections. We were encouraged to be more focused on the capacity building aspects of the work rather than program development. We came to understand in order to create transformational change we would need to work on new skill sets. From this advice the group developed the five levers of change; community engagement, cohesion, best practices, sustainable structures and public policy as critical areas to create capacity.

Five Levers of Change

Community engagement describes the ongoing need to keep engaging and organizing community residents to ensure that efforts stay relevant to people who live in the communities where we are working. This requires deliberate efforts to constantly bring new and underrepresented people to the table.

Cohesion, the alignment of efforts across functional areas and among new partners is a critical part of making work in neighborhoods productive. There is a clear need to coordinate multiple partners in communities working on similar issues, and also a need to maximize regional initiatives at a local level to make the best use of financial, political and social resources.

Employing **best practices** is important to creating long term community change. These communities need to be looking out in the world for models of programs that work and new ways of impacting change in the areas of housing, economic sustainability and youth development. While the focus of place matters efforts are the capacity of communities to create positive change, this happens through solid, well executed programs that really work.

Sustainable structures in communities that support and conduct the work of neighborhood change are critical. Maybe one for the most important learnings of the first phase of work has been the importance of creating sustainable structures and organizations that can do this work. While residents must be at the table, so must professional staff that understand and can implement this work. Ongoing funding for these organizations is an important part of sustainability planning.

There are local, state and national trends, **policies** and issues that significantly impact a community's ability to implement successful community change. An understanding of what policies and regulations are negatively affecting community and how we might work together to change those things is a critical part of supporting this work, and a comment that Cornerstone has made often in their findings.

These five levers of change are all important skills for our initiative and are the skill sets that we need to continue to develop over time to effect positive community change. These are very similar to the skill sets identified in the Community Investment Partners initiative which was the predecessor to place matters.

SUMMARY OF EVALUATION FINDINGS

place matters is a pilot program and the Investors have been focused on evaluation from the beginning. While we have struggled at times to create clear, integrated evaluation information on this very comprehensive, complicated initiative operating in three communities it remains an important focus. Cornerstone Consulting Group has been engaged directly by the Investors to conduct an ongoing Initiative-level evaluation. The Community Building Institute and Innovations have been working to create neighborhood, and program-level evaluation information. One of the comments that Cornerstone has made of the initiative is that we need to create a much clearer evaluation process. Our phase II evaluation will reflect that finding.

Initiative-Level Findings

Cornerstone Consulting Group has been involved and commenting on the initiative from the beginning of the process and has made recommendations along the way that have strengthened the process. Their overall findings are below. Their recommendations for phase II are found later in this report.

“The place matters investors and the neighborhood groups have a lot to be pleased about. Our observation has been that the place matters accomplishments thus far fall into four related categories:

- The direct accomplishments in each neighborhood, highlighted by persons served, houses built, funding accessed, etc.;
- The maturation, expansion and increased capacity of lead organizations;
- The strengthened relationships between investors and these communities;
- The learning that has occurred both in the communities and among the investors.

No one expected that in 3 years we would be reporting transformed neighborhoods and the completion of all needed work. Instead, the key evaluative question is whether place matters helped these communities make significant progress towards their goals. The simple answer is yes – in each neighborhood, in different ways, positive progress is apparent. Perhaps more importantly, the accomplishments thus far have set the stage for greater impact in these neighborhoods in the future.

The involvement of place matters has spurred a great deal of positive energy and activity, across the neighborhoods:

- Houses have been built and renovated;
- Lots are getting cleaned up;
- New neighborhood associations have been formed and existing ones strengthened;
- Large numbers of people have been engaged in health promotion programs;
- Youth have been engaged in volunteer and employment activities;
- Mothers have been involved in early childhood programs;
- Residents have been more active in civic events;

- Funds from other sources have been attracted to place matters neighborhoods;
- Partnerships have been built between nonprofits and between nonprofits, business and local governments.

Some of these activities, and many more, were initiated as a result of place matters, while others were already underway and were strengthened by the presence of place matters. Most of these projects are continuing efforts – they haven’t completed their work, the needs still exist, people and organizations are energized and prepared to continue.”
-Cornerstone Initiative Level Evaluation, Final Phase I Report; Oct. 2009

Neighborhood-Level Findings

There is much to report on from a neighborhood perspective. Each community is working on multiple programs with many different partners to impact the quality of life in these neighborhoods. In an effort to organize the results at a neighborhood level we are focusing in four basic areas; housing, financial stability, youth development, and community engagement. In each of these areas we have selected some high level neighborhood indicators that demonstrate neighborhood change. These indicators are important to understand in the context of the place matters work as they represent overall trends in each community. These trends are certainly impacted in part by the work of place matters. They are also impacted, maybe more so, by the downturn in the economy, the housing crisis, and many other factors outside the control of the place matters and the neighborhood support organizations that are leading efforts in each community. These indicators are presented to provide some background and context. It has been pointed out often “that these neighborhoods did not decline overnight, nor will they improve overnight”. What follows is a set of key indicators that align with regional initiatives like Agenda 360, Vision 2015, and Strive and which over time will illustrate the direction of change. Additional detail on neighborhood level indicators is found in an appendix to this report.

Measuring Community Impact

| | |
|---|--|
| Housing | Financial Stability |
| <ul style="list-style-type: none"> • Foreclosures • Construction activity • Median home values | <ul style="list-style-type: none"> • Median income • Economically Disadvantaged Children • EITC filings |
| Youth Development | Community Engagement |
| <ul style="list-style-type: none"> • Kindergarten Readiness • Elementary Math & Reading Proficiency • School performance index • Community Learning Centers | <ul style="list-style-type: none"> • Partnerships • Resident involvement • Safety Statistics |

Housing Indicators: Foreclosures

| Foreclosures | 2006 | 2007 | 2008 | % Change from 2006-2008 |
|------------------|-------------|-------------|-------------|-------------------------------|
| Cincinnati | 1533 | 1514 | 1355 | 12% Decrease |
| Avondale | 94 | 83 | 63 | 33% Decrease |
| East Price Hill | 181 | 127 | 102 | 44% Decrease |
| West Price Hill | 141 | 169 | 137 | 3% Decrease |
| Lower Price Hill | 5 | 4 | 7 | 40% Increase |
| Covington | Unavailable | Unavailable | Unavailable | Only 2009 data available (95) |

Source: WIN Annual Foreclosure Report

Housing Indicators Summary

- Significant progress on stemming the tide of foreclosures;
- Each neighborhood was able to keep some development activity moving;
- Median home values declines have generally tracked with city-wide numbers (with the exception of East Price Hill).

Financial Stability Indicators: Summary

- Good financial stability indicators at a neighborhood level are difficult to find;
- Most are census based and reported very infrequently;
- Median income numbers illustrate the depth of financial difficulty in these neighborhoods;
- Earned Income Tax Credit work is getting real traction in our neighborhoods.

Financial Stability Indicators: Median Income

| Income | 2000 Census | 2006 Census Projection | 2007 Social Compact | % Change 2000-2007 |
|-------------------------|--------------------|-------------------------------|----------------------------|---------------------------|
| Cincinnati | \$30,659 | \$36,764 | \$39,893 | 23% Increase |
| Avondale | \$18,955 | \$21,303 | \$17,183 | 9% Decrease |
| East Price Hill | \$26,583 | \$29,515 | \$24,992 | 6% Decrease |
| West Price Hill | \$34,576 | \$39,213 | \$35,480 | 3% Increase |
| Lower Price Hill | \$9,944 | \$15,133 | \$13,984 | 29% Increase |
| Covington | \$28,131 | \$33,850 | \$27,837 | 1% Decrease |

Source: Social Compact

Financial Stability Indicators: Economically Disadvantaged Kids

| % Economically Disadvantaged | 2006-07 | 2007-08 | 2008-09 | % Change from 2006-2008 |
|-------------------------------------|----------------|----------------|----------------|--------------------------------|
| Cincinnati Public | 65.5% | 59.9% | 68.7% | 3.2% Increase |
| Rockdale | 86.2% | 74.2% | 89.6% | 3.4% Increase |
| S Avondale | 95% | 83.8% | 96% | 1% Increase |
| Carson | 85.0% | 76.3 % | 92.3% | 7.3% Increase |
| Whittier/RE Price | 88.9% | 82.8% | 95.3% | 6.4% Increase |
| Quebec | 93.4% | 82.0% | 92.9% | .5% Decrease |
| Roberts | 86.1% | 86.0% | 92.8% | 6.7% Increase |
| Oyler | 88.5% | 78.8% | 88.4% | .1% Decrease |

Source: Ohio Dept of Education

Youth Development Summary

- Our place matters target schools are making real progress on kindergarten readiness – beyond city-wide progress;
- Community Learning Centers are developing and maturing in these neighborhoods;
- School performance numbers are mixed; but there are some real “stars” ... Carson, RE Price, Oyler.

Youth Development Indicators: KRA-L/DIBELS Target Public Schools

| Mean % Correct | 2006-07 | 2007-08 | 2008-09 | % Change 2006-2008 |
|------------------------------|----------------|----------------|----------------|-------------------------------|
| Cincinnati Public | 58.5% | 60.1% | 61.8% | 3.3% Increase |
| Rockdale Academy | 47.8% | 51.5% | 53.5% | 5.7% Increase |
| Carson | 47.9% | 49.0% | 50.4% | 2.5% Increase |
| Whittier/RE Price | 51.1% | NA | 56.4% | 5.3% Increase |
| Covington Independent | NA | 65% | 71% | 6.0% Increase |
| Glenn O. Swing | Unavailable | Unavailable | Unavailable | Unavailable |

Source: Cincinnati Public KRA-L Report and Strive Report Card

Community Engagement: Summary

- There is a steady and significant increase in the numbers of residents involved with civic activities;
- Crime is down in Price Hill and Covington;
- There is an increase in the number and quality of partnerships.

Community Engagement Indicators: Safety

| Part 1 Crimes | 2006 | 2007 | 2008 | % change 2006-2008 |
|-------------------------|-------------|-------------|-------------|---------------------------|
| Cincinnati | 26,849 | 24,678 | 24,737 | 8% Decrease |
| Avondale | 1191 | 1220 | 1253 | 5% Increase |
| East Price Hill | 1464 | 1310 | 1280 | 13% Decrease |
| West Price Hill | 1287 | 1374 | 1209 | 6% Decrease |
| Lower Price Hill | 214 | 185 | 225 | 5% Increase |
| Covington | NA | 2954 | 2881 | 2.5% Decrease |

Source: Cincinnati & Covington Police Depts

Neighborhood Process Outcomes

In addition to the above neighborhood-wide context indicators there are a series of process outcomes that have been more directly impacted by the work of place matters and the lead agencies in each community. They relate to identifying and creating meaningful partnerships in each community to accomplish objectives, the ability of each community to leverage the place matters initiative into more resources and the ability of lead agencies to identify or create meaningful programs that can eventually be taken to scale.

Financial Resources

place matters investment in neighborhoods

\$3 million

LISC investment in neighborhoods

\$1.6 million

outside investment (leveraged funds) in neighborhoods

\$9.7 million

Community Partnerships

Strong Neighborhood Support Organizations

- Conveners and facilitators;
- Center for Great Neighborhoods in Covington;
- Santa Maria and Price Hill Will in Price Hill.

Collaborative Networks

- Achieve multiple outcomes over time as issues and needs change;
- Youth and Housing Collaboratives in Price Hill.

Organizational Partners

- Optimize resources;
- City of Covington and Covington School District.

Program Partners

- Create and administer programs;
- Center for Closing the Health Gap and Every Child Succeeds.

Program Development

Price Hill

- Comprehensive housing strategy;
- Early childhood and parent support networks;
- Financial Stability Center development.

Covington

- Neighborhood mini-grants program;
- Housing development (new construction);
- Community schools.

Avondale

- Health initiative;
- Early childhood and youth support networks;
- Employment network.

PROGRESS IN THE NEIGHBORHOODS

Price Hill

During the first phase of the place matters project, Santa Maria Community Services and Price Hill Will have worked hard to coordinate resources and organizations inside and outside the community in order to achieve systemic change for the neighborhood and its residents. They have also continued our focus on civic engagement through Community Action Teams, the community councils, special events and neighborhood activities. Efforts have centered on Housing, Early Childhood Development, Youth, Economic Development, Community Organizing, Neighborhood Promotion and Financial Stability.

- 243 homes were improved using volunteers or other organizations. 20 total homes were improved through PHW's Buy-Improve-Sell program. More than 800 customers have been served through the Housing Center. 56 residents have received grants to maintain and improve their homes.
- The number of children receiving educational support interventions increased; kids screened for IEP almost doubled from 129 to 251 and those provided with health care services is up from 161 to 175. Over 4600 youth were involved in 9 communities, social and civic organizations, up 12% from the previous year. Carson Elementary public school has achieved the "Continuous Improvement" rating level for the first time, actually skipping the "Academic Watch" category, moving from "Academic Emergency" to "Continuous Improvement." Two other public schools in the community improved their state report card rankings as well.
- 1200 Price Hill residents were served by PHEN member organizations. Successes of PHEN include the identification of 560 new job seekers, 137 of which are now employed and 461 enrolled in employment preparation.
- The Price Hill People's Garden brought together 7 organizations and schools for a collaboration based on healthy food choices for youth and seniors. The program has expanded to enrichment activities within the participating schools and has opened the door for a larger community building project.

As part of Phase II, Santa Maria and Price Hill Will propose continuing and expanding the strategies that have proved most effective while adding exciting new efforts.

- Particular effort will be made to better reach the immigrant and minority populations in Price Hill who are currently underrepresented in the organizing and civic engagement areas through the outreach of the new International Welcome Center.

- A networked, holistic approach to economic stability, called The Center for Financial Stability, will be implemented with partnerships inside and outside of the community. The Center for Financial Stability is based on a model from the United Way's Prosperity Center and the LISC/Annie E. Casey Foundation model called Center for Working Families. Price Hill will have one of only two locations in the Cincinnati-Northern Kentucky region.
- Santa Maria's Promoting Our Preschoolers, Every Child Succeeds, and Family Child Care programs modeled on a new home visitation curriculum called Parents as Teachers, a nationally-recognized, evidenced-based program.

Covington

"Phase 2 of place matters Covington will build on the foundational strengths of strong civic engagement, broad partnerships, and intentional capacity building activities that represent the successes achieved in Phase 1.

- Covington Neighborhood Collaborative has grown to represent 19 neighborhoods with an all-time high of active citizen engagement in the city. place matters neighborhood mini-grants of over \$100,000 have been responsible for generating increased participation of residents, increased investment of approximately \$200,000 in matching support and dozens of physical improvement projects.
- A pilot effort to create a community learning center at Glenn O. Swing Elementary School increased community involvement in the school, encouraged intergenerational interaction between residents and students, and helped increase "ready-to-learn" indicators for incoming kindergarten students.
- A collaborative proposal for Neighborhood Stabilization Program funding to the Commonwealth of Kentucky resulted in a \$5 million award to the City of Covington (the second highest award in the state) that will rescue dozens of foreclosed, vacant, and blighted houses in the urban core neighborhoods.
- Strong working partnerships have been established with the staff and elected leaders of the City of Covington, particularly with the City Administration, Police, Economic Development, Housing, Public Improvements, Parks & Recreation, and Code Enforcement Departments. In addition, we have developed a strong working partnership with Covington Independent Public Schools and Covington Partners in Prevention around youth development, preschool, and educational achievement outcomes." Covington Phase II Proposal Oct. 2009

Avondale

Phase 2 of place matters Avondale will build on the foundational strengths of strong civic engagement, broad partnerships, and intentional capacity building activities that represent the successes achieved in Phase 1.

- The Avondale Neighborhood Support Organization process has brought together major community and institutional stakeholders towards a shared vision of community capacity. This groundbreaking work has enabled meaningful dialogue about the vision of Avondale on multiple levels, but primarily the realization that a neighborhood support organization is necessary to the sustainability of the neighborhood's community development framework. The main goal of the process is to have all stakeholders take part in its development, therefore creating shared ownership of the Avondale vision.
- Avondale's place matters work aims to support children and families. The Mothers on a Mission program is within 15 families of achieving their goal of 100 Avondale mothers enrolled in the Every Child Succeeds wellness program. Based on the success of the MOM program, additional supports were integrated to support fathers and extend the support network to aunts, uncles, grandparents and other caregivers or guardians. The success of this strategy is seen not only in meeting their program goal, but also creating the Avondale Caring Network. The Avondale Caring Network created the Avondale Pantry Program, a "baby supply warehouse" for needy families being sustained by a business plan and partnerships with medical supply outlets for supplies and donations. The MOM program model has also been adopted by the Middletown place matters initiative.
- Physical development is happening in the focus areas identified by the community. Avondale's Neighborhood Stabilization Program application was named best application received by the City of Cincinnati. This was a collaborative proposal developed by Avondale Community Council, Avondale Community Redevelopment Corporation and LISC that will rescue dozens of foreclosed, vacant, and blighted houses in the urban core neighborhoods. A new partnership with the Model Group has also fostered complete renovation of two large rental properties in the heart of the Burnet corridor, a new Senior Housing complex is about to break ground. The community council also negotiated façade improvements for new Habitat homes in the neighborhood so they better integrate into the character of the neighborhood.

- The Avondale Youth Council, the only recognized youth council in the City, has been a part of many Avondale events, activities and citywide youth opportunities. The strength of the Youth Council is in its model; youth lead. Youth lead all aspects of Council activities with adult staff support. Felicity/Franklin Twp place matters, as well as Price Hill are considering this youth lead approach in their youth support goals. These and other successes present significant opportunities to impact the levers of change during place matters, Phase 2. Capacity building will be a core emphasis across all four focus areas and will have an organizational capacity focus:
- Building the capacity of an Avondale Neighborhood Support Organization to systematically identify community resources and address community issues by building strong partnerships and collaborations. The goal is to create a culture that values the assets of all stakeholders and provides an environment conducive to community-institutional collaboration.

LESSONS LEARNED

Capacity Building Is Critical; It's The Work

The five levers of change describe what we mean specifically when we talk about capacity building. It is the capacity to do these things that is key to the success of a community. A community's ability to collaborate with multiple partners and align with regional initiatives, to work a public policy agenda improves the climate for change, to initiate programs that model best practices, and an ongoing effort to engage and communicate with community residents in the community's work, and create and sustain the organizational structure to do this work are the focus of place matters. We have learned that this is the work of the initiative. When a community can do these things successfully the quality of life for residents will improve and the place will become a "neighborhood of choice".

Neighborhood Support Organizations Make All The Difference

We learn over and over that maybe one of the single most important factors to ensuring success in a neighborhood is the presence of a strong neighborhood support organization (NSO). This term, NSO is a term of art which we have come to use to describe any organization that has the skill set described above. This community work depends on a professional staff of trained, dedicated people who support the community. While residents and volunteers are critical voices at the table, the complex work of community building does not happen effectively over time without this professional staff. Effective NSOs serve as conveners and collaborators in communities and are able to identify and support whatever work is necessary at the time in a community. These organizations may be traditional community development corporations, social service organizations or some collaboration of organizations (as in the case of Price Hill), but their scope of work goes beyond either of these organizations. Its work is comprehensive in many issue areas as the situation warrants.

NEXT STEPS

“The first phase of place matters can fairly be seen as building the initiative, its partnerships, its lead agencies and refining its strategies. The next phase has the potential to capitalize on those efforts.

The second phase of place matters offers an opportunity to solidify the gains already made in target neighborhoods and to push the collaboration envelope, perhaps creating a new and needed model for Cincinnati and elsewhere. With three years of experience under its belt, supported by strong neighborhood institutions, we believe the place matters initiative is poised to have a dramatic impact. Among the opportunities we see as being within the initiative’s reach are:

- Greater ties to public sector agencies interested in community development, human services and related concerns, particularly at the investor level and in Cincinnati.
- Greater influence in defining the direction of community building efforts in the region.
- An expanded advocacy role on behalf of neighborhoods.
- Greater coordination of funder resources in target neighborhoods, resulting in increased impact and greater leverage.
- More explicit and operational ties to large scale regional initiatives, such as STRIVE, Vision 2015, and Agenda 360.
- Continued strengthening of neighborhood institutions and the various forms of neighborhood associations in target communities.
- Increased understanding and stronger relationships between investors and neighborhoods.

Working collaboratively has never been more important. Deep fissures in our economy, job market and housing markets have developed and we simply do not have the resources to approach our social and economic concerns operating independently or work on problems one by one. There are not enough resources to do what needs to be done if it is done retail, in isolated efforts. Important problems may be out of reach if cannot get more bang for the buck. In fact, an argument can be made that better collaboration is well beyond a good or interesting idea – it may be a necessity.” Cornerstone Initiative Level Evaluation, Final Phase I Report; Oct. 2009