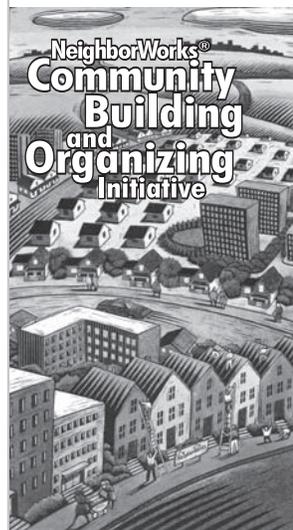


# Community Building and Organizing Initiative



Annual Report July 2005 – June 2006



# NeighborWorks® Community Building and Organizing Initiative Annual Report 2005-2006

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A Letter from the CEO

## Our Commitment to America's Communities

NeighborWorks® America creates opportunities for people to live in affordable homes, improve their lives and strengthen their communities. For nearly 30 years, the NeighborWorks® system has proven to be an effective and efficient vehicle for generating significant private-sector resources for community revitalization and affordable housing. A key feature of the NeighborWorks® model is the rich tradition of bringing together the talents, resources and skills of residents to revitalize communities.

NeighborWorks® recognizes community building and organizing as a central strategy for community development, on par with other key lines of business such as homeownership services, community lending or real estate development. Through the Community Building and Organizing Initiative, member organizations develop and coordinate strategies that enhance the capacity and role residents play in transforming their communities. With the support of the NeighborWorks® network, resident leaders across the country are actively tackling key community issues and recruiting their neighbors to join in. When residents work together with private, public, nonprofit and faith-based organizations, they build bonds and partnerships that create safer, stronger and more stable communities.

The 31 NeighborWorks® organizations featured in this report have prioritized community building and organizing as core community development strategies. The results are evident: more resources are generated for community investment, more residents are involved in community life, more community leaders are developed and more residents are actively participating in the decision-making processes that affect their lives. In short, the participating organizations are quickening democracy and proving that it is possible to create vibrant communities all are proud to call home.

We are pleased to share the accomplishments of the Community Building and Organizing Initiative, which upholds and extends the NeighborWorks® system's core value of resident-led community development.



**Kenneth D. Wade**  
Chief Executive Officer  
NeighborWorks® America

## Executive Summary

NeighborWorks® organizations from the Black Hills of South Dakota to Jacksonville, Florida, and from Inglewood, California to Burlington, Vermont are transforming communities through community building and organizing. By training residents to participate in and lead the development of their neighborhoods, these community development organizations have created models for sustainable community revitalization. By bringing individuals together and building their public participation and leadership skills, these organizations have generated millions of dollars of investment and inspired hope.

During this past year, the 32 organizations participating in the NeighborWorks® Community Building and Organizing (CB&O) Initiative have recorded 40,000 incidents of resident engagement in their communities, and attracted \$39.8 million in new investment. For every dollar these organizations have spent on community building and organizing staff, another \$35 has been invested in their communities as a result.

Communities across the United States are stronger because of the work of the organizations that have participated in the CB&O Initiative during its first year. Following are just a few examples of the results achieved by the efforts of CB&O Initiative member organizations.

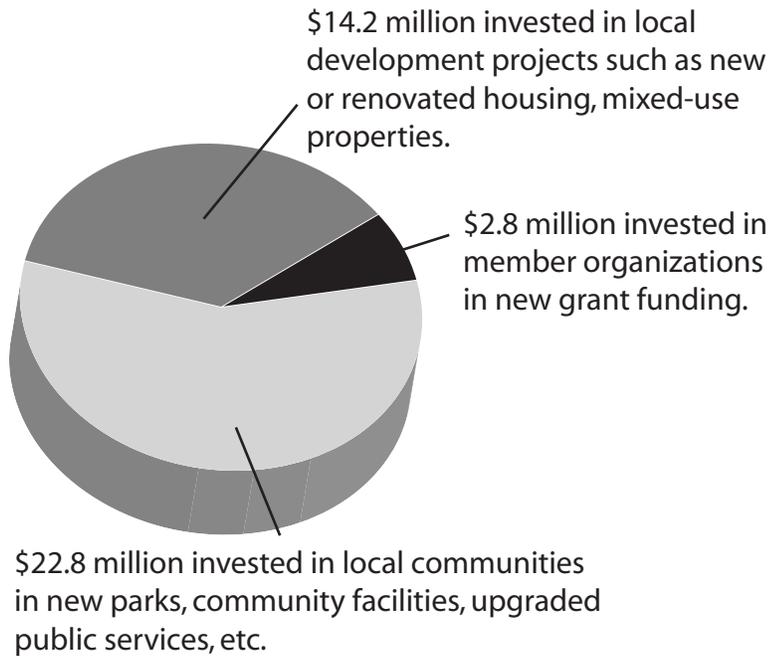
BEFORE	AFTER
<p><b>Bessemer neighborhood</b>, Pueblo, Colorado: 130 tons of old furniture and appliances, rat-infested trash, scrap metal and 447 dumped tires</p>	<p><b>NeighborWorks® of Pueblo</b> results: A cleaner, prouder neighborhood prepared to showcase its restaurants to the entire city</p>
<p><b>Shaw neighborhood</b>, Washington, D.C.: A convention center hotel with no clear community benefits</p>	<p><b>Organizing Neighborhood Equity D.C.</b> results: \$2 million for training and hiring neighborhood residents for jobs created by the development and operation of the hotel</p>
<p><b>Guadalupe neighborhood</b>, Salt Lake City, Utah: A problem-oriented and negative image of a neighborhood</p>	<p><b>Salt Lake Neighborhood Housing Services</b> results: 1,900 residents celebrating their neighborhood at an event featuring an antique car show, horse drawn carriage tours showcasing \$30 million in physical revitalization work, and four new public murals created by professional artists with local youth</p>
<p><b>North Central neighborhood</b>, Troy, New York: Abandoned buildings and vacant lots attracting illegal activity</p>	<p><b>Troy Rehabilitation and Improvement Program</b> results: A community-owned and -controlled neighborhood garden</p>
<p><b>Sacramento</b>, California: A complaint-driven code enforcement and housing inspection system that left residents vulnerable to retaliation from landlords and gangs</p>	<p><b>Sacramento Mutual Housing Association</b> results: A new rental housing ordinance that requires regular inspection of rental housing whether it is subsidized or market rate</p>



# Local Investments as a Result of Community Building and Organizing Work

## Economic Impact - Average Investment per Organization\*

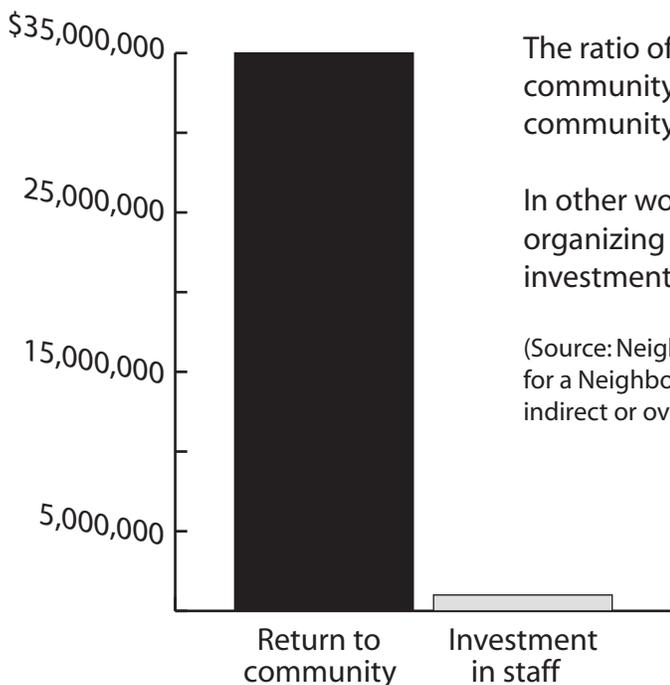
**Total: \$39.8 Million as a Result of Community Building and Organizing**



Highest reported investment by any participating organization \$13,560,000. Average investment per organization \$1.7 million.\*

*\*Based on organizations that reported for full year only.*

## Return on Investment



The ratio of direct investments leveraged in organizations, community improvements and development projects to community building and organizing staffing costs is 35:1.

In other words, for every dollar spent on community building and organizing staff, more than \$35 returned to the community in new investments as a result.

(Source: NeighborWorks® 2005 Annual Survey. Based on median salary of \$35,000 for a Neighborhood Coordinator staff position, and does not include associated indirect or overhead costs.)

## Resident Participation

**More than** 163,000 volunteer hours invested in communities; 40,000 incidents of residents participating in community organizations or volunteer community improvement projects; 3,500 residents trained in leadership; and 500 positive media hits generated.

Average incidence of resident participation* per organization**	1,532
Highest reported resident participation by any organization	7,670
Average number of volunteer hours per organization**	6,368
Highest reported number of volunteer hours by any organization	34,713
Estimated dollar value of volunteer hours***	\$2.95 million

\* Includes residents participating in community organizations, leadership training, public advocacy and organizing as a result of the community building and organizing efforts of the reporting organization.

\*\* Based on organizations that reported for full year only.

\*\*\* Based on 2005 est. value of volunteer time determined by Independent Sector at \$18.04/hour.

## Partnerships

Total number of partnerships from 31 reporting organizations.

Nonprofit organizations	242
Local businesses	202
Government agencies	162 (excluding schools)
Educational institutions	82
Grassroots groups	62
Faith-based institutions	25
Others	86

Average number of CB&O partnerships per organization	28
Highest reported number of CB&O partnerships by any organization	79

## Physical Community Improvements

251 physical community improvement projects done through community building and organizing efforts of participating organizations, including:

Residential property improvements	81
Parks and playgrounds	51
Street improvements	33
Commercial property or business district improvements	23
Community facilities	13
Vacant and dilapidated building demolition	13
Other types of physical improvements	37

# Community Building and Organizing Initiative

*Year one individual organizational results  
July 1, 2005 – June 30, 2006*

## Resident Leadership Development

Leadership training gives residents the skills, knowledge and opportunity to form relationships that bring together their community. Trained leaders are essential for organizing a community to identify and prioritize issues, develop action plans, and strategically create change. Trained leaders organize community events, run meetings and advocate to public officials for policy changes. The skills they obtain in formal or informal training enable them to better channel their own experience, interests and energy into efforts for the greater good.

### *LaGrange, Georgia*

**DASH for LaGrange** conducted the Hillside Leadership Institute which included presentations by community members on “Neighborhood Diversity” and “What is a Healthy Neighborhood?” DASH also sponsored a political forum where all the local political candidates met for a community debate, enabling residents to become acquainted with the candidates and encouraging them to get out and vote.

*1200 Fourth Avenue, LaGrange, GA 30240 · 706-298-2413*

### *Lawrence, Massachusetts*

**Lawrence CommunityWorks** graduated dozens of residents from an intensive leadership training known as PODER. The training focused on developing the emerging leaders’ skills to be collaborative, participatory, and transformational. These leaders work to create conditions for self-empowerment and to leverage the wisdom and resources of multiple constituencies. They created Our Money, Our Future, Our Right to Know: The People’s Guide to the Lawrence City Budget. This document is available in English and Spanish and was designed to enable more residents to participate in setting the city government’s priorities and policies through the budget process. With their new skills and knowledge, PODER participants proposed changes to the city charter to make the budget process more accessible to citizens. At the organization’s annual meeting, a candidates’ forum was held and the mayor’s commitment to the charter change was secured in front of an audience of 500 people.

*60 Island Street, 3rd Floor, Lawrence, MA 01840 · 978-685-3115*

### *Sacramento, California*

**Sacramento Mutual Housing Association** conducted six-session leadership academies in English, Spanish, Vietnamese, and Mien. Over 75 neighborhood leaders were trained to organize within and across racial, cultural and ethnic lines. After the training was completed, leaders launched eight community organizing action teams to work on community issues identified during their advanced leadership trainings. The School Safety team hosted a workshop for over 70 parents focused on identifying and preventing gang activity. The result was an active partnership with school leadership, parks and recreation staff, police, and the local Boys and Girls Club. Many of these leaders led the testimony and visits to individual council members that resulted in the passage of Sacramento’s first rental housing inspection ordinance.

*3451 5th Avenue, Sacramento, CA 95817 · 916-453-8400*

### *Wichita, Kansas*

**Community Housing Services of Wichita/Sedgwick County** continued to organize and train residents from the Oaklawn neighborhood. New leaders emerged from within the community and took on the oversight of the neighborhood association. They were responsible for community events and projects as well as identifying important issues affecting the neighborhood. The neighborhood association hosted a Meet Your Candidate Night, sponsored Fall Festival and National Night Out events as well as ongoing youth programs, park and recreation events, and events for older persons. These community activities and programs led to improved test scores at neighborhood schools and a 1 year 12 percent drop in crime. The interest, experience and success in their neighborhood inspired some residents to run for local public positions.

*4620 E 13th Street N, Suite B, Wichita, KS 67208 · 316-685-2656*

### *Utica, New York*

**Utica NHS Homeownership Center** graduated 37 participants from a Citizens Police Academy held as part of the city’s Weed and Seed program. The Citizens Police Academy, along with cross-cultural leadership trainings and community conversations in the West Utica and Cornhill neighborhoods, brought residents together with a focus on building a better future. Such activities increased constructive dialog with local institutions like the police, as well as conversations with the local newspaper about race and the media. Utica NHS’ block club and neighborhood watch organizing across two counties continue to engage thousands of residents every year.

*1611 Genesee Street, Utica, NY 13501 · 315-724-4197*

## Community Building Events

Community events contribute to the strengthening of communities in many ways. A well-planned community event creates opportunities to make connections, meet neighbors, share experiences and develop relationships. Such activities are foundational to future organizing and community building efforts. Community events also create opportunities to recognize and celebrate each community's unique strengths and assets.

### *Salt Lake City, Utah*

Nineteen hundred residents and community stakeholders attended **Salt Lake City NHS's NeighborWorks® Week** events featuring the completion of the organization's 10-year revitalization efforts – more than \$30 million of new investment in the Guadalupe neighborhood. The events included neighborhood tours on horse-drawn carriages and an antique car show. NHS also worked with other neighborhood and community organizations to sponsor a Spring Fiesta. A record 2,000 residents and community leaders attended this annual event. Activities included unveiling four art murals created by three professional artists working with 15 high school students.

622 West 500 North, Salt Lake City, UT 84116 ·  
801-539-1590

### *Ventura, California*

**Cabrillo Economic Development Corporation** held the Grand Opening of Villa Cesar Chavez, the first farm worker housing development named for farm worker organizer Cesar Chavez. Residents were significantly involved in organizing this event, which included remarks by Paul Chavez, the son of Cesar Chavez, and several state and local dignitaries. A local children's mariachi band and folkloric dancers performed. An art project, in collaboration with University of California, Santa Barbara, was completed, adding a warm and festive feeling to the property.

702 County Square Drive, Ventura, CA 93003 ·  
805-659-3791

## Door-to-Door Campaigns

Meeting residents at their doorsteps and introducing a community building or organizing effort is often the best first step to creating awareness, identifying new leaders and building trust. A door-to-door campaign can help link neighbors who have similar interests and concerns. The organizer or leader who has met all of her or his neighbors

provides the link. Door-to-door campaigning also creates an opportunity to connect each individual's interest to larger community issues through one-on-one conversations.

### *Burlington, Vermont*

**Champlain Housing Trust** (formerly Burlington Community Land Trust) focused its efforts this year on increasing resident involvement through door-to-door outreach that emphasized the role of residents in the organization and the community. The results were a voter registration drive which contributed to an increased voter turnout for city elections, a fourfold increase in participation in the organization's annual membership meeting, and the largest resident participation ever in NeighborWorks® Week events and a Residents Day Bar-B-Que.

179 South Winooski Avenue, Burlington, VT 05401 ·  
802-862-6244

### *Elizabeth, New Jersey*

**Brand New Day** resident committee members worked to mobilize voters for the spring 2006 election by knocking on doors, making phone calls and registering new voters. As a result, more than 1,000 more voters took part in this election than in the prior election.

176 First Street, Elizabeth, NJ 07206 · 908-282-0781

### *Escondido, California*

**Community HousingWorks** (CHW) conducted training and staff development to assist its resident services staff to take a more empowerment-based organizing approach to their work with CHW tenants. One outcome of this shift was a door-knocking survey of the 108 families in one CHW development to identify concerns, interests and willingness to participate in community building. Initially the staff encountered a high level of resident mistrust because of past experiences with an absentee landlord and fear of retaliation from gang members and drug dealers. However, after consistent staff presence and follow-through, the buildings have begun to transform into habitable homes. The residents have begun to form a sense of community by planning events in which the neighbors have gotten to know each other and look out for one another. The new organizing approach to resident services is building community in a place where mistrust and alienation were pervasive.

1820 S. Escondido Boulevard #101, Escondido, CA 92025 ·  
760-432-6878

### ***Fitchburg, Massachusetts***

**Twin Cities CDC's** resident-led Taking Action Committee held two citywide community organizing meetings on affordable housing and went door-to-door in their new targeted downtown communities. One of the results of these meetings was a citywide youth organizing group that worked on the expansion of teen-based, teen-led, teen-facilitated activities and spaces, including evening, night and weekend activities.

*195 Kimball Street, Fitchburg, MA 01420 · 978-342-9561*

### ***Ponce, Puerto Rico***

**Ponce NHS** increased resident involvement sevenfold, from 40 to more than 280 residents, over the course of the organization's first year as a CB&O member. The NHS is assisting the community association of El Hoyo de Pepe, a squatters' community prone to flooding and mudslides, with organizing and negotiating with the city for basic health and safety infrastructure.

*Calle Mendez Vigo #57 Esq Sol, Ponce, PR 00731 · 787-841-5055*

## **Neighborhood Cleanups, Gardens and Beautification**

Community cleanups, gardens and beautification work are concrete expressions of a neighborhood claiming ownership over its environment. In addition to the physical product such as a garden, these projects bring people with similar interests together. By working together residents become neighbors and neighbors become allies with visions for more for their community. A concrete success in one of these projects can give residents the confidence to be leaders on more systemic challenges and do so with strengthened relationships that are developed planting flowers, hauling dumped appliances or painting murals. Many organizations take advantage of National NeighborWorks® Week to maximize the leverage and impact of these projects.

### ***Anchorage, Alaska***

**Anchorage NHS** organized resident volunteers and staff from local businesses to give a community center serving 160 families an "extreme makeover." One week of volunteer work and in-kind support from the community resulted in new flooring, lighting and painting as well as a massive kitchen and computer lab upgrade at the community center. The center is used for resident council meetings, social events, children's activities and a resident computer lab.

*480 West Tudor Road, Anchorage, AK 99503 · 907-677-8490*

### ***Deadwood, South Dakota***

**NHS of the Black Hills** provided organizing support to 12 neighborhood block clubs within the communities of Central City, Deadwood, Lead, and Wall. While these block clubs span a 100-mile stretch of western South Dakota, all have the common goal of improving and revitalizing their towns. Block club projects this year included beautification, cleanup of central areas, flower planting, assisting older residents, hanging of holiday lights and community-building social events.

*817 1/2 Main Street Deadwood, SD 57732 · 605-578-1401*

### ***Jacksonville, Florida***

**Housing Partnership of Northeast Florida's** flagship event, Paint the Town During Rehab Week, has rehabilitated and painted 564 homes over a 13-year period. Paint the Town is a major community service event in which the Housing Partnership works with an established neighborhood association to perform extensive home repairs. After the repairs are completed, volunteers cap off the work by putting a fresh coat of paint on the house and performing any necessary landscaping. This past year, Housing Partnership worked with North Riverside Community Development Corporation to bring Paint the Town to the neighborhood. Homeowners received new roofs, windows and doors, with 800 volunteers working over a period of 4 days to paint 31 houses.

*4401 Emerson Street Suite 1, Jacksonville, FL 32207 · 904-398-4424*

### ***Louisville, Kentucky***

**New Directions Housing Corporation's** Repair Affair Program mobilized more than 1,600 community volunteers who performed home repair that benefited 172 low-income, older person or person-with-disabilities households. Repair Affair is an annual New Directions ritual in Louisville, Kentucky and Southern Indiana. The events produce safer housing, more stable neighborhoods and highly informed, invested and motivated volunteers from throughout the region.

*1000 East Liberty Street, Louisville, KY 40204 · 502-589-2272*

### ***Philadelphia, Pennsylvania***

**New Kensington CDC** received \$308,000 from the State Department of Transportation for streetscape improve-

ments in an arts corridor. The Department of Transportation also selected resident designs for “artracks” (bike racks designed by artists) and installed them.

2515 Frankford Avenue, Philadelphia, PA 19125 · 215-427-0350

### **Pueblo, Colorado**

**NeighborWorks®** of Pueblo participated in the Bessemer neighborhood cleanup where 148 tons of old furniture, appliances, rat-infested trash and scrap metal, in addition to 447 dumped tires, were removed. This was followed by a campaign to highlight the restaurants of the Bessemer neighborhood to the entire city and surrounding areas.

1241 E. Routt Avenue, Pueblo, CO 81004 · 719-544-8078

### **Troy, New York**

**Troy Rehabilitation and Improvement Program (TRIP)** celebrated the opening of a new community garden that residents organized for years to create. Establishing the garden required the city to demolish an abandoned building, turn over ownership of three vacant lots to the Capital District Community Gardens, Inc., and invest \$20,000 in site improvements. The garden was named the “A to V Garden” after Allene Gamble and Virginia Dickson, who worked for five years on the project. It was the first time that the City of Troy ever turned over city-owned property to the Community Gardens organization for development.

415 River Street, Troy, NY 12180 · 518-272-8289

## **Partnerships and Collaborations**

Collaborative organizing is a hallmark trait of the NeighborWorks® network. By building partnerships and working collaboratively with other community stakeholders, residents and organizations can accomplish more and build more sustainable solutions than if they were working independently.

### **Asheville, North Carolina**

After buying a house through **NHS of Asheville**, one new homeowner decided to take on the three major drug houses in a two-block area around her house. Working with the NHS organizer, she started Narcotics Anonymous group meetings at the local community center and partnered with the police department to convince a property owner to move his drug dealing tenants out of the neighborhood. NHS of Asheville went on to graduate five neighborhood leaders from a citywide police academy, strengthening community policing and the police-community partnership.

By working one-on-one with the police chief and developing a formal and ongoing partnership with the police department, residents were able to sustain their progress in making the neighborhood safer.

135 Cherry Street, Asheville, NC 28801 · 828-251-5054

### **Inglewood, California**

Resident leaders from the Darby Dixon neighborhood, with assistance from **Inglewood NHS**, organized residents of an apartment building around ongoing crime and safety concerns. Gang warfare had become so dangerous that police avoided patrolling the neighborhood around the building. Every resident in the building participated in working with the landlord and police, resulting in improved building security and maintenance, and increased police presence. People also began to feel safer in the Darby Dixon community because of the improved police relations and increased enforcement, and community pride activities. With confidence garnered from working locally, resident leaders from Darby Dixon joined a coalition of neighborhood organizations to pass a “big box” ordinance requiring living wage, environmental protection, health benefits and other considerations to be provided before receiving development and business permits from the City of Inglewood.

335 E. Manchester Boulevard, Inglewood, CA 90301 · 310-674-3756

### **Lafayette, Indiana**

**Lafayette NHS** is located in the midst of one of the highest foreclosure rate areas in the country. Foreclosures have devastating effects on both the borrowers and their communities. To prevent people from taking on unfavorable mortgages that were likely to result in foreclosure, and to assist people who have fallen victim to predatory lending, Lafayette NHS organized a public education campaign called “Don’t Borrow Trouble.” This campaign brought together 60 realtors to partner with NHS and change lending and borrowing practices in their area, as well as teach financial, budgeting and borrowing skills to residents.

619 North Ninth Street, Suite 150, Lafayette, IN 47904 · 765-423-1284

### **Pocatello, Idaho**

**Pocatello NHS** partnered with Pocatello High School and worked with 40 students to identify the social, economic and physical assets present in their neighborhoods. High school students interviewed residents, identified assets, and made display boards with pictures of community strengths. At the end of the project, these Pocatello youth had a

deeper appreciation for the neighborhoods of their town, the people who chose to live and take pride in those neighborhoods and the neighborhood associations that get things done. The project coordinator reported an increase in the pride and care these future leaders held for their community, as evidenced by the high number who volunteered to staff a school vacation camp for younger children.

206 North Arthur Avenue, Pocatello, ID 83204 ·  
208-232-9468

### **San Jose, California**

**NHS of Silicon Valley** partnered with the City of San Jose and other local organizations in the Strong Neighborhoods Initiative. The initiative began at the neighborhood level and projects emerged into communitywide events with residents taking on responsibility to plan and coordinate various aspects of each event. NHS of Silicon Valley doubled the resident representation on their board of directors during this year.

1156 North Fourth Street, San Jose, CA 95112 ·  
408-279-2600

## **Advocacy and Education**

One of the ways initiative members create lasting, institutional change is through advocacy and education.

Community residents gather together, learn about the forces that affect their neighborhood, develop an action plan and then approach officials to advocate for change. Often this process involves a community education campaign that changes the way the community sees itself.

### **Dorchester, Massachusetts**

#### **Codman Square Neighborhood Development**

**Corporation's** youth peer leaders worked with three neighborhood groups to inventory vacant and blighted lots. They created an up-to-date database for use with city officials in negotiating disposition and maintenance of these lots. According to one youth peer leader, "The project changed the community because now the community is thinking about what to do about those vacant lots."

587 Washington Street, Dorchester, MA 02124 ·  
617-825-4224

### **Goshen, Indiana**

**LaCasa of Goshen** worked with a neighborhood association to appeal a Traffic Commission decision. Resident leaders and staff organized a neighborhoodwide campaign to bring attention to the issue of traffic calming. Two

dozen residents attended the appeal hearing and subsequently met with a city councilperson and the mayor. In the end, the association lost their appeal, but was able to convince the City of Goshen Planning Commission to pass a resolution to recognize neighborhood associations and provide them with advance notice regarding variance requests affecting their neighborhoods. The associations earned a "seat at the table" and are now able to wield greater influence over city decisions.

202 North Cottage Avenue, Goshen, IN 46528 ·  
574-533-4450

### **Reading, Pennsylvania**

**NHS of Reading** organized a core group of neighborhood leaders who worked with the mayor and developers planning projects in their neighborhood. NHS efforts to organize neighbors around a new industrial development in their neighborhood were recognized by the mayor of Reading for insuring the developers keep their commitment to provide jobs for area residents. Through these efforts Reading residents learned they can influence development to better meet their needs.

213 North 5th Street Suite 1030, Reading, PA 19601 ·  
610-372-8433

### **Worcester, Massachusetts**

**Oak Hill CDC** leaders held neighborhood meetings to educate residents about affordable housing and options for using Smart Growth strategies to re-establish their neighborhoods. Through this process, residents learned that they could shape the future development of their neighborhood. They went on to advocate a favorable decision from the Zoning Board of Appeals and the planning board for construction of new, affordable smart-growth housing.

74 Providence Street, Worcester, MA 01604 · 508-754-2858

## **Legislation and Policy Influence**

The Community Building and Organizing Initiative values residents' ability to identify and solve their own problems. At the same time, it is often necessary to change laws or policy to reinforce or support resident's visions and goals. Developing the skills to create or change legislation or policy is difficult. The process of policy influence is slow, cumbersome and full of obstacles. The payoff is not only the specific policy change, but the confidence, reputation and relationships gained by the residents involved. This is an area of community building and organizing work where ordinary people accomplish extraordinary results.

### ***Duluth, Minnesota***

**Duluth NHS** worked with a group of residents, in coalition with other community organizations, to advocate for a Tenant Remedies Action (TRA) ordinance which was passed by the City of Duluth Council and signed by the mayor. The TRA increased tenants rights and access to improved quality housing in Duluth by strengthening a tenant's right to withhold rent until repairs are made, and also providing short-term financing to landlords for critical repairs.

*224 East Fourth Street, Duluth, MN 55802 · 218-727-8604*

### ***Lowell, Massachusetts***

Following 5 years of groundwork and organizing, **Coalition for a Better Acre** membership ratified and launched a grassroots affordable housing and transportation campaign. The campaign has five platform items: 1) an inclusionary zoning ordinance within the city of Lowell; 2) expedited disposition of abandoned/empty lots; 3) stronger tenants rights, focused on condominium conversions and landlord code violations; 4) improved public transportation, including sidewalks and bicycling options; and 5) working with a statewide coalition advocating for a working families agenda. This campaign promotes increased spending on Section 8 rental subsidies, improved health care access, increased education funding and increasing the minimum wage.

*517 Moody Street 3rd Floor, Lowell, MA 01854 · 978-452-7523*

### ***Washington, D.C.***

Members of **ONE DC's** (formerly MANNA CDC) Equitable Development Initiative (EDI) visited the Mayor's Office of Economic Development and the Department of Housing and Community Development to solicit support for set-aside funding for job creation related to a new Convention Center headquarters hotel. ONE DC's leaders also collected and presented approximately 100 letters of support for the project. The efforts of this resident committee were successful when a funding amendment for the hotel set aside \$2 million for a targeted training and hiring program for new jobs to be created at the hotel. The EDI was also successful in getting the redevelopment agency to adopt a plan for affordable rental housing on a vacant public parcel in the Shaw neighborhood, making it the most affordable rental housing developed in the Shaw neighborhood in decades. The organizing effort had a transforming effect on a number of residents. As resident committee members organized the community around funding and job training, several individuals who entered the program strictly out of self-interest to find a job became involved as committed members of the organizing and advocacy efforts.

*828 Evarts Street NE, Washington, DC 20018 · 202-832-1845*

# Appendix

## Data Collected From Participating Organizations

Note: All data collected quarterly except where otherwise noted.

### 1. RESIDENT PARTICIPATION

- a. # residents participating on committees, block clubs, neighborhood associations
- b. # residents serving as officers, committee chairs or in other leadership roles in community meetings, organizationally sponsored meetings, or in other community organizations
- c. # and % of residents participating on organization's board of directors, committees, task groups
- d. # residents involved in public advocacy or organizing campaigns, or interacting with decision-making bodies (e.g. elected officials, etc.)

### 2. PARTNERSHIPS

- a. Government
- b. Educational institutions
- c. Local business
- d. Nonprofit
- e. Faith-based institutions
- f. Grassroots groups
- g. Other

### 3. ECONOMIC IMPACT *resulting from community building and organizing efforts*

- a. New funds secured/invested in: \_\_\_Organization \_\_\_Community \_\_\_Development projects \$\_\_\_
- b. In-kind, valued at \$ \_\_\_\_\_ Sources: \_\_\_\_\_
- c. Volunteers, in person-hours: \_\_\_\_\_ How used: \_\_\_\_\_

### 4. PHYSICAL COMMUNITY IMPROVEMENTS

*resulting from CB&O efforts*

- a. Residential property  
*Cleanup Improvement New*
- b. Commercial property/Business district  
*Cleanup Improvement New*
- c. Community facilities  
*Cleanup Improvement New*
- d. Streets  
*Cleanup Improvement New*
- e. Parks/Playgrounds/Community gardens/Vacant lots  
*Cleanup Improvement New*
- f. Vacant/Dilapidated building demolition
- g. Other

### 5. SHIFTS IN POWER DYNAMICS

- a. # new registered voters
- b. Positive media attention/coverage of community

### 6. INSTITUTIONAL CHANGE

*(Collected once/year ONLY for those data points that relate to the organization's CB&O work)*

- a. Improved public service delivery or public resource distribution to community
- b. Crime rates
- c. Homeownership rates
- d. Resident stability/mobility
- e. Property values
- f. Voting rates
- g. Unemployment/employment rates
- h. School attendance, dropout or graduation rates
- i. Legislative action initiated
- j. Other

### 7. MOST SIGNIFICANT OUTCOME(S) *to organization and/or community*



NeighborWorks® Community Building  
and Organizing Initiative  
855 Boylston Street  
6th Floor  
Boston, MA 02116  
(617) 450-0410

[www.nw.org](http://www.nw.org)