

Barriers to Collaboration in A Comprehensive Economic Development Initiative's Planning Phase

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Professional Setting

- New York City Economic Development Corporation & Mayor's Office of Comprehensive Neighborhood Economic Development (CNED)
- CNED is a new economic development initiative being piloted in Bedford-Stuyvesant (Bed-Stuy), Brooklyn

CNED

- Two primary goals:
 - To enable low-income and unemployed residents to gain financial independence and access to economic opportunity
 - To enhance the capacity of local businesses and non-profit organizations to serve local residents
- 5 Planning Committees
 - My responsibilities: Savings and Asset Building Committee, Non-Profit Capacity Building Committee
- End product is a 4-year neighborhood investment plan

AFE Paper Goals

- Describe the history of urban development policies and the development of comprehensive community initiatives (CCIs)
- Explore two barriers to effective collaboration within CCIs, using CNED as an example

History of Urban (Re)Development Policies

- First policies emerged during Great Depression (1930s)
- Urban Renewal provided first policies directed toward the eradication of blight (1950s)
- War on Poverty and Model Cities (1960s)
- New Federalism and CDBG (1970s)
- Federal retrenchment from funding urban programs (1980s)
- Piecemeal attempts, such as Enterprise Zones, TIF districts, etc. (1990s)
- Federal "Safety Net" programs

To the Rescue: CCIs

- What is a comprehensive community initiative?
- CCIs have grown in number since the late 1980s for the following reasons:
 - Poverty concentrates in definable areas
 - Needs are varied and interrelated
 - Belief in local determination, civic participation, and coordination of service providers and delivery
 - Maturation of community development corporations
 - Multiplicative effect of public-private partnerships

Barriers to Collaboration

- Two major barriers:
 - Lack of Inter-organizational trust
 - Key: Transparency and inclusiveness
 - Competing motivational factors
 - Key: Trust

Inter-Organizational Trust

- CNED Examples:
 - CBO skepticism about service provider selection process
 - Funding questions
 - CEO competition for resources
- Transparency and communication

Competing Motivational Factors

- Primary consideration:
 - City: measurable results
 - CBO: long-term funding
- Recognize differing motivations and build trust
- CNED Examples:
 - Competition between CBOs
 - Funding for City programs

Lessons Learned

- Neighborhood economic development strategies & their interrelatedness
- How to interact with various stakeholders within a project
- First-hand account of the problems facing a low-income, minority neighborhood

Thank you

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