

F: APPENDICES:

Article from CED Newsletter

CED Institute materials/Invitations/Correspondence

Invitation to Participate in CED Consulting Services

Correspondence with funders/participants/co-sponsors

Photos of IDC, 475 Broadway

GUEA CDBG Grant Application

CED Resource Center Business Plan



## INTERNATIONAL DEVELOPMENT CENTER PROGRAMS

Foundation for Personal  
and Community Development  
National  
Kankakee  
Gary, IN

CENTER  
SPACE  
IDC  
Stelle  
Gary, IN

University of  
Successful Living  
IDC

Community Economic Devel-  
opment Resource Centers  
Manteno/Kankakee County  
Gary, IN  
East St. Louis

International  
Development Corp.  
IDC

CED Institute  
Chicago  
Manteno

The International Development Center was established to help create a better world by helping people, organizations and communities empower themselves in order to realize/actualize their potential. The various programs offered through the Center foster personal, organizational and community empowerment and spiritual unfoldment through the cooperative production and dissemination of transformational resources including publications, audio/video cassette programs, seminars, workshops and consulting services.

The International Development Center represents a coalition of non-profit organizations involved in community economic development and education. The participants include: the Illinois Community Education Association, the Illinois Community Development Society, the Institute for the Development of Cooperation, Communities Publications Cooperative, CEDRIC, Community Economic Development Resource and Information Consultants, the Foundation for Personal and Community Development, and the Manteno Redevelopment Council.

The International Development Center offers educational materials and programs in the following fields: Personal Development, Professional Development, Human Resource Development, Organizational Development, Community Education, Leadership Development, Community Development, Cooperative Development and Community Economic Development. The center has been donated two buildings by the Manteno Redevelopment Council, provided the necessary funding to renovate and operate the buildings is obtained. The center also has access to a large gymnasium/auditorium, dormitory, commissary, fitness center and an 18 hole golf course. The ultimate vision of the International Development Center is the transformation of the 250 acre IDC campus into an international "University of Successful Living."

In addition to the main campus in Manteno, the Center plans to expand its scope by establishing an international network of community economic development resource centers. These facilities will provide opportunities for individuals and organizations in any area to cooperatively develop expanded resources for helping each other help themselves and to conduct community-wide programs. A prototype CED Resource Center is being developed in Gary, Indiana.

Community economic development is the central theme of the IDC and its Community Economic Development Resource Center and CED Institute. These projects incorporate the three basic components of classic community development: Empowerment, Self-Help, and Capacity Building. The resource centers will encompass the three general types of strategies for local capacity building identified by James A. Christenson and Jerry W. Robinson in their 1989 book, Community Development in Perspective. These are:

- (1) expanding the base of citizen involvement,
- (2) enhancing the leadership pool, and
- (3) enlarging the information base of local communities.

#### **MIDWEST COMMUNITY ECONOMIC DEVELOPMENT RESOURCE CENTER**

The initial project of the International Development Center is a Midwest Community Economic Development Resource Center (CEDRC) that will provide a broad range of services that foster personal, organizational and community empowerment. These services will include educational publications, seminars, workshops, technical assistance and consulting services. Many of these resources will be made available to individuals and organizations involved in community economic development at a lower cost than would otherwise be possible, in some cases because travel costs would be minimized through local availability of the training programs.

The services available through the resource center will enhance the capacity of existing organizations and programs by providing assistance with organizational development and planning, assistance in publishing newsletters, brochures and other promotional materials, computerized accounting services for non-profit agencies and access to national data bases, and workshops and training programs on topics such as goal achievement, time management, motivation, conflict resolution, creative thinking and problem solving, and business plan development. Meeting and training rooms will be made available on a sliding scale basis along with audio video equipment and training materials.

The center will also include resources from: National Council for Community Based Development, National Congress for Community Economic Development, National Council for Urban Economic Development, Corporation for Enterprise Development,

National Community Development Society, National Community Education Association, Community Services, Inc., The Regeneration Project, Community Options, Community Information Exchange, Servant Leader Foundation, Foundation for Community Encouragement, Institute for Economics, The Rocky Mountain Institute, Nightingale-Conant Corporation (Audio/video cassette programs), Success Unlimited, Inc. (Self-help publications), Napoleon Hill Foundation, and Carlson Learning Systems (Training programs on Family, Relationships, Self-Esteem, Wellness, Communication, etc).

The CED Resource Centers and the CED Institute will provide additional resources and access to transformational materials and programs that will foster the formation of new organizations and coalitions of organizations. These initiatives will also provide expanded and less costly educational resources to existing organizations involved in community economic development.

The ultimate beneficiaries of these projects are the residents of the communities where these CED programs exist in order to foster self-help, empowerment and capacity building. The primary results of the initiatives include enhanced opportunities for personal and organizational empowerment as well as collaboration among organizations and across sectors. This will facilitate the strengthening of regional coalitions and cooperative efforts.

The Community Economic Development Resource Center has identified three priority activities that are described below:

### **COMMUNITY ECONOMIC DEVELOPMENT INSTITUTE**

The initial project of the CEDRC is a 3 to 5 day training program in community economic development that will be held in the fall of 1992. The institute will be modeled after the successful Management and Community Development Institute at Tufts University. Richard Schramm, founder of the program and Mary Cronin, the current Executive Director of the Tufts Institute, are assisting with the Chicago area institute by providing course outlines, faculty referral, and their mailing list.

The interim planning committee consists of area students and alumni of the CED Masters program at New Hampshire College. We are committed to providing maximum opportunities for co-creative participation by other interested individuals and organizations. All known CED practitioners and community based development groups in the Chicago area will be invited to participate in planning the event. The input of this larger group will determine what programs to offer and when. They will use data provided by the Tufts Institute in developing a survey instrument to assess local interests and the needs of prospective participants.

The scheduling of the CED Institute in the Chicago area will enable many individuals and organizations to take advantage of state-of-the-art training programs that might not otherwise be available. Several substantial funding sources for the CED Institute have already been identified.

#### **COMMUNITY ECONOMIC DEVELOPMENT MASTERS DEGREE PROGRAM**

A secondary objective of the CEDRC is to promote replication of the CED Masters program at New Hampshire College through an institution of higher learning in the Chicago area. Dr. Michael Swack, founder and Executive Director of the CED Program at New Hampshire College is assisting with this project. Preliminary discussions are being held with Roosevelt University and the University of Illinois at Chicago.

#### **LOCAL COMMUNITY ECONOMIC DEVELOPMENT RESOURCE CENTERS**

An additional objective of the Midwest CEDRC is the establishment of local community economic development resource centers. The CEDRC is coordinating the establishment of a prototype CEDRC in Gary, Indiana through a coalition of community development corporations, religious institutions and units of government.

The scope of the prototype resource center being established in Gary includes Project Trailblazer, an entrepreneurial training and technical assistance program targeted to low and moderate income residents and an incubator of non-profit agencies providing technical assistance, secretarial services, grantwriting, access to computer resources, and on line data bases such as the Community Information Exchange and CEDNET, the Community Economic Development computer conferencing network being established by the CED Master's program at New Hampshire College.

## **PARTICIPANTS IN THE INTERNATIONAL DEVELOPMENT CENTER PROGRAMS**

**The Institute for Cooperative Community Development, (ICCD)** is a 501(c)(3) organization incorporated in 1986 as a program of the Community Economic Development program at New Hampshire College. ICCD practitioners are the faculty, staff and graduate body of the CED program. Four of the participants in this proposal are graduates of the CED masters program. ICCD clients are community based and development assistance organizations that request assistance in designing and implementing projects that strengthen the community's participation in its own economic and social development.

ICCD has received funding from Ford Foundation, Mott Foundation and the U.S. Department of Health and Human Services for its most recent project, a large scale peer lending program designed to provide loans and technical assistance to more than 5,000 New England micro-entrepreneurs. ICCD has been a co-sponsor of the Management and Community Development Institute at Tufts University for eight years and it has provided financial assistance for the 1992 Chicago area CED Institute. Dr. Michael Swack, Executive Director of the ICCD and the CED Master's program at New Hampshire College, is assisting with these initiatives. The CED Resource Center will be a node for the CEDNET project being established by the ICCD as an international on-line data base/conference for CED faculty and practitioners. **The Illinois Community Education Association**, a 501 (c)(3) corporation, is a chapter of the National Community Education Association that was founded in 1966. The NCEA gives teachers, administrators, policy makers and interested citizens the information, resources and support networks they need to promote community involvement in education, interagency partnerships and lifelong learning for everyone in the community.

**The Illinois Community Development Society** is a chapter of the National Community Development Society that was founded in 1970 to encourage and facilitate the exchange of ideas, information and expertise among individuals and organizations engaged in or concerned about community development. The society provides a forum for the exchange of ideas, experiences and the development of common interests, publishes and disseminates community development information through the Journal and Vanguard, advocates excellence in the application of the community development process and promotes citizen participation as essential to effective community development.

**The Institute for the Development of Cooperation** is a non-profit Michigan organization that offers educational publications, seminars and workshops on the application of cooperative principles. The Institute was established in 1986 by Joel Welty, author and Past President of the National Association of Housing Cooperatives and Past President of the National Association of Credit Unions.

The **Foundation for Personal and Community Development** is an Illinois non-profit membership organization established in 1990 to help create a better world by helping people, organizations and communities empower themselves in order to realize/actualize their potential. The Foundation fosters personal, organizational and community empowerment through the cooperative production and dissemination of transformational resources including publications, audio/video cassettes programs, television programs, seminars, workshops and consulting services.

**CEDRIC, Community Economic Development Resource and Information Consultants**, is a non-profit organization established in Indianapolis, Indiana in 1991 to foster partnerships between neighborhoods, various private and public financial institutions and communities. To create the atmosphere for reinvestment in those communities and foster the development of community economic development ventures, CEDRIC educates public, private and community leadership about the need for increased neighborhood revitalization.

CEDRIC also provides skills, information, training, technical assistance and educational services, serves as advocate/catalyst for community economic development and assists in capacity building for emerging community development corporations through educational services, technical services, counseling services, planning expertise, and project development support and resources. CEDRIC has evolved into a national network of skilled development practitioners whose focus is on helping communities build community by providing community based organizations with the resources needed to successfully complete business and housing development projects.

The **Manteno Redevelopment Council** is a 501(c)(4) corporation formed in 1985 to redevelop the former State Hospital that was closed in 1986 resulting in the loss of over 900 jobs and the abandonment of a 250 acre campus with 55 buildings. Over the past 5 years, the Council and the managing partners, Illinois Diversatech have generated over \$100 million in new commercial and industrial development and have created over 1,300 jobs.

**Communities Publications Cooperative (CPC)**, is a division of Unschool Educational Services, Inc., a 501(c)(3) corporation based in Connecticut. CPC is the publisher of the magazine, *Communities*, Journal of Cooperation, publisher of The Guide to Cooperative Alternatives and co-publisher of Directory of Intentional Communities. CPC also provides seminars, workshops and consulting services on topics relating to living in community and practicing the principles of cooperation.



BUSINESS PLAN

FOR THE

COMMUNITY ECONOMIC DEVELOPMENT RESOURCE CENTER

1992-1995

AN INITIATIVE OF:

THE INSTITUTE FOR COOPERATIVE COMMUNITY DEVELOPMENT

THE INSTITUTE FOR COMMUNITY ECONOMICS

THE FOUNDATION FOR PERSONAL AND COMMUNITY DEVELOPMENT AND

COMMUNITY ECONOMIC DEVELOPMENT RESOURCE & INFORMATION CONSULTANTS

The Community Economic Development Resource Center  
One Diversatech Drive, Manteno, Illinois 60950  
Telephone 815-468-3443      Fax 815-468-8731

# COMMUNITY ECONOMIC DEVELOPMENT RESOURCE CENTER BUSINESS PLAN

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## **COMMUNITY ECONOMIC DEVELOPMENT RESOURCE CENTER**

### **BUSINESS PLAN FOR 1992 TO 1995**

#### **A. STATEMENT OF PURPOSE**

The Institute for Cooperative Community Development (ICCD) and several participating organizations are implementing a Community Economic Development Resource Center that will promulgate CED principles and practices through a number of services and products. These include: a CED Institute in Chicago, Illinois in the fall of 1992, the establishment of a prototype CED Resource Center in Gary, Indiana, and the development of an international stable of consultants with a Master's degree in CED.

This plan will serve primarily as an operating and policy guide for the Community Economic Development Resource Center and as a means of obtaining participation by individuals and organizations with community economic development expertise and or needs.

The plan will also serve as the proposal for the Institute for Cooperative Community Development Board of directors to provide the start-up funding of \$ 30,000 required for the project.

Individuals whose consulting services are marketed through the CEDRC will make annual membership payments of \$100 to help offset operating expenses of the Center. In addition, members who receive compensation for services rendered through the CEDRC will donate up to 10% of the fees they receive to the Center.

#### **B. DESCRIPTION OF THE BUSINESS**

##### **COMMUNITY ECONOMIC DEVELOPMENT DEFINED**

The primary goal of community development is to help people improve their economic and social conditions. Community economic development, a subset of community development, is a people-initiated strategy which seeks to develop the economy of a community, region or country for the benefit of its residents. Community economic development strategies seek to develop efficient, productive and profitable ventures and programs within the context of a community's social, cultural and political values. Thus, community economic development strategies focus on issues such as local ownership of economic resources, citizen participation, and building the capacity of local people to participate in and manage the development process.

The community economic development approach to development is quite different from traditional economic development strategies because it emphasizes models of development that address issues of ownership and control of community resources. This emphasis on ownership and control also differentiates community economic

development from the traditional social welfare policies that often result in dependency.

Community economic development is the central theme of the resource center with an emphasis on the three basic components of classic community development: Empowerment, Self-Help, and Capacity Building. The resource center will encompass the three general types of strategies for local capacity building identified by James A. Christenson and Jerry W. Robinson in their 1989 book, Community Development Perspectives. These are:

- (1) expanding the base of citizen involvement,
- (2) enhancing the leadership pool, and
- (3) enlarging the information base of local communities.

These strategies contribute to capacity building by nurturing and strengthening local organizations, by generating citizen interest to participate in community decision making and actions, and by increasing the vehicles for citizen involvement, particularly by low-income residents and minorities. While each of these strategies is important, together they establish a solid foundation for citizen participation in community development.

The Community Economic Development Resource Center (CEDRC) will provide a broad range of services that foster personal, organizational and community empowerment. These services will include educational publications, seminars, workshops, technical assistance and consulting services.

The Community Economic Development Resource Center will promulgate CED principles and practice through a number of services and products including: a CED Institute in Chicago, Illinois in the Fall of 1992; the establishment of a prototype CED Resource Center in Gary, Indiana; and the provision of technical assistance and consulting services through the development of an international stable of consultants with a Master's degree in CED. The Community Economic Development Resource Center is being established by the Institute for Cooperative Community Development with participation by the Foundation for Personal and Community Development, the Institute for Community Economics and CEDRIC, Community Economic Development Resource and Information Consultants.

### **C. PRODUCTS AND SERVICES**

The CED Resource Center will provide a broad range of services that foster personal, organizational and community empowerment including educational materials, seminars and workshops, and technical assistance in personal, professional, organizational, community and economic development. The services available through the resource center will enhance the capacity of existing organizations and programs by providing assistance with organizational development and planning, assistance in publishing newsletters, brochures and other promotional materials, computerized accounting services for

non-profit agencies and access to national data bases, and workshops and training programs on topics such as goal achievement, time management, motivation, conflict resolution, creative thinking and problem solving, and business plan development.

The scope of the resource center includes entrepreneurial training and technical assistance targeted to low and moderate income residents, an incubator of non-profit agencies providing technical assistance, secretarial services, grantwriting, access to computer resources, and on line data bases such as the Community Information Exchange and CEDNET, the Community Economic Development computer conferencing network being established by the CED Master's program at New Hampshire College.

The services available through the resource center will enhance the capacity of existing organizations and programs by providing assistance with organizational development and planning, assistance in publishing newsletters, brochures and other promotional materials, computerized accounting services for non-profit agencies and access to national data bases, and workshops and training programs on topics such as goal achievement, time management, motivation, conflict resolution, creative thinking and problem solving, and business plan development.

The resource center will include a library of all publications related to CED, a lending library with audio and video cassettes, VCR's and televisions, training materials, self-help books and self assessment tools. An ongoing schedule of seminars and workshops will be offered including the "Personal and Professional Success Techniques Seminar." This audio and video cassette training program covers the following topics: How to Get the Most Out of Self-Help Materials; How to Set and Achieve Goals; Creative Thinking and Problem Solving; How to Motivate Yourself and Others; How to Make the Most of What You Already Have; and How to Manage Your Time.

The center will include resources from: National Council for Community Based Development, National Congress of Community Development Corporations, National Council for Urban Economic Development, Corporation for Enterprise Development, National Community Development Society, National Community Education Association, Community Services, Inc., The Regeneration Project, Community Options, Community Information Exchange, Servant Leader Foundation, Foundation for Community Encouragement, Institute for Economics, The Rocky Mountain Institute, Nightingale-Conant Corporation (Audio/video cassette programs), Success Unlimited, Inc. (Self-help publications), Napoleon Hill Foundation, and Carlson Learning Systems (Training programs on Family, Relationships, Self-Esteem, Wellness, Communication, etc).

A fundraising library will be established that will include all the major publications available including the Taft Foundation Directory, Corporate 500 Directory, Foundation Giving Watch, Community Information Exchange Grant Alert, Economic Development

Quarterly, Community Development Digest, Economic Growth Report, Federal Assistance Monitor, Corporate Giving Watch, Economic Development Commentary, and the Federal Register/Commerce Business Daily Grant Alert, etc.

## PRODUCTS AND SERVICES AVAILABLE THROUGH THE CED RESOURCE CENTER

### PUBLICATIONS

#### Guidebook to Community Economic Development

The CEDRC will publish a guidebook to transformational resources that foster personal, organizational, and community empowerment. The guidebook will include articles, reviews, and resource listings including:

- The best available transformational books, including reviews of the classics and recent best sellers and information on how to order books from the CEDRC.

- Available periodicals and magazines and information on how to order them through the CEDRC.

- Listings of the best selling audio/video cassette learning programs and information on how to order them from CEDRC.

- Listings and description of the best known seminars and workshops and other available educational resources and how to obtain more detailed information.

- Listings of the major providers of technical assistance and consulting services in personal, organizational, and community development/empowerment.

The guidebook will include an invitation to every reader to join the CEDRC and be able to obtain continuing access to leading edge transformational resources at discount prices. Local and regional chapters will be developed to provide opportunities for local events and contact with other members.

## COMMUNITY ECONOMIC DEVELOPMENT INSTITUTE

The Institute for Cooperative Community Development at New Hampshire College and the Foundation for Personal and Community Development, will co-sponsor a CED Institute in Chicago, Illinois in the Fall of 1992. The CED Institute will be modeled after the successful Management and Community Development Institute at Tufts

University. The primary objective is to conduct a 3 to 5 day training program in community economic development. The secondary objective is to promote replication of the New Hampshire College CED Masters program through an institution of higher learning in Chicago. The initial sponsors of the CED Institute are committed to providing maximum opportunities for co-creative participation by other interested individuals and organizations. All known CED practitioners and community based development groups in the Chicago area will be invited to participate in planning the event. The input of this larger group will determine what programs to offer and when.

The initial planning committee consists of area students and alumni of the CED Masters program at New Hampshire College. The committee will be expanded as appropriate to encompass the other participants as they are involved. The contents of the program will be determined by a Program Development Sub-committee. This group will be given access to the various programs offered through Tufts over the past few years. They will use this data in developing a survey instrument to assess local interests and the needs of prospective participants.

The Marketing and Promotion Sub-committee will be responsible for generating publicity about the program and participation. The Sub-committee will have access to materials used by Tufts as well as their mailing list of individuals and organizations located in the midwest. The Sub-committee will seek similar cooperative arrangements with the co-sponsors and other organizations with resources for disseminating information about the program.

#### PROFESSIONAL DEVELOPMENT CONFERENCES, SEMINARS AND WORKSHOPS

The Community Economic Development Resource Center will be introduced to the public and partly funded through a quarterly program of seminars and workshops designed to promote community vision, unity, and cooperation. The objective of these events is to foster personal, organizational and community empowerment through seminars, workshops and professional development conferences featuring nationally known trainers and motivational speakers. Tentative speakers include: Les Brown, Brian Tracy, author of The Psychology of Success, The Psychology of Achievement, Getting Rich In America, Dr. Kenneth Blanchard, author of The One Minute Manager, Harvey Mackay, author of Swim With the Sharks Without Being Eaten Alive, Zig Ziglar, author of See You At The Top, Dr. Wayne Dyer, Wally "Famous" Amos, etc.

In addition to featuring one or more of these speakers/trainers, each event will showcase local individuals and organizations that are "stressing the positive." For example, service clubs could present their most significant annual community service awards as part of the proceedings. These organizations and the sponsors of each event would be invited to set up displays in the convention center featuring their products, services and resources.

## **D. MARKETING INFORMATION**

### **1. Basic Marketing Strategy**

The basic overall marketing strategy is to initiate joint ventures with other organizations that represent both resources for consulting personnel and potential clients for consulting services. For example, we will develop cooperative relationships with organizations such as Community Service, Inc., Community Development Society, National Community Education Association, National Council for Urban Economic Development, National Congress for Community Economic Development, National Council for Community Based Development, LISC, the Enterprise Foundation, and state associations of community and economic development associations.

Through affiliation with these existing organizations, we will be able to connect with both producers and consumers of consulting services and training products. By offering membership benefits to their members at discount prices, we will be able to realize a benefit by providing benefits in return such as discount access to educational materials and programs. By publishing articles about the CEDRC in their newsletters and magazines, prospective members, clients and providers of consulting services will be introduced to the project and the services it provides. This free promotion and advertising represents a major component of the marketing strategy of developing collaborative partnerships to the mutual benefit of all parties concerned.

The various services of the CEDRC will be offered anywhere in the world and will be phased in as the market warrants. For example, the CED Institute in Chicago, Illinois and the prototype CED Resource Center in Gary, Indiana have already been initiated with outside funding sources. The consulting services will be launched whenever clients are obtained, thereby substantially reducing the start-up costs normally associated with such a venture.

### **2. Overview of Existing Organizations and Their Services**

There are quite a few organizations that offer transformational resources and consulting services in community, organizational and economic development. However, we are not aware of any that are really comparable with the scope of the CEDRC. For example; community foundations address the basic issue of harnessing a community's financial resources. Churches and educational programs certainly provide empowerment resources and there are other organizations such as Community Information Exchange, Institute for Community Economics, Regeneration Project, Community Services, Inc., Center for Neighborhood Technology, ICA, ICCD, CDC's, etc.

### **3. Differentiation of the CED Resource Center**

In addition to the non-profit organizations identified in section 2, there are thousands of individuals and organizations that offer



various training programs and products. Most of these resources are not generally available in the communities we are targeting. In addition, since their focus is usually making a profit and ours includes a primary focus on rendering service by disseminating transformational resources, we can reach millions of clients no one else is presently serving.

Our objective is contained in the mission statement: Our mission is to help create a better world by helping people, organizations and communities empower themselves in order to realize/actualize their potential. We accomplish our mission by establishing an international non-profit membership-based organization to cooperatively produce and disseminate uplifting publications, audio/video cassette programs, seminars, workshops, television programs and consulting services. Our target market includes non-profit organizations, foundations, corporations, communities, states, and countries seeking technical assistance in designing, implementing, monitoring and evaluating community economic development programs.

#### 4. Pricing

According to data collected on three competitors, there are general ranges of pricing strategies that are driven by staff hours. Some clients have established guidelines or maximum amounts for various line items such as personnel, overhead, indirect costs, and profit and or cost plus fixed fee contracts. In addition, there are significant differences between the pricing structures for public, private and the non-profit sector clients. Each of these factors will be considered when identifying the most appropriate pricing strategy for each proposal submitted by the CEDRC to a prospective client.

#### 5. Results of Marketing Survey

The input from a recent brainstorming session by CED students provided support for the various initiatives proposed by the CEDRC. As part of the market research, participants of a Training of Trainers class presentation on the Three Round Method of Brainstorming addressed the following question:

"What actions can be taken to introduce greater numbers of people to the principles and practice of Community Economic Development?"

The top three answers from each of the three small groups is provided below: (More detailed input from each of the three groups is provided as Attachment 1.)

- (1) Publish literature on CED
- (2) Develop and provide educational programs/workshops
- (3) Pass legislation supportive of CED

- (1) Publish free CED newsletter
- (2) Produce CED radio show and or television programs
- (3) Offer Regional CED programs (conferences and educational workshops)

- (1) Public recruitment campaign
- (2) Radio spots (PSA's) Perhaps with sports personality
- (3) Media campaign/ billboard ads

## **E. BUSINESS OPERATIONS**

### **1. LOCATION**

The primary office of the Institute for Cooperative Community Development is at New Hampshire College. The primary location of the CED Resource Center project is co-located with the Foundation for Personal and Community Development at the ICCD satellite office in Manteno, Illinois. The location of business operations through consulting services is international, determined by the location of the client requesting services from the CEDRC. At the present time, consulting services are being provided in Gary, Indiana and a proposal is pending for the City of Philadelphia, Pennsylvania.

### **2. EQUIPMENT AND MATERIAL NEEDS**

Given the nature of the business and its access to in-kind services, equipment and supplies, there are no equipment requirements or raw materials.

### **3. SUPPLIERS**

The suppliers consist of publishers of educational materials, producers of audio/video cassette programs (primarily Nightingale-Conant Corporation, Brian Tracy Learning Systems and the Foundation for Personal and Community Development which produces the Introduction to Personal and Professional Success Techniques Seminar. These products are available on a net thirty day basis.

## **F. COMPETITION**

While we are not aware of any direct competition that provides the broad range of CED services the CEDRC offers, we have identified three organizations that could be considered competition. These are: ICF, a for-profit international consulting firm that has a Housing and Real Estate Division; The National Development Council a non-profit organization that provides training and technical assistance in economic development and to a lesser extent, community development; and The National Development Training Institute, a non-profit organization that offers training primarily in housing development and organizational development. We have obtained copies of brochures on each of the competitors and a sample copy

of a previous proposal they have submitted to provide services. Analysis of these documents indicates the following assumptions:

(1) ICF has expertise in the development of training programs and materials for various federal, state and local governments. They do not have a stable of CED practitioners or a past track record in CED and their fee structure is the highest of those reviewed. Given ICF's successful track record in obtaining and completing projects for governmental units, HUD in particular, it may be advisable to consider a joint venture with ICF in response to an anticipated request for proposals from HUD to provide CED Technical Assistance.

(2) NDC has focused primarily on its week-long training programs that cost \$595. plus travel and lodging expenses. NDC also does consulting work, primarily to state and local government. Given their successful track record and pool of trainers, it may be advisable to consider joint ventures with NDC.

(3) NDTI has dozens of different training programs designed to help individuals and organizations facilitate and promote community based development. NDTI has participated in previous joint ventures and training programs with LISC and the Enterprise Foundation.

( NOTE: Reading the material on NDTI resulted in a decision to ask them to participate in a joint response to the anticipated HUD RFP and ask for permission to market their materials and services through the CEDRC.)

#### **G. PARTICIPATING ORGANIZATIONS**

The Community Economic Development Resource Consulting Center is being initiated as a collaborative joint venture by the Institute for Cooperative Community Development. The other participating organizations include: the Institute for Community Economics, Community Economic Development Resource and Information Consultants, and the Foundation for Personal and Community Development. A brief description of each participant is provided below:

##### **THE INSTITUTE FOR COOPERATIVE COMMUNITY DEVELOPMENT, (ICCD)**

ICCD is a non-profit organization incorporated in 1986 as a program of the Community Economic Development program at New Hampshire College. ICCD practitioners are the faculty, staff and graduate body of the CED program. ICCD clients are community based and development assistance organizations that request assistance in designing and implementing projects that strengthen the community's participation in its own economic and social development.

ICCD has received funding from Ford Foundation, Mott Foundation and the U.S. Department of Health and Human Services for its most recent project, a large scale peer lending program designed to provide loans and technical assistance to more than 5,000 New England micro-entrepreneurs. ICCD has provided technical assistance to organizations, communities and countries around the world and has been a co-sponsor of the Management and Community Development Institute at Tufts University for eight years.

#### THE FOUNDATION FOR PERSONAL AND COMMUNITY DEVELOPMENT

The Foundation is a non-profit membership organization established to help create a better world by helping people, organizations and communities empower themselves in order to realize/actualize their potential. The Foundation fosters personal, organizational and community empowerment through the cooperative production and dissemination of transformational resources including publications, audio/video cassette programs, seminars, workshops and consulting services.

The Foundation has developed a successful track record of helping individuals, organizations and communities expand their capacity for self-help and empowerment. The Foundation has developed a University of Successful Living program with a faculty of over twenty national authorities in the personal, organizational, community and economic development fields. It now plans to expand its scope by establishing an international network of community resource centers. These facilities will provide opportunities for individuals and organizations in any geographic location to cooperatively develop expanded resources for helping each other help themselves and to conduct community-wide programs. The CED Resource Center in Gary will serve as the prototype local resource center.

#### COMMUNITY ECONOMIC DEVELOPMENT RESOURCE AND INFORMATION CONSULTANTS (CEDRIC)

CEDRIC is a non-profit organization established in Indianapolis, Indiana to foster partnerships between neighborhoods, various private and public financial institutions and communities. To create the atmosphere for reinvestment in those communities and foster the development of community economic development ventures, CEDRIC educates public, private and community leadership about the need for increased neighborhood revitalization. CEDRIC also provides skills, information, training, technical assistance and educational services, serves as advocate/catalyst for community economic development and assists in capacity building for emerging community development corporations through educational services, technical services, counseling services, planning expertise, and project development support and resources.

## INSTITUTE FOR COMMUNITY ECONOMICS

The Institute for Community Economics (ICE) is a national non-profit organization which provides technical and financial assistance to various community-based organizations working to produce and preserve affordable housing, land, jobs, and social services in communities where they are most needed. ICE's primary mission is to give communities the practical tools and skills for regaining control over their land in order to ensure its appropriate development and economically just allocation.

ICE's principal program for preserving affordable housing and farmland is the development of community land trusts, a model ICE developed in 1967. ICE is the primary provider of technical assistance for developing CLT's in the United States and currently coordinates a national network of over 90 CLT's operating in both rural and urban communities in 23 states.

ICE also operates a Revolving Loan Fund which accepts loans from socially concerned individual and institutional lenders, and directs low-cost lending capital primarily to non-profit groups that provide affordable housing.

### H. MANAGEMENT

The CED Resource Center will be administered by a Board of Directors comprised of one representative from each of the major partners. A Project Manager and other appropriate staff positions will be filled by the Board of Directors. A CED Resource Center Advisory Board will be comprised of individuals with expertise in the various development fields such as: Dr. Michael Swack, Chairman of the Board of Directors for the Institute for Community Economics, Executive Director of the Community Economic Development Masters Program at New Hampshire College, and founder and Executive Director of the Institute for Cooperative Community Development; Dr. George Pintar, Executive Director of the Illinois Community Education Association and President of Professional Educator Management Associates; and Joel Welty, Executive Director of the Institute for the Development of Cooperation and past President of the National Association of Housing Cooperatives and the National Credit Union Association.

### I. PERSONNEL

The core staff of the CED Resource Center project will initially be comprised of representatives of the participating organizations, particularly the faculty of the CED program at New Hampshire College, the Executive Director of ICCD, Mr. Don Mason, and the Project Director, Charles Betterton. The only paid staff initially are the Executive Director who shall be paid \$24,000 per year in year 1, up to \$ 50,000 in year 3 based upon performance particularly with fundraising and a part-time

secretary who shall be paid \$7. per hour. Additional personnel will be hired as required from the pool of consultants who are faculty and or graduates of the CED Master's program at New Hampshire College.

One of the major advantages of the CEDRC concept is that there are only minimal operating expenses required to pursue contracts for the available resource personnel to assist with on a part-time basis primarily. In addition, the collaborative partnership with several organizations results in access to staff resources, equipment and supplies on an in-kind basis. Supporting professional services will be provided by the participating organizations with ICCD providing the services of its Executive Director who is also an attorney. In addition, ICCD will provide technical assistance in financial management as requested by the CEDRC project Board of Directors.

#### **J. IMPLEMENTATION SCHEDULE**

The Community Economic Development Resource Center is being implemented in phases as demands and funds permit. For example, the CED Institute in Chicago project was selected as an initial project because sufficient resources are available for it to proceed as a separate initiative. Similarly, the prototype CED Resource Center in Gary, Indiana is proceeding through a private/non-profit/public collaborative partnership. The ICCD is coordinating the process and will receive a portion of any grants it generates for the local project.

A letter will be sent to all alumni of the CED Master's program during January of 1992 introducing the CEDRC concept and soliciting participation. The resumes of those interested will be placed in the CEDRC Personnel File in anticipation of a pending RFP from HUD. Additional preliminary steps are being taken to develop partnerships with other organizations that we are inviting to participate in a joint response to the HUD RFP and other future initiatives.

Implementation of the longer range projects such as the consulting services operations and publication and distribution of training materials are scheduled for implementation over the next year in accordance with the Tentative Workplan provided as Attachment 2. In the first quarter of 1992, a brochure will be developed that introduces the products and services available through the CEDRC. These will be distributed through the members, by direct mail to prospective clients such as CDBG entitlement entities, United Way of America, LISC, Enterprise Foundation, and private foundations. In addition, we will ask all organizations involved in community economic development to publish an article on the CEDRC in their newsletters and magazines.

## **K. COMMUNITY BENEFIT**

The Community Economic Development Resource Center (CEDRC) will provide a broad range of services that foster personal, organizational and community empowerment, including educational publications, seminars, workshops, technical assistance and consulting services. Many of these resources will be made available to individuals and organizations involved in community economic development at a lower cost than would otherwise be possible, in some cases because travel costs would be minimized through local availability of the training programs.

The ultimate beneficiaries of these projects are the residents of the communities where these CED programs exist in order to foster self-help, empowerment and capacity building. The primary results of the initiatives include enhanced opportunities for personal and organizational empowerment as well as collaboration among organizations and across sectors. This will facilitate the strengthening of regional coalitions and cooperative efforts.

The CED Resource Centers and the CED Institute will provide additional resources and access to transformational materials and programs that will foster the formation of new organizations and coalitions of organizations. These initiatives will also provide expanded and less costly educational resources to existing organizations involved in community economic development.

The scheduling of the CED Institute in the Chicago area will enable many individuals and organizations to take advantage of state-of-the-art training programs that might not otherwise be available. Over the past eight years, attendance at the Tuft's University Management and Community Development Institute has increased from 55 to almost 500 individuals, but 75% of those participants are from New England. Many midwest practitioners are unable to attend the Tuft's Institute due to the costs of travel. Replication of the CED Master's program will enable many more midwest residents to take advantage of the unique curriculum without having to pay as much for travel as for tuition.

All known CED practitioners and community based development groups in the Chicago area are being invited to participate in planning the annual CED Institute. The input of this larger group will determine what programs to offer and when. They will use data provided by the Tufts Institute in developing a survey instrument to assess local interests and the needs of prospective participants.

## **L. APPLICATION AND EFFECT OF ICCD FUNDS**

The proposed allocation of funds by the Institute for Cooperative Community Development would be used to provide the necessary start-up funding for the Community Economic Development Resource Center. The CEDRC and its various initiatives are all directly

related to the stated objectives of the ICCD. Their successful implementation will enhance the success of the ICCD in the promulgation of CED principles and practice in the following ways:

(1) Funding will be obtained to publish a "Guidebook to Community Economic Development" or "The Best of Community Economic Development" The initial sources for materials will be the existing CED files and articles solicited from alumni. The bibliography would serve as a major CED resource listing. In addition, a newsletter and or a quarterly magazine like Communities, Journal of Cooperation would be produced to disseminate information on CED programs and resources.

(2) The CEDRC will develop and promote a proposal for the production of a broadcast quality video program, perhaps a documentary by PBS on the ten year history of the CED program and the significance of CED internationally.

(3) The CEDRC will implement a "Community Economic Development Success Stories on Parade" program. The model for this is the CUED "Economic Development Success Stories on Parade." We will solicit applications from participating organizations in each state for nominations as a success, then select the best and provide state and or regional showcases with media coverage, concurrent workshops, conferences etc.) We could seek participation/co-sponsorship by: National Council for Community Based Development, National Council for Urban Economic Development, National Congress for Community Economic Development, National Development Council, National Corporation for Enterprise Development, National Development Society, National Community Education Association, National Council of Foundations, etc. The co-creative participation by all the existing national organizations ( and access to their publications and mailing lists) will enhance the success of these initiatives.

(4) The CEDRC provides a vehicle for the ICCD to provide expanded technical assistance and consulting services through the international network of graduates of the CED program. This will enhance the level of preparedness to respond to the anticipated RFP's from HUD to provide Technical Assistance in CED.

(5) The CEDRC will facilitate the ICCD plans to develop certificate based training programs that could be offered anywhere independently of the CED Master's program. These programs would serve several purposes, ranging from leading participants to follow up with the Masters program to being more comprehensive programs for graduates of the CED Masters program to obtain more specialized training in topics such as Housing Development, Organizational Management, etc.



## **M. ANALYSIS OF STRENGTHS, WEAKNESSES, AND OBSTACLES**

The participants in the CEDRC have developed successful track records of helping individuals, organizations and communities expand their capacity for self-help and empowerment. The ICCD and ICE have years of successful experience providing technical assistance in CED to a broad range of clients. As co-publisher of the best selling 1990/91 Directory of Intentional Communities, the Foundation for Personal and Community Development has publishing expertise and marketing capabilities.

Other positive factors include: increased awareness of the benefit of combining human development with organizational and community development; focus by government and private foundations on capacity building initiatives; decreased availability of government funds which produces greater need for innovative self-sufficient programs; increasing acknowledgement of significance of community based development, community economic development in particular and increased numbers of low income and minority residents in need of empowerment resources.

The major weaknesses inherent in the business plan for the CEDRC are conflicting priorities and more immediate demands on existing financial resources. These concerns will be addressed by the CEDRC Board of Directors and project staff. By attempting to supplement and augment other programmatic priorities of the participating organizations, the activities of the CEDRC will be designed whenever possible to enhance the success of existing project activities rather than detract from them.

## **N. SUMMARY**

The Community Economic Development Resource Center has the potential to accomplish its stated objectives while facilitating the successful accomplishment of related objectives of the participating organizations. The individuals and organizations participating in the project have significant qualifications and experience in successfully designing, implementing and managing similar operations.

Given the fact that the costs of the operation can be minimal until consulting contracts have been obtained, the financial success of the project is enhanced. The Financial Projections presented in Section Two of this Business Plan provide detailed information on the significant potential this project has for generating substantial revenues for the participating individuals and organizations.

DETAILED MARKET SURVEY RESULTS

Video production

Media interviews

Develop educational programs with churches as partners

CED information hotline, 1-900-CEDNET1

Benefit fundraising activities

Multi-cultural dolls

Print CED money with principles of CED on one side of bills

Community meetings/speakers bureau services

Identify more financial resources for CED students

Provide CED training in public schools

Solicit support and participation by utility companies

Utilize the following to get out CED information: churches, community organizations, labor unions, professional associations, social service agencies, etc.

Identify and promote successful models of CED

Do more networking with community based organizations

Stress empowerment that CED produces

Start a consulting firm, serving government entities

Get CED curriculum at other colleges and universities

Hold CED awareness events, declare "National CED Week"

COMMUNITY ECONOMIC DEVELOPMENT RESOURCE CENTER

TENTATIVE WORK PLAN

1st Quarter 1992

Establish Board of Directors, staff committees and an advisory board

Conduct research of existing resource center models and identify additional center components and programs

Subscribe to appropriate organizations/publications

Establish cooperative relationships with all existing organizations involved in community and economic development

Publish brochure on the center and distribute to prospective members/clients/T/A suppliers

Conduct survey to identify priority technical assistance needs

Publicize availability of technical assistance to non-profit organizations

Conduct large scale quarterly promotional/fundraising program

Research potential foundation and corporate sponsors/donors

2nd Quarter 1992

Publish first issue of newsletter

Set up on-line computer data base access

Begin regular schedule of technical assistance

Conduct survey to identify training needs for seminars and workshops

Begin ongoing as requested T/A and office space to non-profit organizations

Develop promotional A/V presentation and establish speakers bureau

3rd Quarter 1992

Begin regular schedule of monthly seminars and workshops

Set up retail sales outlet for self-help books, audio/video cassette programs.

Develop and submit grant applications

4th Quarter 1992

Continue to identify and respond to educational and technical assistance needs, especially self-employment

Continue to publish newsletter and promotional materials

Continue membership recruitment and development

Continue quarterly promotional events

Continue to research other resources

Conduct regular program evaluation and take appropriate corrective measures



## COMMUNITY ECONOMIC DEVELOPMENT INSTITUTE

Chicago, Illinois, Fall 1992

### OBJECTIVES

The primary objective is to conduct a 3 to 5 day training program in community economic development and foster the provision of similar educational programs in Chicago. The secondary objective is to promote replication of the New Hampshire College CED Masters program through an institution of higher learning in Chicago.

### GOALS OF THE INITIAL PROGRAM

The sponsors have established a goal of 110 participants in the first year's program. The program will be modeled after the successful Management and Community Development Institute at Tufts University. Richard Schram, founder of the Tufts program and Mary Cronin, the current Executive Director of Tufts, are assisting with the Chicago event by providing course outlines, faculty referral, and their mailing list. Our objective is to supplement and promote the Tufts Institute as well as any other regional programs.

### SPONSORS

The initial sponsors of the CED Institute are the Institute for Cooperative Community Development at New Hampshire College, the Foundation for Personal and Community Development, and the Illinois Chapter of the Community Development Society. The initial sponsors are committed to providing maximum opportunities for co-creative participation by other interested individuals and organizations. All known CED practitioners and community based development groups in the Chicago area will be invited to participate in planning the event. The input of this larger group will determine what programs to offer and when.

### PLANNING COMMITTEE

The initial planning committee will consist of area students and alumni of the CED Masters program at New Hampshire College. The committee will be expanded as appropriate to encompass the other participants as they are involved.

### PROGRAM DEVELOPMENT

The contents of the program will be determined by a Program Development Sub-committee. This group will be given access to the various programs offered through Tufts over the past few years (along with contact information for the faculty.) They will use this data in developing a survey instrument to assess local interests and the needs of prospective participants.

## MARKETING AND PROMOTION

The Marketing and Promotion Sub-committee will be responsible for generating publicity about the program and participation. The Sub-committee will have access to materials used by Tufts as well as their mailing list of individuals and organizations located in the midwest. The Sub-committee will seek similar cooperative arrangements with the co-sponsors and other organizations with resources for disseminating information about the program.

## IMPLEMENTATION

This preliminary document is being shared with CED alumni and students from Illinois and Indiana. The purpose of this communication is to refine the draft concept paper and prepare plans for an initial group meeting that will be held with alumni and other co-sponsors sometime in November in Chicago. The purpose of that meeting will be to establish a larger planning committee and establish Sub-committees for Program Development, Marketing and Promotion and Fundraising. This group will also select the time and location for the event and develop a timeline of who will be responsible for what activities.

## PROJECT FUNDING

The sponsors expect to break even through tuition payments and corporate and foundation donations, particularly through scholarships. The Fundraising Sub-committee will be primarily responsible for obtaining the necessary funding. In addition to requests for scholarship funds, a seed grant will be requested from appropriate Chicago based foundations.

## PROJECT DIRECTION

The Planning Committee will serve as the project board of directors, responsible for development of the programs, oversight of the project and direction of the Project Director. The Director is responsible for coordination of other paid and volunteer staff, coordination with the committees, and communication with the faculty. In addition, the Director has lead responsibility for obtaining co-sponsors and raising funds for the program. The interim Project Director is Charles Betterton, President of the Foundation for Personal and Community Development and President-Elect of the Illinois Community Development Society.

**More information on the CED Institute is available from:**

**The Foundation for Personal and Community Development, One  
Diversatech Drive, Manteno, Illinois, 60950. Phone 815-468-3443.**

Please complete and return to: The Foundation for Personal and Community Development, One Diversatech Drive, Manteno, IL 60950

\*\*\*\*\*  
I want to help with the CED Institute in the following way:

     I would like to serve on the Planning Committee.

     I would like to serve on the following sub-committee(s).

         Program Development (Responsible for reviewing previous program schedules at Tufts, developing a survey instrument for determining what local prospective participants would like to see offered, and developing the training schedule)

         Marketing and Promotion (responsible for generating co-sponsorships, publicity, advertising, and direct mail)

         Fundraising (Responsible for obtaining donations and scholarships to underwrite the Institute)

I would rather not serve on a committee, but would like to help in the following way:\_\_\_\_\_

Here's a list of organizations that I believe would be interested in co-sponsoring and or participating in the Institute:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
The major training programs I would like to see offered are:

General Comments \_\_\_\_\_

NAME \_\_\_\_\_ HOME PHONE # \_\_\_\_\_

ADDRESS \_\_\_\_\_ WORK PHONE # \_\_\_\_\_

CITY \_\_\_\_\_ STATE \_\_\_\_\_ ZIP \_\_\_\_\_



# **Community Workshop on Economic Development**

100 South Morgan Street • Chicago, Illinois 60607 • Ph 312/243-0249

January 6, 1992

Mr. Charles E. Betterton  
Executive Director  
Foundation for Personal and Community Development  
One Diversatech Drive  
Manteno, Illinois 60950

Dear Charles:

I am writing in response to your letter of August 28, 1991, inquiring about the interest of CWED in the co-sponsorship of a community-based economic development institute in the spring of 1992.

The Board of Directors, through its committee deliberations, considered and approved CWED's co-sponsorship at its November meeting.

I understand there will be planning sessions which members of our staff will be glad to attend. We look forward to working toward this goal together.

Sincerely yours,



Lin Von Dreele  
Planning Director

cc: Teresa Prim  
Angelo Rose  
Doug Gills



**"Development As If Communities Mattered"**

FOUNDATION FOR PERSONAL AND COMMUNITY DEVELOPMENT

One Diversatech Drive  
Manteno, IL 60950  
815/468-3443  
FAX: 815/468-8731

November 8, 1991

Mr. Steve Perkins  
The Center for Neighborhood Technology  
2125 W. North Avenue  
Chicago, IL 60647

Dear Steve:

Thank you for sending the invitation to the Family Reunion on November 12th. I do not think I will be able to attend given a conflict with my class schedule at New Hampshire College.

Enclosed are the materials I offered to send on the Community Economic Development Institute we are planning to hold in the Fall of 1992. I have also enclosed information on the International Development Center programs, the University of Successful Living concept and the prototype Community Economic Development Resource Center we are proceeding to establish in the City of Gary. I am presently working with Jihad Muhammad on a joint venture for Community Development Black Grant funds to be matched with Urban Enterprise Association funds as a joint venture to establish the technical assistance and training components of the CED Resource Center concept in Gary early in 1992.

If these programs or resources can be of any service to CNT or the Amoco Fund for Neighborhood Economies, please do not hesitate to contact us. I appreciate your taking time to read through these materials and would appreciate any feedback or comments you might be able to offer in terms of who we might be able to invite to co-sponsor these initiatives and invite to participate. Thanks again.

Sincerely,



Charles E. Betterton  
President

CEB/md

Enclosures

FOUNDATION FOR PERSONAL AND COMMUNITY DEVELOPMENT

One Diversatech Drive  
Manteno, IL 60950  
815/468-3443  
FAX: 815/468-8731

November 8, 1991

Mr. Tom Lenz  
LISC  
118 N. Clinton, Suite 101  
Chicago, IL 60661

Dear Mr. Lenz:

Enclosed is the material I said I would send on the upcoming Community Economic Development Institute we are planning for the Fall of 1992. I have also enclosed some information about our Foundation for Personal and Community Development and our activities here on the Illinois Diversatech Campus. These include material on the International Development Center program and the concept of establishing a Midwest Community Economic Development Resource Center.

We will be formalizing the plans for the Fall CED Institute within the next 30 days and would be happy to provide as many copies as you may feel appropriate for your LISC initiatives in St. Paul, Detroit, Kalamazoo, Indianapolis and Kansas City. We would certainly welcome participation in the planning process and program development process by representatives of those community-based organizations.

As I indicated when we spoke, we are proceeding to establish a prototype Community Economic Development Resource Center in the City of Gary, Indiana, that would serve the northwestern portion of the State, particularly where the recently established coalition of community development corporations is active. The lead applicant on that initiative will be the Urban Enterprise Association in Gary along with the CDC Coalition, our Foundation and the Institute for Cooperative Community Development at New Hampshire College.

I look forward to working with you to facilitate the promulgation of Community Economic Development initiatives here in the Midwest and would be happy to be of any service possible. If you would like any additional information on any of the initiatives that are briefly discussed in the enclosures, please feel free to give me a call at any time.

Sincerely,



Charles E. Betterton  
President

**FOUNDATION FOR PERSONAL AND COMMUNITY DEVELOPMENT**

One Diversatech Drive  
Manteno, IL 60950  
815/468-3443  
FAX: 815/468-8731

October 10, 1991

Mr. Doug Gills, President  
Community Workshop on Economic Development  
100 S. Morgan Street  
Chicago, IL 60607

Dear Mr. Gills:

It was a pleasure to meet with you at the Center for Urban Economic Development. As I indicated during our discussion with Wim Wiewel, those of us who are proposing a midwest Community Economic Development Institute are seeking the participation and co-sponsorship of all organizations that are involved in community economic development in the midwest.

The purpose of this letter is to formally request consideration by your Board of Directors of our request for CWED to co-sponsor the proposed three to five day institute which will be held in the Spring or in the Fall of 1992 if the later date facilitates the process of co-creative participation in developing the program and delivering it to the participants.

As I indicated during our meeting, I had previously communicated with Luther Snow. He has taken the time to share with me his observations and concerns. In addition, he took the time to share that information with me in a letter dated September 9th, 1991.

It is apparent that there is a market for the proposed level and type of community economic development training particularly in areas such as northwest Indiana, St. Louis, Kansas City, Minneapolis and Milwaukee. Given the central location of Chicago and the extent of community-based development in the area, we expanded on the original concept of holding the institute training here at our International Development Center we are developing in Manteno. As I indicated during our discussion at CUED, we are open to whatever evolves in terms of the timing of this event, the location of the event and the contents of the program. I trust that we will be able to address the concerns that have been raised by continuing with the co-creative process in which we are proposing to proceed with this institute. That is, the decisions, in terms of control, program content, and where funds will be solicited would be all addressed by the participating organizations.

Mr. Gills  
page 2  
October 10, 1991

As I also indicated, the tentative budget of \$35,000 which was developed in consultation with Mary Cronin, Executive Director of the TUFTS Institute, does include compensation for Project Direction, coordination, marketing and clerical support. These funds could be made available to whatever organization or individuals are determined to be the most appropriate resources by the Board of Directors for the project which will be established with representation from all the participating organizations.

I would be happy to provide any additional information that would facilitate your Board's consideration of this initiative in order to determine how we might proceed in a manner that is sufficiently consistent with the policy and philosophy of CWED to be able to proceed together as co-sponsors of the CED Institute.

Thank you for your consideration of this request.

Sincerely,

Charles E. Betterton  
President

CEB/md

Enclosures



## GREATER GARY

### COMMUNITY ECONOMIC DEVELOPMENT

#### RESOURCE CENTER

Personal/Professional  
Development

Organizational  
Development

Community  
Development

Family and  
Quality of Life

Technical  
Assistance

Youth and Leadership  
Development

Self-Employment  
and Job Training

Incubator for  
Non-Profit Agencies

Business & Commercial  
Development

Volunteer  
Clearinghouse

Housing  
Development

Cooperative  
Development

SUBMITTED BY THE GARY URBAN ENTERPRISE ASSOCIATION

## GREATER GARY COMMUNITY ECONOMIC DEVELOPMENT RESOURCE CENTER

The multisector collaborative partnership submitting this request seeks to ultimately transform a five story commercial office building in the heart of the Urban Enterprise Association Zone in the City of Gary, Indiana into a prototype Community Economic Development Resource Center. The CED Resource Center will provide employment and business development opportunities for low-income people with over 50 jobs being created for low-income individuals during the first three years. In addition, the center will foster economic self-sufficiency through a continuum of direct and indirect services designed to improve the quality of the economic and social environment in the area, particularly for low and moderate income individuals, displaced workers, at-risk youth, public housing residents, and the homeless.

### COMMUNITY ECONOMIC DEVELOPMENT DEFINED

The primary goal of community development is to help people improve their economic and social conditions. Community economic development, a subset of community development, is a people-initiated strategy which seeks to develop the economy of a community, region or country for the benefit of its residents. Community economic development strategies seek to develop efficient, productive and profitable ventures and programs within the context of a community's social, cultural and political values. Thus, community economic development strategies focus on issues such as local ownership of economic resources, citizen participation, and building the capacity of local people to participate in and manage the development process.

The community economic development approach to development is quite different from traditional economic development strategies because it emphasizes models of development that address issues of ownership and control of community resources. This emphasis on ownership and control also differentiates community economic development from the traditional social welfare policies that often result in dependency.

Community economic development is the central theme of the resource center with an emphasis on the three basic components of classic community development: Empowerment, Self-Help, and Capacity Building. The resource center will encompass the three general types of strategies for local capacity building identified by James A. Christenson and Jerry W. Robinson in their 1989 book, Community Development Perspectives. These are:

- (1) expanding the base of citizen involvement,
- (2) enhancing the leadership pool, and
- (3) enlarging the information base of local communities.



These strategies contribute to capacity building by nurturing and strengthening local organizations, by generating citizen interest to participate in community decision making and actions, and by increasing the vehicles for citizen involvement, particularly by low-income residents and minorities. While each of these strategies is important, together they establish a solid foundation for citizen participation in community development.

#### PARTICIPATING ORGANIZATIONS

The primary participants invited to participate initially in this project include; the Gary Urban Enterprise Association, the Community Development Coalition of Northwest Indiana, Men Enhancing Community Cultural Awareness, the City of Gary, Community Economic Development Resource and Information Consultants, and the Foundation for Personal and Community Development. Several of the participating organizations have been collaborating for a year on the establishment of a community resource center in Gary to offer educational resources to help area residents identify and address issues and provide a central focus for continuing identification and resolution of problems / opportunities for greater personal, organizational, and community empowerment.

#### RESOURCE CENTER SERVICES

The CED Resource Center will provide a broad range of services that foster personal, organizational and community empowerment including educational materials, seminars and workshops, and technical assistance in personal, professional, organizational, community and economic development. The services available through the resource center will enhance the capacity of existing organizations and programs by providing assistance with organizational development and planning, assistance in publishing newsletters, brochures and other promotional materials, computerized accounting services for non-profit agencies and access to national data bases, and workshops and training programs on topics such as goal achievement, time management, motivation, conflict resolution, creative thinking and problem solving, and business plan development. Meeting and training rooms will be made available on a sliding scale basis along with audio video equipment and training materials.

The center will include resources from: National Council for Community Based Development, National Congress of Community Development Corporations, National Council for Urban Economic Development, Corporation for Enterprise Development, National Community Development Society, National Community Education Association, Community Services, Inc., The Regeneration Project, Community Options, Community Information Exchange, Servant Leader Foundation, Foundation for Community Encouragement, Institute for Economics, The Rocky Mountain Institute, Nightingale-Conant Corporation (Audio/video cassette programs), Success Unlimited, Inc. (Self-help publications),

Napoleon Hill Foundation, and Carlson Learning Systems (Training programs on Family, Relationships, Self-Esteem, Communication).

The resource center will include a library of all publications related to CED, a lending library with audio and video cassettes, VCR's and televisions, training materials, self-help books and self assessment tools. An ongoing schedule of seminars and workshops will be offered including the "Personal and Professional Success Techniques Seminar." This audio and video cassette training program covers the following topics: How to Get the Most Out of Self-Help Materials; How to Set and Achieve Goals; Creative Thinking and Problem Solving; How to Motivate Yourself and Others; How to Make the Most of What You Already Have; and How to Manage Your Time.

A fundraising library will be established that will include all the major publications available including the Taft Foundation Directory, Corporate 500 Directory, Foundation Giving Watch, Community Information Exchange Grant Alert, Economic Development Quarterly, Community Development Digest, Economic Growth Report, Federal Assistance Monitor, Corporate Giving Watch, Economic Development Commentary, and the Federal Register/Commerce Business Daily Grant Alert, etc.

In addition to the lending libraries of publications and audio/video training programs, the resource center will include a retail sales outlet offering self-help materials at discount prices. Products will be obtained through existing distributorships owned by the Foundation for Personal and Community Development. This project component will provide on site job training opportunities and generate program income.

#### PROJECT TRAILBLAZER, SELF-EMPLOYMENT TRAINING

The scope of the resource center includes Project Trailblazer, an entrepreneurial training and technical assistance program targeted to low and moderate income residents, an incubator of non-profit agencies providing technical assistance, secretarial services, grantwriting, access to computer resources, and on line data bases such as the Community Information Exchange and CEDNET, the Community Economic Development computer conferencing network being established by the CED Master's program at New Hampshire College.

Project Trailblazer is a comprehensive training and technical assistance program designed to help low-income residents of Gary, Indiana become self-employed. The project was developed by a public/private/academic partnership whose members share a common vision of personal, organizational and community empowerment. The major partners in Project Trailblazer are MECCA, Men Enhancing Community Cultural Awareness, the Gary Urban Enterprise Association (GUEA), Main Street Gary, the Northwest Indiana Small Business Development Center, the Minority Business Development Center and the Foundation for Personal and Community Development. More detailed information on Project Trailblazer is presented in an attachment.

## PROJECT ADMINISTRATION

The CED Resource Center will be administered by a board of directors comprised of one representative from each of the major partners. A Project Manager and other appropriate staff positions will be filled by the board of directors.

## CED RESOURCE CENTER PERSONNEL

The resources available through this proposal include several lead individuals with extensive experience in community economic development and strategic planning. The local resource center personnel include Jihad Muhammad, Executive Director of the Gary Urban Enterprise Association, Yahya Rasheed founder and Executive Director of MECCA, Kamau Jwanza, co-founder of CEDRIC with over 20 years of experience in community economic development and human services and Charles Betterton, President and founder of the Foundation who has over 20 years of experience in community economic development and housing.

## CED RESOURCE CENTER CO-SPONSORING ORGANIZATIONS

The following organizations will be invited to co-sponsor the CED Resource Center: LISC, LIFT, Gary Accord, the Mayor's Office of Economic Development, the Department of Community Planning and Development, the Northwest Indiana Small Business Development Center, the Minority Business Development Center, the Greater Gary Chamber of Commerce, the Gary Human Relations Commission, the Urban League of Gary, the United Way, local religious and educational institutions and associations and the Regional Office of the Governor. In addition to the initial public and non-profit co-sponsors, local corporations such as Northwest Indiana Public Service Corporation, USX, Amoco, D-Orum Industries, Indiana Bell, Chase Street Partners and Dixie Dairy will be invited to co-sponsor the project.

## COMMUNITY ECONOMIC DEVELOPMENT RESOURCE CENTER ADVISORY BOARD

A National CED Resource Center Advisory Board will be comprised of individuals with expertise in the various development fields such as: Dr. Michael Swack, Chairman of the Board of Directors for the Institute for Community Economics, Executive Director of the Community Economic Development Masters Program at New Hampshire College, and founder and Executive Director of the Institute for Cooperative Community Development; Dr. George Pinter, Executive Director of the Illinois Community Education Association and President of Professional Educator Management Associates; Joel Welty, Executive Director of the Institute for the Development of Cooperation and past President of the National Association of Housing Cooperatives and National Credit Union Association; and Aleda Bowers, a former trainer of corporate trainers for the Zig Ziglar Corporation.

## PROJECT IMPLEMENTATION AND FUNDING

The Community Economic Development Resource Center will be introduced to the public and partly funded through a quarterly program of seminars and workshops designed to promote community vision, unity, and cooperation. The objective of these "Stressing The Positive" events is to foster personal, organizational and community empowerment through seminars, workshops and professional development conferences featuring national trainers and motivational speakers.

The first event will be a "Community Unity Celebration" featuring nationally known motivational speakers such as Les Brown who will speak on "The Power of A Larger Vision." Tentative future speakers include: Brian Tracy, author of The Psychology of Success, The Psychology of Achievement, Getting Rich In America, Dr. Kenneth Blanchard, author of The One Minute Manager, Harvey Mackay, author of Swim With the Sharks Without Being Eaten Alive, Zig Ziglar, author of See You At The Top, Dr. Wayne Dyer, Wally "Famous" Amos, etc.

The events will be held at the Genesis Convention Center which is directly across the street from the CED Resource Center. These events will be coordinated by the Foundation for Personal and Community Development which has expertise in conducting programs of this type. The Foundation is presently providing technical assistance to Main Street Gary.

In addition to featuring one or more of these speakers/trainers, each event will showcase local individuals and organizations that are "stressing the positive." For example, service clubs could present their most significant annual community service awards as part of the proceedings. These organizations and the sponsors of each event would be invited to set up displays in the convention center featuring their products, services and resources.

## EVALUATION METHODOLOGY

The CED Resource Center Project will conduct a formative evaluation at quarterly intervals and a summative evaluation to assess how well the objectives outlined above are met and to adjust the project on the basis of feedback, if necessary. Furthermore, both quantitative and qualitative measures will be employed using methods and instruments consistent with gathering reliable and valid data. Each of these methods will be conducted in accordance with the specific evaluation criteria in the "Multi-Sector Collaborative Empowerment Model" developed by Arthur Turovch Himmelman, Senior Fellow, Humphrey Institute of Public Affairs at the University of Minnesota.

According to Himmelman, there are two basic process models in multisector collaboration: (1) a betterment model in which initiation and control rests with larger institutions that invite community participation; and (2) an empowerment model, called "collaborative empowerment", in which initiation and a large

measure of control rests with community-based organizations that invite the participation of larger institutions.

The CED Resource Center is based on the collaborative empowerment model which represents the full integration of community organizing with the collaborative process. More detailed information on the 11 Key Activities of the Himmelman model and Criteria for evaluating Multisector Collaboratives in Housing and Community Economic Development is presented in Attachment B.

#### BUDGET

The total project budget for acquisition, renovation, furnishing, operating and staffing the CED Resource Center for the first 3 years is \$550,000. The first year start-up budget is \$200,000. The \$100,000 requested from the City of Gary would be used to staff and equip the training components of the project that meet the eligibility criteria for the CDBG program. This would include employment training, business development activities, and the proportionate cost of the portion of the building used by eligible activities. Additional funding will be obtained from GUEA, LISC, and private foundations such as Lilly, Amoco and Kellogg.

#### ATTACHMENTS

- CEDRC Preliminary Objectives
- Information on the participating organizations
- Tentative Work Plan
- Attachment on Project Trailblazer

INFORMATION ON THE ORGANIZATIONS PARTICIPATING IN THE  
GREATER GARY COMMUNITY ECONOMIC DEVELOPMENT RESOURCE CENTER

GARY URBAN ENTERPRISE ASSOCIATION, GUEA

The Gary Urban Enterprise Association was established to eliminate blight, address the issues affecting the decline of the commercial corridors, institute and promote state incentives, seek new initiatives to augment state resources, strengthen the link between businesses and residents, create partnerships between business and local government, promote the zone to potential investors, and act as a catalyst and a clearinghouse to facilitate business formation. GUEA covers an area of approximately 7,500 acres or about 2.56 square miles including a large number of abandoned and dilapidated commercial and residential buildings. About 30% or 2,300 acres are vacant. GUEA is committed to the participatory development process and has been successful in establishing collaborative partnerships.

The GUEA is presently completing a strategic planning process funded by the Lilly Endowment to encourage strategic planning in housing, neighborhood development and human services, create or reinforce linkages between the Urban Enterprise Association and community development entities, increase the capacity of zone residents and enhance the resources available for community development methods and techniques that will be replicable in other distressed areas. A condition of the strategic planning grant is the creation of an action plan in sufficient detail to proceed immediately to implementation.

After the entire group of participants developed an initial mission statement three task groups were formed to address the following areas: Housing Development, Neighborhood and Commercial Development, and Human Services. Each of these task groups will develop goals, objectives and strategies for each selected issue. Then the entire group will reconvene to develop an action plan and prioritize the recommended projects and programs.

The intent is to identify one major project or program that the entire group could use to mobilize community resources and facilitate the accomplishment of other priority projects and programs. Given the potential that the CED Resource Center will complement the action plan for the GUEA's Lilly project, the GUEA is an active participant in this CED Resource Center project.

## MAIN STREET GARY

Main Street Gary is a non-profit membership organization established to operate exclusively for charitable and educational purposes including the following objectives:

- (1) To promote the historic preservation, protection and use of Gary's traditional downtown area including commercial, civic, and residential properties
- (2) To eliminate the physical, economic and social deterioration of Gary's downtown area and thereby promote Gary's historic preservation, contribute to its community betterment while lessening the burdens of Gary's government.
- (3) To hold meetings, seminars and other educational activities to instruct members and the public in activities such as building rehabilitation and design, planning management and economic restructuring.

Main Street Gary has recently become fully operational with the establishment of five committees including; Promotion, Design, Economic Restructuring, Membership Development, and Executive. and judiciously developing downtown properties. MSG is holding community education and training workshops on a regular basis. Future projects under consideration include regular professional development training seminars and workshops, establishment of a community development credit union, and co-sponsorship of a Greater Gary Community Economic Development Resource Center that would provide self-employment training.

## M.E.C.C.A., MEN ENHANCING COMMUNITY CULTURAL AWARENESS

M.E.C.C.A. is a non-profit organization established in Gary, Indiana to provide positive self-esteem and an Afrocentric Rites of Passage program. The organization's purpose is to help create positive role models and alternatives to redefine family and community life and promote cultural awareness and harmony. MECCA is providing these services to low-income youth residing in public housing through a contract with the Gary Public Housing Authority. The vision and objectives of MECCA are presented in these statements from their brochure: "To change action or behavior it is essential to present a condition necessary for new ideas which govern those behaviors. In order for new ideas and concepts to be introduced, stereotypical ideas and images that create low self-esteem, apathetic attitudes, and negative behavior which have been set forth by various institutions and have enormous impact on African American communities and family life must be eradicated. From the cultural aspect of African tradition, education of the total being was not based upon memorizing names, dates and places. Etched on the walls of the ancient temples of learning in Thebes, Luxor and other ancient cities in Egypt were the words 'Know Thyself.' The goal and objective is to bring forth out of the individual the total development of himself, his family, his community and the harmonious relationship with his responsibility to humankind in general."

MECCA's successes in developing and implementing self-esteem training methods and an Afrocentric rites of passage curriculum have resulted in the organization developing the capacity to acquire a five story office building in downtown Gary. It is this building that may be redeveloped as the CED Resource Center.

#### THE COMMUNITY DEVELOPMENT COALITION OF NORTHWEST INDIANA

The coalition was created in February 1991 by a group of community development corporations, religious institutions and human services agencies to promulgate community economic development in Northwest Indiana. The mission statement of the CDC sets forth the basic overview. "Through partnerships among private, non-profit and religious sectors, the CDC seeks to meet the diverse needs of its members by: promoting the development of financing and non-financial resources to support CED, educating key policy makers in order to establish effective policies that assist low-income individuals and disadvantaged communities, and establishing and maintaining an effective communication network that supports members in organizing and implementing local CED initiatives." One of the initial major goals of the organization was the establishment of a community resource center to collect and disseminate ideas and information and offer technical assistance.

#### THE FOUNDATION FOR PERSONAL AND COMMUNITY DEVELOPMENT

The Foundation is a non-profit membership organization established to help create a better world by helping people, organizations and communities empower themselves in order to realize/actualize their potential. The Foundation fosters personal, organizational and community empowerment through the cooperative production and dissemination of transformational resources including publications, audio/video cassette programs, seminars, workshops and consulting services.

The Foundation has developed a successful track record of helping individuals, organizations and communities expand their capacity for self-help and empowerment. The Foundation has developed a University of Successful Living program with a faculty of over twenty national authorities in the personal, organizational, community and economic development fields. It now plans to expand its scope by establishing an international network of community resource centers. These facilities will provide opportunities for individuals and organizations in any geographic location to cooperatively develop expanded resources for helping each other help themselves and to conduct community-wide programs. The CED Resource Center in Gary will serve as the prototype local resource center.

#### THE INSTITUTE FOR COOPERATIVE COMMUNITY DEVELOPMENT, (ICCD)

ICCD is a non-profit organization incorporated in 1986 as a program of the Community Economic Development program at New Hampshire College. ICCD practitioners are the faculty, staff and graduate body of the CED program. Four of the participants in this proposal are graduates of the CED masters program. ICCD



clients are community based and development assistance organizations that request assistance in designing and implementing projects that strengthen the community's participation in its own economic and social development.

ICCD has received funding from Ford Foundation, Mott Foundation and the U.S. Department of Health and Human Services for its most recent project, a large scale peer lending program designed to provide loans and technical assistance to more than 5,000 New England micro-entrepreneurs. ICCD has been a co-sponsor of the Management and Community Development Institute at Tufts University for eight years and it and the Foundation for Personal and Community Development are co-sponsoring a similar CED Institute in Chicago, Illinois in the spring of 1992.

#### **COMMUNITY ECONOMIC DEVELOPMENT RESOURCE AND INFORMATION CONSULTANTS (CEDRIC)**

CEDRIC is a non-profit organization established in Indianapolis, Indiana to foster partnerships between neighborhoods, various private and public financial institutions and communities. To create the atmosphere for reinvestment in those communities and foster the development of community economic development ventures, CEDRIC educates public, private and community leadership about the need for increased neighborhood revitalization. CEDRIC also provides skills, information, training, technical assistance and educational services, serves as advocate/catalyst for community economic development and assists in capacity building for emerging community development corporations through educational services, technical services, counseling services, planning expertise, and project development support and resources.

## COMMUNITY ECONOMIC DEVELOPMENT RESOURCE CENTER

### PRELIMINARY OBJECTIVES

(Developed by CEDRIC)

#### I. PLANNING

1. To assist community development groups in the planning and development of potential housing and economic development projects.
2. To assist neighborhood groups, Community Based Organizations/Community Development Corporations in planning long term development strategies with others in the broader community to do housing and economic development projects for their community.

#### II. TRAINING AND CAPACITY BUILDING

1. To develop and coordinate training for boards, staff and community residents to increase their skills knowledge in community-based development and community economic development.
2. To provide a forum for the discussion and implementation of new development concepts and issues that will impact community-based development and community economic development.
3. Provide training (process of how plus ownership) to neighborhood groups to negotiate and cement partnerships with banks, financial institutions and other groups to do housing and community economic development determined by Community Development Corporations and Community Based Organizations.

#### III. TECHNICAL ASSISTANCE - PROJECT SPECIFIC

1. To provide assistance, legal financial, etc. for community development groups at various stages of their community economic development project development.
2. To assist community development organizations in locating potential financial and packaging support for proposed project.
3. To assist community development groups in the planning and development of specific community economic development projects.
4. To assist neighborhood groups in developing technical partnerships with others in the broader community to implement the housing and economic development projects as determined by the Community Based Organization or Community Development Corporation.
5. To assist neighborhood groups in the process and with the specifics of cementing partnerships with banks, financial institutions and other development groups to

implement housing and community economic development projects as defined by Community Development Corporations/Community Based Organizations.

6. To recruit and coordinate volunteer or in-kind technical assistance support from local business, universities, churches, religious organizations and community groups.

#### IV. RESEARCH AND EVALUATION

1. To assist in the evaluation/monitoring of effective housing and economic development partnerships created by the center's involvement with Community Development Corporations and Community Based Organizations.
2. To review the state of the art, what we know about community-based development/evaluation of the resource center, its impact on conditions in neighborhoods as it has involvement with Community Based Organizations/Community Development Corporations.
3. To explore new ideas/methods that will improve the state of the art in community-based development, especially funding mechanisms, service delivery to poor neighborhoods, etc.
4. Develop information-based library for community economic development
5. Foster and create an atmosphere for reinvestment by financial institutions and other funding sources where new financial products and unique partnerships are developed, tested, and implemented by those institutions to assist in the undertaking of community economic development project.

#### V. COORDINATION

1. To provide a focal point for coordination of resources between Community Development Corporations and other neighborhood groups, the city, universities, etc., in assisting community economic development projects with specific training in community economic development.
2. To coordinate neighborhood development agendas and technical assistance delivery, i.e., conferences, discussions, issues, orientations, etc., by LISC and other local, regional, and national training and technical assistance entities.
3. To coordinate human resources, i.e., in-services and technical assistance.
4. To provide a forum for the discussion and implementation of new development concepts and issues that will impact community-based development and community economic development practice.

## VI. RESOURCE DEVELOPMENT

1. To provide a focal point for self-help and coordination of resources between Community Development Corporations and other neighborhood groups.
2. To provide primary referrals of community groups to appropriate resources in the network of services and financial institutions with which the resource center would be linked.
3. To assist neighborhood groups to foster and cement partnerships with banks, financial institutions and other groups to do housing and economic projects.
4. Foster and create an atmosphere for reinvestment by financial institutions and other funding sources where new financial products and unique partnerships are viewed by the community as desirable and welcome.
5. To recruit and coordinate volunteer or in-kind technical assistance support from local businesses, universities, churches, religious organizations and community groups.



## Institute for Cooperative Community Development

Midwest Community Economic  
Development Center  
One Diversatech Drive  
Manteno, IL 60950  
Telephone 815/468-3443

2500 No. River Road  
Manchester, N.H. 03106-1045

Phone: (603) 644-3124  
Fax: (603) 644-3150

November 12, 1991

Ms. Kavita N. Ramdas  
Program Associate  
Special Grants Program  
John D. & Catherine T. MacArthur Foundation  
Suite 700  
140 S. Dearborn Street  
Chicago, IL 60603

Dear Kavita:

I appreciate your taking the time to discuss the various community economic development initiatives that we have underway. Enclosed are the materials I offered to send on the three to five day Community Economic Development Institute we plan to hold in the Chicago area in the Fall of 1992. I have enclosed information on our International Development Center programs and University of Successful Living concept here at the Illinois Diversatech Campus. I have also enclosed materials on the prototype Community Economic Development Resource Center we are presently establishing in the City of Gary, Indiana through a collaborative partnership of private and public sector organizations.

In addition to the annual CED Institute and the CED Resource Centers, we are focusing on the replication of the CED Masters Program from New Hampshire College at an institution of higher learning in the Chicago area. I understand that Mr. Lingenfelter of the MacArthur Foundation visited Dr. Swack at New Hampshire College, and he has been informed that we would be submitting a request to you for your consideration of assisting with these Community Economic Development initiatives in the Chicago area.

These CED initiatives are being undertaken by a number of organizations involved in Community Economic Development. These include: the Institute for Cooperative Community Development, the Illinois Community Development Society, the Institute for the Development of Cooperation, the Illinois Community Education Association, Communities Publication Cooperative, the Foundation for Personal and Community Development, the Manteno Mental Health Center Redevelopment Council and the Community Economic Development Resource and Information Consultants. The lead applicant,

page 2  
November 12, 1991

ICCD, has ten years worth of successful experience demonstrating its commitment to low-income populations and to participatory processes that stress both individual empowerment and community revitalization.

At the present time, we are focusing on presentations to prospective co-sponsors. We expect to have letters of support within the next 30 days from CWED, CUED and CRS. At that time, we will submit a letter of inquiry. I wanted to transmit the enclosed information on the CED Institute now so you would have this information as early as possible. If there is additional information that we could provide in advance of our formal letter of inquiry, please do not hesitate to give me a call.

Thanks again for your assistance with these initiatives.

Sincerely,

A handwritten signature in cursive script, reading "Charles E. Betterton".

Charles E. Betterton  
CED Project Director

CEB/md

Enclosures

## Foundation offering more speakers to area

Les Brown's all-day workshop and appearance at this Thursday's Bradley-Bourbonnais Chamber of Commerce dinner is just one of several events being sponsored by the Foundation for Personal and Community Development.

■ On April 12, the Kankakee River Valley chapter of the Foundation will feature Michael Swack as its luncheon speaker. A leader and pioneer in the field of community economics and community economic development, Swack is chairman of the National Institute for Community Economics and director of the Community Economic Development master's degree program at New Hampshire College.

The New Hampshire program is one of two community economic development graduate programs in the country.

The luncheon will be at the new River Oaks Banquets facility on East Court Street in Kankakee, from noon to 1:30 p.m. Reservations are required by April 9, and may be made by calling 468-3443.

■ The Foundation also is sponsoring Brian Tracy's "Phoenix Seminar on the Psychology of Achievement," April 24, 25 and 26 at the Illinois Diversatech Campus in Manteno.

The mission of the Phoenix Seminar is to help each participant achieve a substantially higher degree of their human potential — over a period of time.

All of Tracy's seminars are specifically organized to have long-term

impact. Participants return home with the entire seminar — tapes, workbooks and notes, plus "personal strategic planning" exercises.

■ On a continual basis, the Foundation also conducts a 12-hour seminar on Personal and Professional Success Techniques, which is spread over six weeks.

■ The Foundation also is offering Buckminster Fuller's World Game Workshop, which will be in late April or early May at the Illinois Diversatech Campus.

The World Game is an interactive workshop developed by Fuller in 1969 in which the participants visualize the world resources and deficiencies using a gymnasium-sized map. Participants act as problem-solvers on a world scale.

The Foundation was incorporated two years ago to help individuals, organizations and communities realize their potential through seminars, workshops, publications and consulting services.

Its first major event was the "Community Unity Celebration," where Dr. Norman Vincent Peale and Les Brown spoke to more than 1,100 people at the Paramount Theatre in Kankakee.

In November, the Foundation held its first professional development conference. More than 400 people came to the Diversatech campus to participate in leadership and professional selling seminars with Brian Tracy, one of the country's top trainers.



NATIONAL COMMUNITY ECONOMIC DEVELOPMENT RESOURCE CENTER  
ONE DIVERSATECH DRIVE, MANTENO, ILLINOIS 60950  
TELEPHONE 815-468-3443 FAX 815-468-8731

January 26, 1991

Dear Alumni of the Community Economic Development Program:

As a member of the 1990/91 CED program, my project is the promulgation of CED principles and practices through a National Community Economic Development Resource Center. The CED Resource Center will provide a number of services and products including: a CED Institute in Chicago, Illinois in the Fall of 1992; the establishment of a prototype CED Resource Center in Gary, Indiana; and the provision of technical assistance and consulting services through the development of an international stable of consultants with a Master's degree in CED.

The National CED Resource Center is being established by the Foundation for Personal and Community Development. The CED Institute and the consulting services are being co-sponsored by the Institute for Cooperative Community Development (ICCD). The purpose of this letter is to provide information on each of these initiatives and to invite your participation, particularly in the CED Consulting Services.

The ICCD has recently employed Don Mason as Executive Director of the Institute, in part to develop and implement new programs and activities such as these initiatives. The ICCD Board of Directors has agreed to support the CED Resource Center concept as well as the expanded focus on technical assistance and consulting services. More detailed information on the three initial primary activities of the CED Resource Center is provided below:

COMMUNITY ECONOMIC DEVELOPMENT INSTITUTE

The Institute for Cooperative Community Development at New Hampshire College and the Foundation for Personal and Community Development, are co-sponsoring a Community Economic Development Institute in Chicago, Illinois in the Fall of 1992. The primary objective is to conduct a 3 to 5 day training program in community economic development. The secondary objective is to promote replication of the New Hampshire College CED Masters program through an institution of higher learning in Chicago.

The CED Institute will be modeled after the successful Management and Community Development Institute at Tufts University. Our objective is to supplement and promote the Tufts Institute as well as any other regional programs. The initial sponsors of the CED Institute are committed to providing maximum opportunities for co-creative participation by other interested individuals and organizations.

## PROTOTYPE COMMUNITY ECONOMIC DEVELOPMENT RESOURCE CENTER

A prototype CED Resource Center is being established in Gary, Indiana in conjunction with a collaborative partnership of local organizations including M.E.C.C.A, Men Enhancing Community Cultural Awareness, Gary Urban Enterprise Association, Main Street Gary, and a coalition of 18 community development corporations. The resource center will provide a broad range of services that foster personal organizational and community empowerment including educational materials, seminars and workshops, and technical assistance in personal, professional, organizational, community and economic development.

The services available through the resource center will enhance the capacity of existing organizations and programs by providing assistance with organizational development and planning, assistance in publishing newsletters, brochures and other promotional materials, computerized accounting services for non-profit agencies and access to national data bases, and workshops and training programs on topics such as goal achievement, time management, motivation, conflict resolution, creative thinking and problem solving, and business plan development. Meeting and training rooms will be made available on a sliding scale basis along with audio video equipment and training materials.

### COMMUNITY ECONOMIC DEVELOPMENT CONSULTING SERVICES

The CED Resource Center will provide technical assistance and consulting services through an international network of graduates of the CED program. Given the anticipated release of a Request for Proposals from HUD to provide Technical Assistance in CED, this activity is being given priority attention to enhance our preparedness to respond (perhaps as a joint venture with other non-profit and or for-profit organizations).

Individuals whose consulting services are marketed through the CEDRC will be asked to become members of the organization and make minimal annual membership payments to help offset the operating expenses of the Center. In addition, members who receive compensation for services rendered through the CEDRC will be expected to donate a small percentage of the fees they receive to the Center.

If you would like to participate in the CED Consulting Services, please submit a current resume with a cover letter regarding your availability and compensation requirements to: The CED Resource Center, One Diversatech Drive, Manteno, Illinois, 60950. Phone 815-468-3443. More detailed information on the CED Resource Center and the various CED initiatives is available from the same address.

We look forward to your participation in these initiatives and would appreciate your comments and input.

Sincerely,

Charles E. Betterto(w)n

Michael Swack

November 14, 1991

MEMO TO: Michael Swack, Don Mason and Chris Clamp

FROM: CE Bettertown

SUBJECT: Report on the Results of a Brainstorming Session on  
How To Promulgate CED Principles and Practices and  
Subsequent Proposals for Consideration by ICCD

During my Training of Trainers class presentation on the Three Round Method of Brainstorming, I had the participants address the following question:

"What actions can be taken to introduce greater numbers of people to the principles and practice of Community Economic Development?"

The primary purpose of this document is to present the results of the exercise for your consideration in preparing for the tenth anniversary of the Community Economic Development program at New Hampshire College. The second purpose is to consider what initiatives the Institute for Cooperative Community Development might be able to undertake to facilitate the promulgation of CED principles and practice.

The top three answers from each of the three small groups is provided below:

- (1) Publish literature on CED
- (2) Develop and provide educational programs/workshops
- (3) Pass legislation supportive of CED

- (1) Publish free CED newsletter
- (2) Produce CED radio show
- (3) Offer Regional CED programs (conferences and educational workshops)
- (4) Use a celebrity CED spokesperson

- (1) Public recruitment campaign
- (2) Radio spots (PSA's) Perhaps with sports personality
- (3) Media/ billboard

The more detailed input from each of the three groups is also provided for consideration. The input included the following:

- Video production
- Media interviews
- Develop educational programs with churches as partners
- CED information hotline, 1-900-CEDNET1
- Benefit fundraising activities
- Multi-cultural dolls
- Print CED money with principles of CED on one side of bills
- Community meetings/speakers bureau services for service clubs/churches, etc.
- Identify more financial resources for CED students
- Provide CED training in public schools
- Solicit support and participation by utility companies
- Utilize the following to get out CED information: churches, community organizations, labor unions, professional associations, social service agencies, etc.
- Identify and promote successful models of CED
- Do more networking with community based organizations
- Stress empowerment that CED produces
- Start a consulting firm, serving government entities
- Start our own CED program
- Get CED curriculum at other colleges and universities
- Hold CED awareness events, declare "National CED Week"

After reviewing the input from this session, I suggest we consider the following initiatives:

(1) Obtain funding to publish a "Guidebook to Community Economic Development" or "The Best of Community Economic Development" The initial sources for materials would be the existing CED files and solicited articles from alumni. The bibliography would serve as a major CED resource listing.

(2) Develop proposal for the production of a broadcast quality video program, perhaps a documentary by PBS on the ten year history of the CED program and the significance of CED internationally

(3) Implement a "Community Economic Development Success Stories on Parade" program. The model for this is the CUED "Economic Development Success Stories on Parade" We would solicit applications from participating organizations in each state for nominations as a success, then select the best and provide state and or regional showcases with media coverage, concurrent workshops, conferences etc.) We could seek participation/co-sponsorship by: National Council for Community Based Development, National Council for Urban Economic Development, National Congress for Community Economic Development, National Development Council, National Corporation for Enterprise Development, National Development Society, National Community Education Association, National Council of Foundations, etc. The co-creative participation by all the existing national organizations

( and access to their publications and mailing lists) will enhance the success of these initiatives.

(4) The ICCD should immediately formalize the concept of offering technical assistance and consulting services through the international network of graduates of the CED program. This will enhance our preparedness to respond ( perhaps as a joint venture with ICF) to the anticipated RFP's from HUD to provide CED TA.

(5) The ICCD should proceed to develop certificate based training programs that could be offered anywhere independently of the CED Master's program. These programs would serve several purposes, ranging from leading participants to follow up with the Masters program to being more comprehensive programs for graduates of the CED Masters program to obtain more specialized training in topics such as Housing Development, Organizational Management, Etc.

I believe each of these proposals could be successfully initiated by the ICCD and would be facilitated through the publication of a CED newsletter and or quarterly magazine like Communities, Journal of Cooperation. I also believe that my proposal to establish an experimental satellite ICCD office at the Illinois Diversatech Campus to carry out the three CED initiatives I have launched in the midwest would also provide a means for implementing and testing many of the proposed suggestions from the brainstorming session.

Thank you for your consideration of these proposals. I look forward to discussing them with the appropriate persons as soon as possible.

SUMMARY OF THE POTENTIAL APPLICATION  
FOR FUNDING FROM THE JOYCE FOUNDATION

OBJECTIVES

The four basic objectives are:

1. Promulgate Community Economic Development principles and practices in the midwest and around the world
2. Demonstrate that government resources such as Community Development Block Grant funds can be more effectively used to address causative factors of poverty and disenfranchisement rather than just treat symptoms
3. Provide state-of-the art personal, professional, organizational and community development resources to low-income people and the organizations that help them help themselves
4. Make better use of funds presently spent for travel and lodging for Midwest community development practitioners to attend the Tuft's Institute and the CED Master's program at New Hampshire College

PROGRAM ACTIVITIES

The four interrelated program activities for accomplishing these basic objectives are:

1. Establishment of an International Development Center on the Illinois Diversatech Campus
2. Establishment of a prototype Community Economic Development Resource Center in the City of Gary, Indiana
3. An annual CED Institute in the Chicago area
4. Replication of the CED Master's program at an institution of higher learning in the Chicago area

METHODOLOGY

1. A coalition of individuals and organizations involved in community economic development and community education are presently establishing the International Development Center. this is being accomplished by utilizing existing resources, both

facilities and educational programs that are offered through the cooperative venture.

2. The Institute for Cooperative Community Development is establishing a midwest satellite office location to assist with the implementation of Community Economic Development initiatives.

3. The CED Institute is being designed and implemented through an evolving and expanding group of individuals and organizations throughout the midwest.

4. The prototype CED Resource Center in Gary, Indiana is being developed as a collaborative partnership of public and private sector organizations. Grants are being sought from several government entities including the City of Gary and the State of Indiana. Funds have been committed by the Gary Urban Enterprise Association (including anticipated funds from the Lilly Endowment), and Main Street Gary. Office space has been offered in a five story office building that is intended to become the CED Resource Center. Additional funds are being requested from the Amoco Foundation, Knight Foundation, and Kellogg Foundation.

5. The participants have obtained access to many state-of-the art training materials and programs that are being made available to non-profit organizations at wholesale prices. These resources include seminars, workshops, and educational materials on a wide range of topics that constitute basic life and work skills.

## PARTICIPANTS

The Institute for Cooperative Community Development, the Illinois Community Education Association, the Illinois Community Development Society, the Institute for the Development of Cooperation, Communities Publications Cooperative, Community Economic Development Resource and Information Consultants, the Foundation for Personal and Community Development, and the Manteno Redevelopment Council.

## POSSIBLE USE OF JOYCE FOUNDATION FUNDS

Seed grant for the CED Institute

Tuition scholarships for the CED Institute

Matching grant to establish the midwest office of the Institute for Cooperative Community Development at the IDC Campus and to promote the replication of the CED Master's program

Funding for the CED Resource Center in Gary

ILLINOIS COMMUNITY EDUCATION ASSOCIATION  
One Diversatech Drive, Manteno, Illinois 60950  
Telephone 815-468-3443 Fax 815-468-8731

September 30, 1991

Julie A. Banzhaf  
Program Officer  
The Hitachi Foundation  
1509 22nd Street, N.W.  
Washington, D.C. 20037

Dear Ms. Banzhaf:

I am submitting this preliminary proposal for funding on behalf of the Illinois Community Education Association and our partners in the establishment of an International Development Center (IDC) on the Illinois Diversatech Campus. The IDC represents a coalition of non-profit organizations involved in community economic development and education including: the Illinois Community Education Association, the Illinois Community Development Society, the Institute for the Development of Cooperation, Communities Publications Cooperative, CEDRIC, Community Economic Development Resource and Information Consultants, the Foundation for Personal and Community Development, and the Manteno Redevelopment Council.

The International Development Center will offer educational materials and programs in the following fields: Personal Development, Professional Development, Human Resource Development, Organizational Development, Community Education, Leadership Development, Community Development, Cooperative Development and Community Economic Development. We have been donated two buildings by the Manteno Redevelopment Council, provided we obtain the necessary funding to renovate and operate the buildings. We have access to a large gymnasium/auditorium, dormitory, commissary, fitness center and an 18 hole golf course. Our ultimate vision is the transformation of this 250 acre campus (which is essentially vacant) into an international "University of Successful Living."

Community economic development is the central theme of the IDC's Community Economic Development Resource Center and CED Institute. These projects that are described below incorporate the three basic components of classic community development: Empowerment, Self-Help, and Capacity Building. The resource centers will encompass the three general types of strategies for local capacity building identified by James A. Christenson and Jerry W. Robinson in their 1989 book, Community Development in Perspective. These are:

- (1) expanding the base of citizen involvement,
- (2) enhancing the leadership pool, and
- (3) enlarging the information base of local communities.



## MIDWEST COMMUNITY ECONOMIC DEVELOPMENT RESOURCE CENTER

The initial project of the International Development Center is a Midwest Community Economic Development Resource Center (CEDRC) that will provide a broad range of services that foster personal, organizational and community empowerment. These services will include educational publications, seminars, workshops, technical assistance and consulting services. Many of these resources will be made available to individuals and organizations involved in community economic development at a lower cost than would otherwise be possible, in some cases because travel costs would be minimized through local availability of the training programs. The CEDRC has identified three priority activities that are described below:

### COMMUNITY ECONOMIC DEVELOPMENT INSTITUTE

The initial project of the CEDRC is a 3 to 5 day training program in community economic development modeled after the successful Management and Community Development Institute at Tufts University. Richard Schramm, founder of the Tufts program and Mary Cronin, the current Executive Director of the Tufts Institute, are assisting with the Chicago area institute by providing course outlines, faculty referral, and their mailing list.

The interim planning committee consists of area students and alumni of the CED Masters program at New Hampshire College. We are committed to providing maximum opportunities for co-creative participation by other interested individuals and organizations. All known CED practitioners and community based development groups in the Chicago area will be invited to participate in planning the event. The input of this larger group will determine what programs to offer and when. They will use data provided by the Tufts Institute in developing a survey instrument to assess local interests and the needs of prospective participants.

### COMMUNITY ECONOMIC DEVELOPMENT MASTERS DEGREE PROGRAM

A secondary objective of the CEDRC is to promote replication of the CED Masters program at New Hampshire College through an institution of higher learning in Chicago. Dr. Michael Swack, founder and Executive Director of the CED Program at New Hampshire College is assisting with this project. Preliminary conversations have been held with Roosevelt University and the University of Illinois at Chicago.

### LOCAL COMMUNITY ECONOMIC DEVELOPMENT RESOURCE CENTERS

An additional objective of the Midwest CEDRC is the establishment of local community economic development resource centers. The CEDRC is coordinating the establishment of a prototype CEDRC in Gary, Indiana through a coalition of 18 community development corporations, religious institutions and units of government.

The CED Resource Centers and the CED Institute will provide additional resources and access to transformational materials and

programs that will foster the formation of new organizations and coalitions of organizations. These initiatives will also provide expanded and less costly educational resources to existing organizations involved in community economic development.

The ultimate beneficiaries of these projects are the residents of the communities where these CED programs exist in order to foster self-help, empowerment and capacity building. The primary results of the initiatives include enhanced opportunities for personal and organizational empowerment as well as collaboration among organizations and across sectors. This will facilitate the strengthening of regional coalitions and cooperative efforts.

The scheduling of the CED Institute in the Chicago area will enable many individuals and organizations to take advantage of state-of-the-art training programs that might not otherwise be available. Over the past eight years, attendance at the Tuft's University Management and Community Development Institute has increased from 55 to almost 500 individuals, but 75% of those participants are from New England. Many midwest practitioners are unable to attend the Tuft's Institute due to the costs of travel. Replication of the CED Master's program will enable many more midwest residents to take advantage of the unique curriculum without having to pay as much for travel as for tuition.

We believe our programs and activities in community development and education are consistent with the objectives of the Hitachi Foundation and we would like to submit a full proposal for your consideration. The full proposal will include detailed budgets for each of the projects discussed in this preliminary proposal.

We request a grant of \$100,000 which would be used for operating expenses for the CED Resource Center and Project Direction for the CED Institute. Additional funding requests will be submitted to the Surdna Foundation, the Joyce Foundation, the John D. and Catherine T. MacArthur Foundation, the Mott Foundation and the Kellogg Foundation.

A copy of our IRS tax exempt status notification is enclosed. Please let me know if we may provide any further information in support of this request for consideration.

Sincerely,

George Pintar, Executive Director  
GP/jp

## PARTICIPANTS IN THE INTERNATIONAL DEVELOPMENT CENTER

The Illinois Community Education Association, a 501 (c)(3) corporation, is a chapter of the National Community Education Association that was founded in 1966. The NCEA gives teachers, administrators, policy makers and interested citizens the information, resources and support networks they need to promote community involvement in education, interagency partnerships and lifelong learning for everyone in the community.

The Illinois Community Development Society is a chapter of the National Community Development Society that was founded in 1970 to encourage and facilitate the exchange of ideas, information and expertise among individuals and organizations engaged in or concerned about community development. The society provides a forum for the exchange of ideas, experiences and the development of common interests, publishes and disseminates community development information through the Journal and Vanguard, advocates excellence in the application of the community development process and promotes citizen participation as essential to effective community development.

The Institute for the Development of Cooperation is a non-profit Michigan organization that offers educational publications, seminars and workshops on the application of cooperative principles. The Institute was established in 1986 by Joel Welty, author and Past President of the National Association of Housing Cooperatives and Past President of the National Association of Credit Unions.

The Foundation for Personal and Community Development is an Illinois non-profit membership organization established in 1990 to help create a better world by helping people, organizations and communities empower themselves in order to realize/actualize their potential. The Foundation fosters personal, organizational and community empowerment through the cooperative production and dissemination of transformational resources including publications, audio/video cassettes programs, television programs, seminars, workshops and consulting services.

CEDRIC, Community Economic Development Resource and Information Consultants, is a non-profit organization established in Indianapolis, Indiana in 1991 to foster partnerships between neighborhoods, various private and public financial institutions and communities. To create the atmosphere for reinvestment in those communities and foster the development of community economic development ventures, CEDRIC educates public, private and community leadership about the need for increased neighborhood revitalization.

CEDRIC also provides skills, information, training, technical assistance and educational services, serves as advocate/catalyst for community economic development and assists in capacity building for emerging community development corporations through educational services, technical services, counseling services, planning expertise, and project development support and resources. CEDRIC has evolved into a national network of skilled development practitioners whose focus is on helping communities build community by providing community based organizations with the resources needed to successfully complete business and housing development projects.

The Manteno Redevelopment Council is a 501(c)(4) corporation formed in 1985 to redevelop the former State Hospital that was closed in 1986 resulting in the loss of over 900 jobs and the abandonment of a 250 acre campus with 55 buildings. Over the past 5 years, the Council and the managing partners, Illinois Diversatech have generated over \$100 million in new commercial and industrial development and have created over 1,300 jobs.

Communities Publications Cooperative (CPC), is a division of Unschool Educational Services, Inc., a 501(c)(3) corporation based in Connecticut. CPC is the publisher of the magazine, Communities, Journal of Cooperation, publisher of The Guide to Cooperative Alternatives and co-publisher of Directory of Intentional Communities. CPC also provides seminars, workshops and consulting services on topics relating to living in community and practicing the principles of cooperation.

The Institute for Cooperative Community Development, (ICCD) is a 501(c)(3) organization incorporated in 1986 as a program of the Community Economic Development program at New Hampshire College. ICCD practitioners are the faculty, staff and graduate body of the CED program. Four of the participants in this proposal are graduates of the CED masters program. ICCD clients are community based and development assistance organizations that request assistance in designing and implementing projects that strengthen the community's participation in its own economic and social development.

ICCD has received funding from Ford Foundation, Mott Foundation and the U.S. Department of Health and Human Services for its most recent project, a large scale peer lending program designed to provide loans and technical assistance to more than 5,000 New England micro-entrepreneurs. ICCD has been a co-sponsor of the Management and Community Development Institute at Tufts University for eight years and it has provided financial assistance for the 1992 Chicago area CED Institute. Dr. Michael Swack, Executive Director of the ICCD and the CED Master's program at New Hampshire College, is assisting with these initiatives. The CED Resource Center will be a node for the CEDNET project being established by the ICCD as an international on-line data base/conference for CED faculty and practitioners.

FOUNDATION FOR PERSONAL AND COMMUNITY DEVELOPMENT  
One Diversatech Drive, Manteno, Illinois 60950

December 9, 1991

Mr. Benjamin Ramos  
4129 N. Franklin Street  
Philadelphia, PA 19140

Dear Ben,

I hope you had a wonderful Thanksgiving holiday and have been working hard on your homework like I have... Enclosed are a number of materials I wanted to share with you. These include a more formal cover letter to you, various attachments including my resume, and draft language for a request for proposals for consulting services.

While I am available as an individual or through my non-profit Foundation for Personal and Community Development, I suggest that we consider using the Institute for Cooperative Community Development (ICCD) as the organizational vehicle for bringing me to help you in Philadelphia. The ICCD has a ten year history and successful track record at providing technical assistance to communities and countries needing CED assistance. Through its affiliation with the New Hampshire College CED program, the ICCD has hundreds of potential resource people available who have their Master's degree in CED.

I am working closely with the ICCD, In fact, I have established the first ICCD satellite office here in the midwest as a means of furthering their objectives while implementing the three CED projects I have launched. These include the replication of the CED Master's program in Chicago, development of an annual CED Institute based after the Tuft's University Management and Community Development Institute and the establishment of a prototype CED Resource Center.

I am drafting a letter that we will send out to all the CED program alumni asking them to participate in a CED consulting service through the ICCD. If it would help land the consulting contract, I could accelerate this process in order to include those resumes with our formal proposal to you and or the Mayor.

Please review the enclosures and contact me at your convenience with your comments and input. Perhaps we can spend some time at class this month going over any necessary revisions and developing an appropriate strategy. I look forward to working with you.

Sincerely,



Charles E. Betterto(w)n

REQUEST FOR PROPOSALS FOR COMMUNITY ECONOMIC DEVELOPMENT  
FROM THE CITY OF PHILADELPHIA OFFICE OF COMMUNITY DEVELOPMENT

The City of Philadelphia Office of Community Development will award a contract for consulting services and technical assistance to help the City identify ways to more effectively utilize existing community and economic development resources and to produce expanded opportunities for citizen participation in community economic development initiatives designed to enhance the quality of life, reduce racial, geographic and political divisiveness and ensure the highest and best use of available resources such as CDBG funds, staff, and volunteer organizations.

The ideal contractor will demonstrate the following educational background and experience.

Proven ability to assist with the identification and implementation of corrective measures designed to enhance private citizen participation in defining community needs and opportunities and developing and implementing appropriate measures.

Proven ability at turn-around management or successful management and reorganization under stressful circumstances or emergency conditions.

Proven ability to facilitate public/private/non-profit collaborative partnerships and private citizen participation.

Established track record in community economic development

Experience with:

Administration of HUD programs, particularly CDBG, Property Management and Disposition, and Public Housing

Successful experience in multi-cultural environments

Development and implementation of development training programs

Educational Background:

Advanced degree in Community Economic Development, Community Development and relevant training such as the Economic Development Finance Professional certification by the National Development Council.

December 9, 1991

Mr. Benjamin Ramos  
4129 N. Franklin Street  
Philadelphia, PA 19140

2500 No. River Road  
Manchester, N.H. 03106-1045

Phone: (603) 644-3124

Fax: (603) 644-3150

Dear Mr. Ramos:

This letter is in response to our discussions about the significant opportunities that exist for you to help Mayor Rendell produce substantial improvements in the City of Philadelphia, particularly in the areas of housing, community and economic development. The Institute for Cooperative Community Development (ICCD) would like to participate in the process by providing technical assistance in organizational, community and economic development. We would also like to help establish a proposed Community Economic Development Resource Center that would provide educational programs and technical assistance to foster personal, community and economic development for residents of Philadelphia.

ICCD is a non-profit organization incorporated in 1986 as a program of the Community Economic Development (CED) Master's degree program at New Hampshire College. ICCD practitioners are the faculty, staff and graduate body of the CED program. ICCD clients are community based and development assistance organizations that request assistance in designing and implementing projects that strengthen the community's participation in its own economic and social development.

ICCD has received funding from Ford Foundation, Mott Foundation and the U.S. Department of Health and Human Services for its most recent project, a large scale peer lending program designed to provide loans and technical assistance to more than 5,000 New England micro-entrepreneurs. ICCD has been a co-sponsor of the Management and Community Development Institute at Tufts University for eight years and it and the Foundation for Personal and Community Development are co-sponsoring a similar CED Institute in Chicago, Illinois in the fall of 1992.

The ICCD is presently assisting a multi-sector collaborative partnership establish a CommUnity Economic Development Resource Center in the City of Gary, Indiana. The Resource Center will provide employment and business development opportunities for low-income people with over 50 jobs being created for low-income individuals during the first three years. In addition, the center will foster economic self-sufficiency through a continuum of direct and indirect services designed to improve the quality of the economic and social environment in the area, particularly for low and moderate income individuals, displaced workers, at-risk youth, public housing residents, and the homeless.

We propose the establishment of a community economic development resource center in Philadelphia to offer educational resources to help residents identify and address issues and provide a central focus for continuing identification and resolution of problems / opportunities for greater personal, organizational, and community empowerment. The CED Resource Center would provide a broad range of services that foster personal, organizational and community empowerment including educational materials, seminars and workshops, and technical assistance in personal, professional, organizational, community and economic development.

The primary goal of community development is to help people improve their economic and social conditions. Community economic development, a subset of community development, is a people-initiated strategy which seeks to develop the economy of a community, region or country for the benefit of its residents. Community economic development strategies seek to develop efficient, productive and profitable ventures and programs within the context of a community's social, cultural and political values. Thus, community economic development strategies focus on issues such as local ownership of economic resources, citizen participation, and building the capacity of local people to participate in and manage the development process.

The community economic development approach to development is quite different from traditional economic development strategies because it emphasizes models of development that address issues of ownership and control of community resources. This emphasis on ownership and control also differentiates community economic development from the traditional social welfare policies that often result in dependency.

Community economic development is the central theme of the resource center with an emphasis on the three basic components of classic community development: Empowerment, Self-Help, and Capacity Building. The resource center will encompass the three general types of strategies for local capacity building identified by James A. Christenson and Jerry W. Robinson in their 1989 book, Community Development Perspectives. These are:

- (1) expanding the base of citizen involvement,
- (2) enhancing the leadership pool, and
- (3) enlarging the information base of local communities.

These strategies contribute to capacity building by nurturing and strengthening local organizations, by generating citizen interest to participate in community decision making and actions, and by increasing the vehicles for citizen involvement, particularly by low-income residents and minorities. While each of these strategies is important, together they establish a solid foundation for citizen participation in community development.

The services available through the resource center will enhance the capacity of existing organizations and programs by providing



assistance with organizational development and planning, assistance in publishing newsletters, brochures and other promotional materials, computerized accounting services for non-profit agencies and access to national data bases, and workshops and training programs on topics such as goal achievement, time management, motivation, conflict resolution, creative thinking and problem solving, and business plan development. Meeting and training rooms will be made available on a sliding scale basis along with audio video equipment and training materials.

The center would include resources from: National Council for Community Based Development, National Congress of Community Development Corporations, National Council for Urban Economic Development, Corporation for Enterprise Development, National Community Development Society, National Community Education Association, Community Services, Inc., The Regeneration Project, Community Options, Community Information Exchange, Servant Leader Foundation, Foundation for Community Encouragement, Institute for Economics, The Rocky Mountain Institute, Nightingale-Conant Corporation (Audio/video cassette programs), Success Unlimited, Inc. (Self-help publications), Napoleon Hill Foundation, and Carlson Learning Systems (Training programs on Family, Relationships, Self-Esteem, Wellness, Communication, etc).

The resource center would include a library of all publications related to CED, a lending library with audio and video cassettes, VCR's and televisions, training materials, self-help books and self assessment tools. An ongoing schedule of seminars and workshops will be offered including the "Personal and Professional Success Techniques Seminar." This audio and video cassette training program covers the following topics: How to Get the Most Out of Self-Help Materials; How to Set and Achieve Goals; Creative Thinking and Problem Solving; How to Motivate Yourself and Others; How to Make the Most of What You Already Have; and How to Manage Your Time.

A fundraising library will be established that will include all the major publications available including the Taft Foundation Directory, Corporate 500 Directory, Foundation Giving Watch, Community Information Exchange Grant Alert, Economic Development Quarterly, Community Development Digest, Economic Growth Report, Federal Assistance Monitor, Corporate Giving Watch, Economic Development Commentary, and the Federal Register/Commerce Business Daily Grant Alert, etc.

The Community Economic Development Resource Center will be introduced to the public and partly funded through a quarterly program of seminars and workshops designed to promote community vision, unity, and cooperation. The objective of these "Stressing The Positive" events is to foster personal, organizational and community empowerment through seminars, workshops and professional development conferences featuring national trainers and motivational speakers.

The first event will be a "Community Unity Celebration" featuring a nationally known motivational speaker such as Les Brown who will speak on "The Power of A Larger Vision." Tentative future speakers include: Les Brown, Brian Tracy, author of The Psychology of Success, The Psychology of Achievement, Getting Rich In America, Dr. Kenneth Blanchard, author of The One Minute Manager, Harvey Mackay, author of Swim With the Sharks Without Being Eaten Alive, Zig Ziglar, author of See You At The Top, Dr. Wayne Dyer, Wally "Famous" Amos, etc.

In addition to featuring one or more of these speakers/trainers, each event will showcase local individuals and organizations that are "stressing the positive." For example, service clubs could present their most significant annual community service awards as part of the proceedings. These organizations and the sponsors of each event would be invited to set up displays in the convention center featuring their products, services and resources. The Chamber of Commerce, PACE and other appropriate organizations in the City will be invited to co-sponsor these events.

The enclosures present more detailed information on the ICCD, the proposed CED Resource Center and my resume since I will be the lead consultant should the City choose to award a contract to ICCD. Given the potential for needing to design and implement reorganization strategies for one or more of the existing community and economic development organizations, I believe I will be of particular help to you and Mayor Rendell.

For 12 of the past 19 years, I have served as a manager of various programs for the U.S. Department of Housing and Urban Development, including positions as Director of large scale disaster relief operations, Director of Property Management and Disposition (responsible for developing and implementing procedures for the disposition of thousands of foreclosed properties), Executive Director of Community and Economic Development for a small CDBG entitlement city, and Supervisory Housing Management Specialist responsible for over half of the Public Housing Authorities in the State of Illinois.

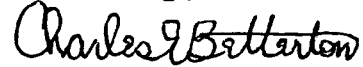
Also enclosed for your consideration are the following materials:

- \* Resumes on key participants in the ICCD Consulting Division
- \* A description of a Community Economic Development Resource
- \* Center Information of the proposed Community Unity Celebration,
- \* Professional development Conferences, Introduction to Personal and Professional Success Techniques seminar,
- \* News clippings
- \* Brief description of other organizations that will assist ICCD with the proposed range of services including the Foundation for Personal and Community Development, The Institute for Community Economics, and CEDRIC, Community Economic Development Resource and Information Consultants.

I would appreciate an opportunity to be of service to you and Mayor Rendell in successfully carrying out your vision of a more effective city government as a result of better coordination and the establishment of collaborative partnerships to implement a community economic development resource center. Please let me know when we could meet to discuss these proposals and proceed.

I look forward to working with you.

Sincerely,

A handwritten signature in cursive script that reads "Charles E. Betterton". The signature is written in dark ink and is positioned above the typed name.

Charles E. Betterton(w)n

Enclosures