



Partnership | Engagement | Sustaining for Community Economic Development

**LeMoyne-Owen College
Community Development
Corporation**

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What is the Current Status of Community Engagement

- For student, faculty and service—learning professionals, working in communities requires the institutions to look beyond what is safe and familiar to that Institution. Colleges by pure design are highly self-referential, they often have little understanding about why community partners are interested in them or even how they view the relationship. To sum it up the foundation for healthy collaborations are always - - fragile at best.

What Lesson Have We Learned?

- Communities want the knowledge base the Institution has to offer. (*and students*)
- Collaborations and Partnership are key to ensuring success of projects and activities.
- There are different views of what a successful partnership model looks like, but most of these work.
- Private Sector/Public; Philanthropic/Corporate; Colleges/Community Campus Collaborations to name a few.

What Lesson Have We Learned?

- Understanding capacity, resources and expected contributions of each partner.
- Shared control of the partnership.
- Culture and Race – must be addresses, we sometimes think “its ok”, but we must address these issues.
- Listening, Leadership and Language – do you hear me, can we shared management and every voice is viable.

Characteristics of Community Collaborations/ Partnerships

- All partnership's have different mission, although all share common origins. The core mission of most is to provide access to a ultimate single/ common goal and opportunities for the all of the participants/communities they represent. These communities reflect, poor, affluent, black, white and brown people from which their makeup are drawn. The also reflect a spectrum of partners willing to assist in the mission.

Characteristics of Partnerships

- The institution itself is not likely to have surplus resources to support community economic development projects.
- Cooperation and Collaboration with the surrounding community is consistent with its mission.
- For many MSI's and HBCU's there is little difference from the resources of the community and its own resources.
- In some cases often business leaders and government agencies neglect the HBCU and its communities unless there is possibilities for collaborations.

Best Practices

- What are the reasons and resources for doing this partnership? One should develop a list of all the resources that are available – community leadership resources, professional development opportunities and funding resources.
- Create a continuum of results and opportunities that will provide a shared knowledge and results that will benefit individuals/ communities/ partners and colleges in creating opportunities for campus/community engagement. What's in it for me!

Key Elements for Successful Partnerships

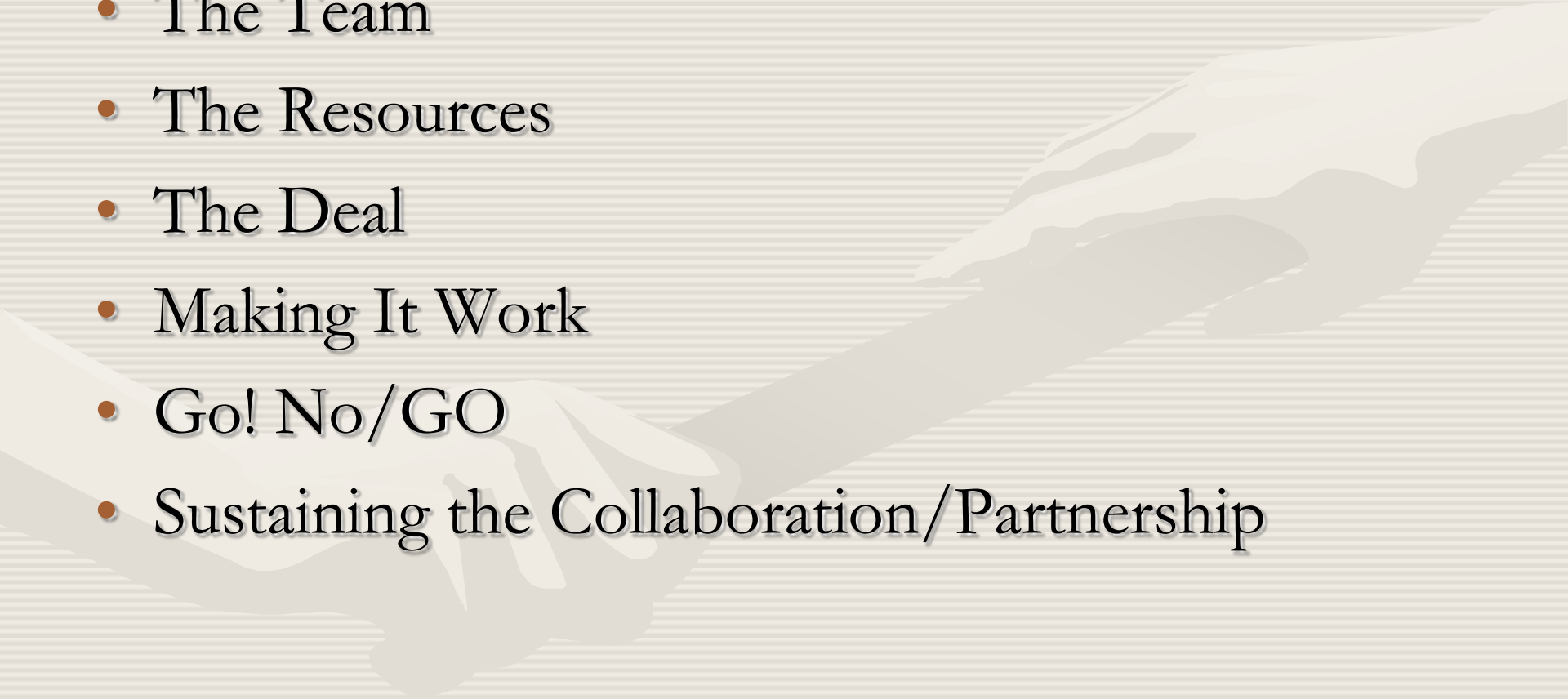
- **Encourage serious and sustained examination** about promoting a shift from a disciplinary to a problem solving approach to community issues which involves research with community members as active, valued participants throughout the process from beginning to end
- **Roles and responsibilities** are based on each partners capacities and resources
- **Parity** is achieved by acknowledging and respecting the expertise and experience of each partner.

Key Elements for Successful Partnerships

- Partners are committed to ensuring that each partner benefits from participation.
- Partners are accountable for carrying out plans and ensuring quality.
- Resources, rewards and risks are shared among all parties.
- Each partner must achieve its ultimate goal. – *CRA Credit, Affordable Housing, Jobs, Safer/Greener Neighborhood*

Implementation – How To's

- Planning and Visioning
- The Team
- The Resources
- The Deal
- Making It Work
- Go! No/GO
- Sustaining the Collaboration/Partnership



Planning and Visioning

- What is the Deal – elements of it?
- What are we hoping to achieve- the end result?
- Is there a unmet need?
- Do you own property if it's a RE/Commercial Deal?
- Do you own land if building a house?
- Have you done your research - Market Study-Independent/Internal?

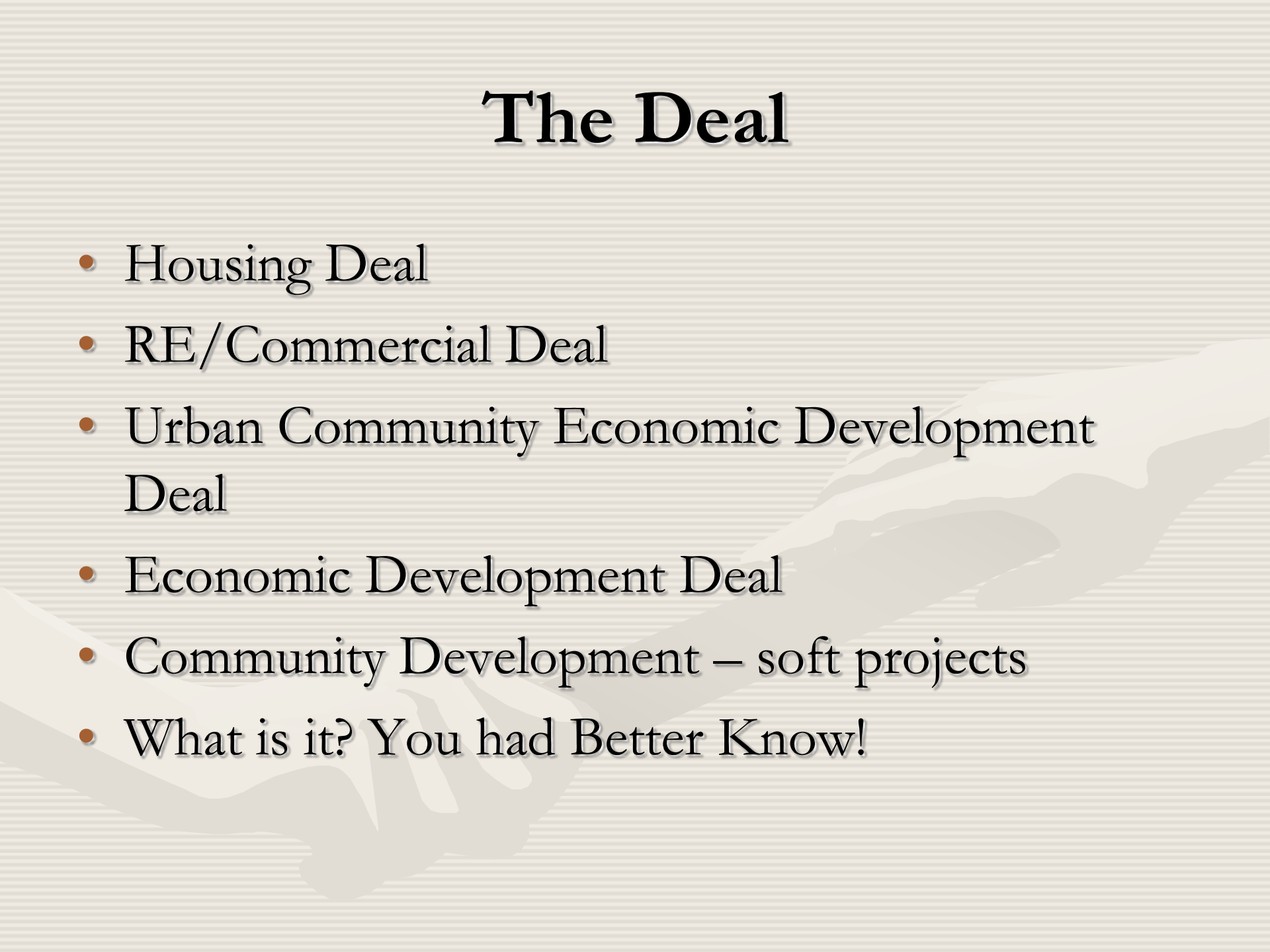
The Team

- Project Director/ effective Executive Director
- Accounting
- Legal
- Community Development Finance Person – tax credits, bonds, banking, equity & debt
- Project Manager – keep project rolling on time, on track, on budget
- Project/Team Members

The Resources

- Grants
 - Private Equity
 - Insurance Companies
 - Quasi-Public Entities – TVA, CDFIs, State Housing Finance Agency, etc.
 - Banks – debt
 - Sweat equity
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- A faint, stylized illustration of two hands shaking, symbolizing agreement or partnership, is positioned in the background of the lower half of the slide.

The Deal

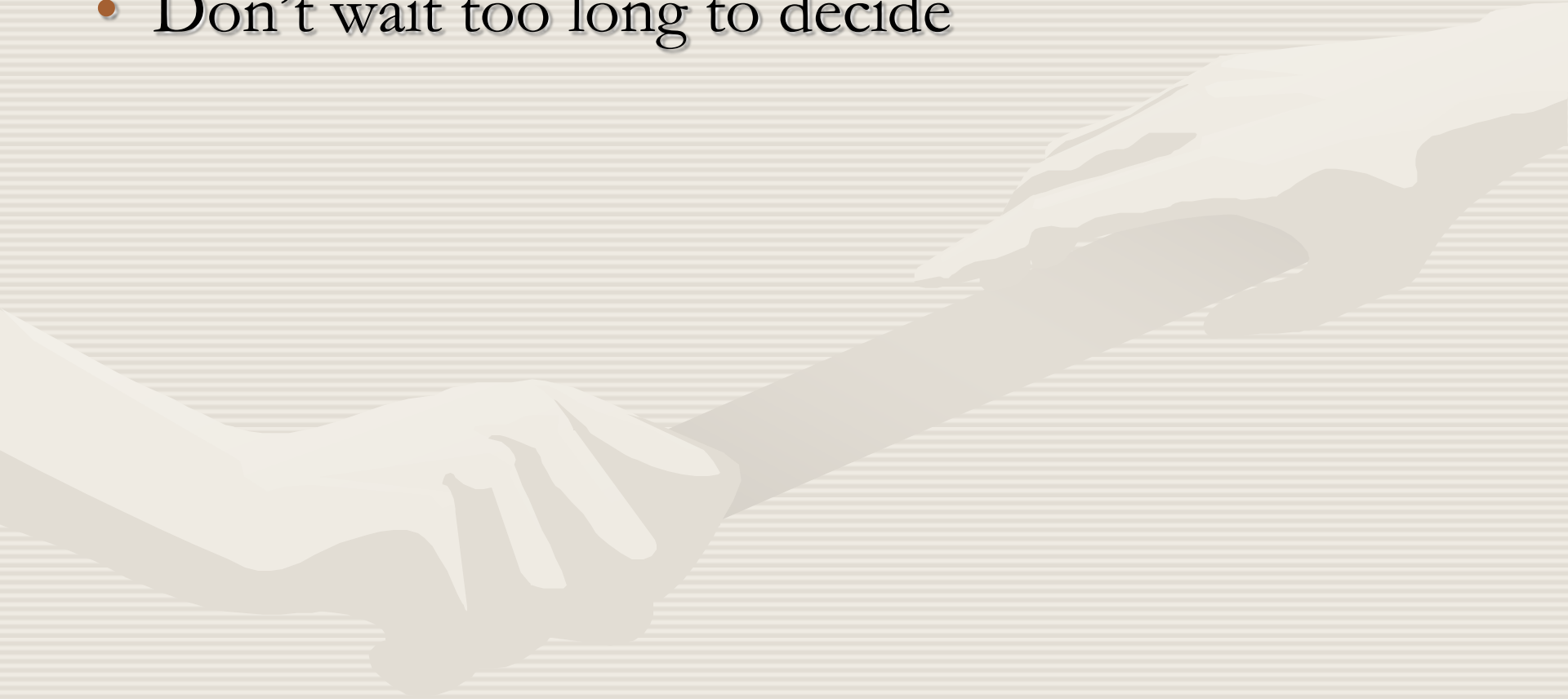
- Housing Deal
 - RE/Commercial Deal
 - Urban Community Economic Development Deal
 - Economic Development Deal
 - Community Development – soft projects
 - What is it? You had Better Know!
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Making It Work

- The elements of the Deal
- Housing – CHDO finance- bank financing – loans – private investment – grants !
- Commercial – own the land, construction, finance the deal, tax credit, loans, cash flows, pay offs, refinance, tenants occupancy, management of deal!

Go/No-Go!

- Make the decision now
- Don't wait too long to decide



Sustaining the Partnership

- **Compliance** – ensuring that all dates, deadline, goals, benchmarks and reporting is done timely
- **Tracking** – how many?, which ones?, how much movement?, results did you succeed?
- **Communications** – websites, marketing, social media, meetings, is this communication two way?
- **Measurement** – are the result what we expected and are they measurable?
- **Success** – always a good sustainability tool!
- **Tangible** – is it real, can I see it, is it replicable?

The Elements of Quality Partnership



College Park in 2010





**City Government, Federal Government and
LOCCDC Partnership**



Federal, State, Local Government – Private, Corporate, Non-Profit, Community Partnership

Opened March 2010



**Housing Construction
Partnership - Bank,
Government & LOCCDC**

**Banks, Federal Government,
College, CDC, Community,
Local Government Partnership**

