



# NAVIGATING COMMUNITY DEVELOPMENT

Harnessing Comparative Advantages  
to Create Strategic Partnerships

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# Speakers and Authors

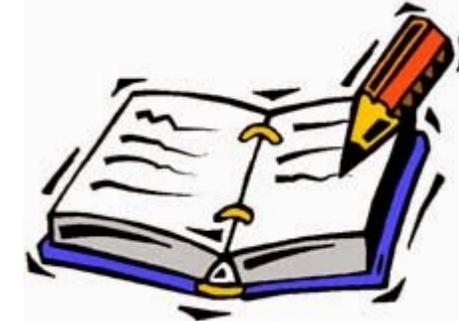
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# Why write this book?

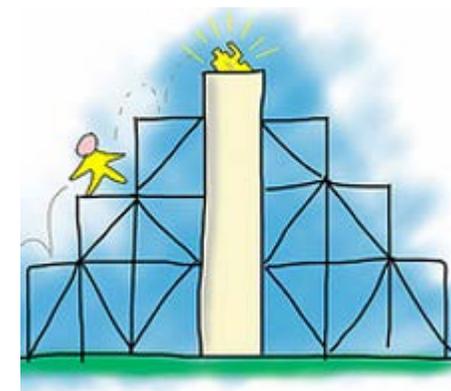


- The time is ripe for developing & embracing strong, unified communities.
- Provide guidance to practitioners, policy makers and academics on how best to position community development efforts.
- By building strong organizational competencies that lead to comparative advantages, organizations can create enduring and effective community development collaborations.
- Approach: Pragmatic, Instructional and Relevant



# Structure of Book

- The background and history of community development.
- Understanding the community development ecosystem.
- Community development competencies.
- Seven case studies.
- The next generation of community development.
- Recommendations and guideposts for the future.



# Questions that inform the book

- Does the community development environment require increase specialization and collaboration to effectively address today's challenges?
- Are there existing core competencies specific to each type of community development organization?
- How do organizations best maximize their comparative advantages?
- Does the CD support system encourage or discourage collaboration?
- What new strategies and support systems are needed?
- What can we learn from the experience of CD organizations to more fully utilize and develop the comparative advantage framework?
- What does the next generation of CD system look like?



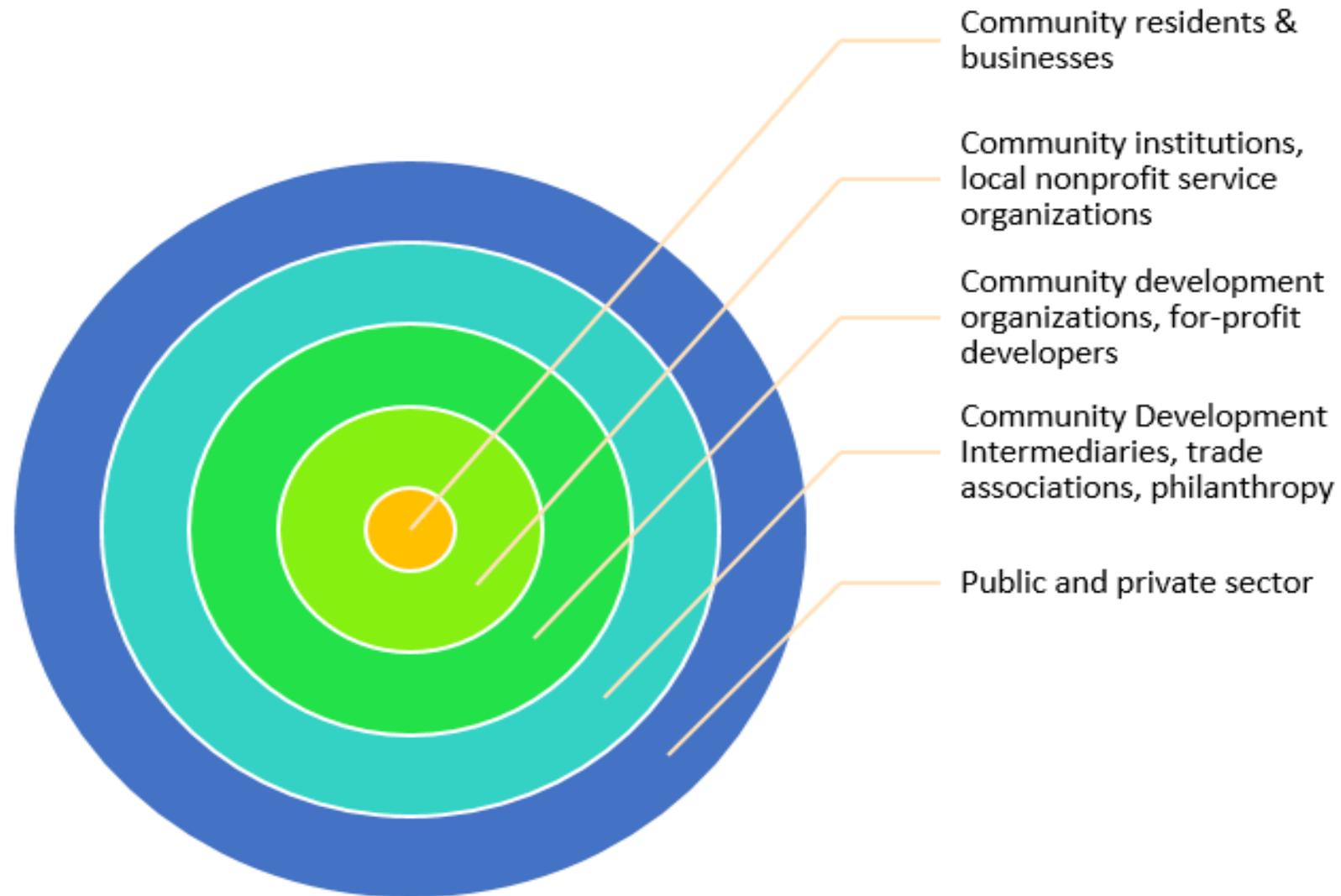
# What has changed?



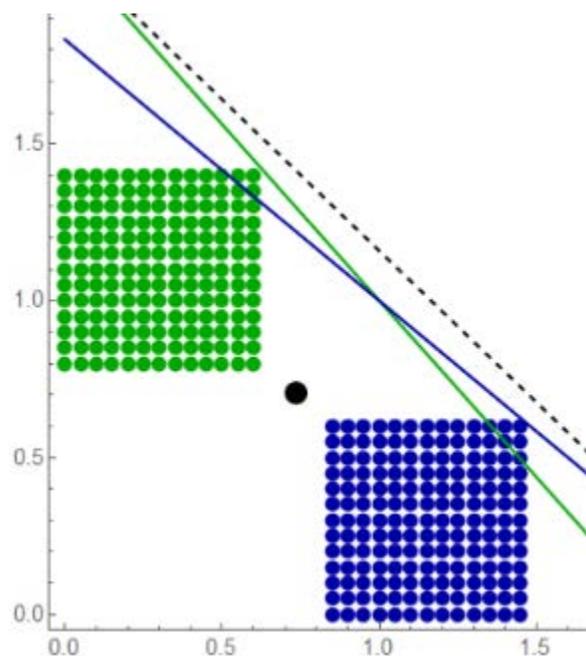
- Over the past 15 years, the community development environment has been shifting from a CDC centric approach to a broader array of community development organizations.
- Community development organizations have also become more specialized over time, driven in part by shifts in funding and politics and changing needs and priorities of their communities.
- It has become more challenging to meet mission and achieve a “quadruple bottom line.”



# The Community Development Ecosystem



# Why comparative advantages?

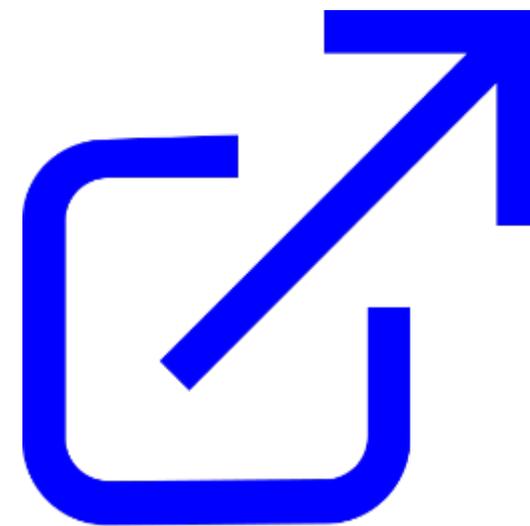


- **Strong comparative advantage and focus is a more effective approach and achieves stronger brand recognition**
- Too many competencies can stretch the organization's capacity and compromise achievement
- **Community development competencies require increased technical knowledge and an investment to become proficient**
- Individual competencies create different types of comparative advantages that can be leveraged in an environment that values comprehensive community development
- **Funders are starting to shift their funding priorities to community development outcomes that require a broader range of competencies**



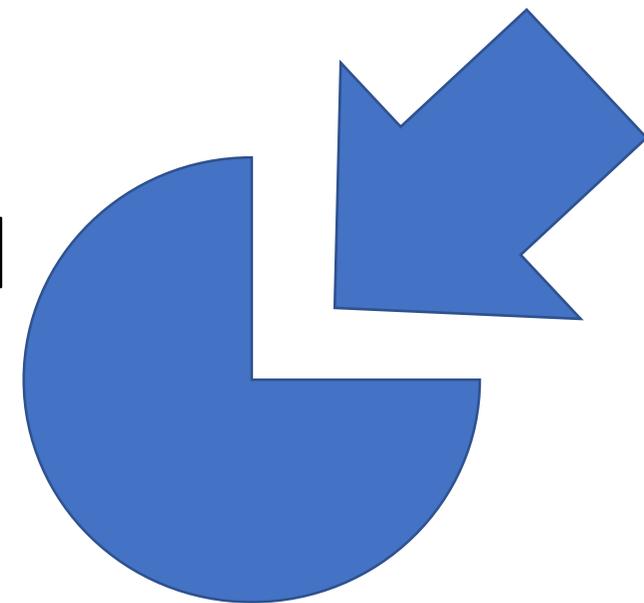
# External Factors

- Increased complexity
- Increased competition.
- Reduction in public support.
- Growth of Income and Wealth Inequality.
- Growth of multi-sector partnerships.



# Internal Factors

- The need for both entrepreneurial and enduring leadership.
- The need for specialization.
- The need for sophisticated business management systems.
- The importance of effectiveness and impact.
- A move to collaboration.



# Competencies

- Organizational Development and Management
- Community Engagement and Public Policy
- Planning
- Communications
- Project Development (real estate)
- Lending

- Property and Asset Management
- Program/Business Line Development and Management
- Resource Development/Capital Aggregation/Fundraising
- Collaboration and Partnerships
- Performance Measurement and Evaluation



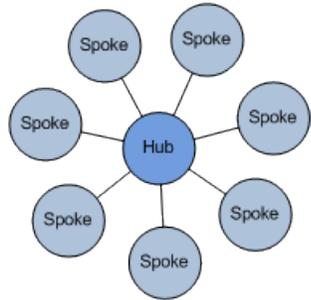
# CASE STUDIES



- Community Loan Center
- Northwest Side CDC
- EBALDC
- REACH-ACE merger
- Fairmount Indigo Line
- West Cook County
- Fahe



# Types of Collaboration



- Hub and Spoke



- Cross-sector

- Service specialization



# Characteristics of Successful Collaboration

- **There is a leader, quarterback or backbone organization that marshals the effort.**
- The organizations are ready and well position to proceed.
- **There is strong public sector support.**
- The challenge is strategic and a meaningful size, but not too big.
- **The time is right for action.**
- There are quick wins that help coalesce support and propel the collaboration forward.



# RECOMMENDATIONS

- **Be Really Good at a Few Things**
- **Engage with other Sectors; Expand your Circle**
- **Be Flexible and Adapt**
- **Build a Strong Bench with Facilitative Leadership Skills**
- **Embrace Technology**
- **Profit is Not a Bad Word**
- **The World is Diverse; Make the Most of It**
- **Data is Key**



# RECOMMENDATIONS

- Youth are our Future; Embrace Mentoring and Training
- Look Beyond the City
- If You Can't Beat Them, Join Them
- Peer Learning is Where It's At
- Look for Money in New Places
- Community Development is Political; Policy Matters
- Be Smart about Risk
- Get the Word Out. Being a Best-kept Secret is Not Advantageous



**RECOMMENDED**



# Thank you.

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Book available from:

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