

Town-Civic Partnerships: Connecting Local Communities and Neighborhoods with Local Government

by Andrew Collver*

To bring local government more closely into alignment with local neighborhood needs and opportunities, some cities have established systems of city-neighborhood partnerships. Early leaders were Portland, Oregon, 1974, and Seattle Washington, 1987.

Here it is proposed that a similar system could provide a number of advantages to Long Island communities. At the base of the system would be local civic associations within each school district affiliated to form a district council. This council would be autonomous, not an agency of the town, and accountable to the district's residents, nonprofit organizations, businesses and property owners.

On behalf of its constituents, the council would be authorized to form a partnership with a new Town Office of Community Partnerships. The purposes and functions of the partnership would be specified in an agreement. Both the district council and its member civic associations would be free to carry out activities that are not in conflict with the partnership agreement.

Town government would set down the standards to be met in order to become eligible for the partnership and the benefits to be gained from it. Citizens would then be invited to organize themselves accordingly and apply to join.

Documents that describe various ways that other municipalities have found to bring municipal operations into harmony with neighborhoods are in a series of appendices, available on request to ACollver@Optonline.net.

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Town-Civic Partnerships

On Long Island as elsewhere, a wide gap of political privilege separates unincorporated localities from those that enjoy the benefits of village or city government. Villages have clearly defined boundaries and relatively clear understanding of who is responsible for local governance. It is quite another story in the vast unincorporated spaces, where if you ask where a person lives, the answer may be a hamlet, a postal address, a school district or something more original.

Local government responsibility for unincorporated areas rests primarily with the town, and to some extent with the county. It is of course impossible for town officials to be familiar in detail with the needs of all neighborhoods. Most likely, following the squeaky wheel principle, they will be familiar with the places that have the louder and more aggressive spokespeople. It is not easy to tell whether these highly visible representatives truly speak for their communities or only for themselves or special interests.

This memorandum addresses three questions and suggests some answers. They are:

- (1) Short of incorporating as villages, is there a way for local communities to establish clear boundaries and identities so that there will be no uncertainty as to where people live?
- (2) Once a community has been defined and identified, how can enough civic cohesiveness be established to enable the citizens to come together to agree on common goals and work toward them?
- (3) As long as the locality is unincorporated, local civic institutions will lack the authority and capabilities of government. Can they call on the town as a partner to help them draw up and implement local plans? (consistent with town-wide policies and priorities and with fairness toward other communities)

I. Community identity.

Boundaries around local places have been drawn from different perspectives and for different purposes. The older settlements have their historical identities. These are easily recognized by their centers. Originally their outer boundaries did not need to be clear. Out there was open country and scattered farms. Those centers that have become incorporated villages leave no doubt as to their identity or their boundaries. For purposes of census geography, the U.S. Census Bureau, with the advice of local planning agencies, has drawn lines around unincorporated areas and called them “census-designated places.” The Postal Service, with an eye to convenient delivery routes, designates its own zip-code areas, and these can tend to become recognized as communities-in-name. An example of the resulting uncertainty can be seen in the South Country School District in southeastern Brookhaven Town. The Bellport post office serves the Village of Bellport and most of the area called North Bellport in the census. But some people in North Bellport as mapped by the census have Brookhaven, Medford, Yaphank or Patchogue addresses. When asked, residents of the area may say they live in Bellport, North Bellport, Central Bellport, East Patchogue or Hagerman. A local nonprofit organization, the Bellport Hagerman East Patchogue Alliance, which targets its services to a part of North Bellport CDP, has three hamlets in its name, but not North Bellport.

Besides the mismatch between different systems of locality identification, villages, hamlets and zip code areas have the disadvantage of small size. To have some importance and be recognized as a community, a place ought to have a fairly large territory and a substantial population. The two larger territorial units are towns and school districts. Towns are too large for frequent face-to-face meetings. School districts are intermediate in size between the town and the hamlet, large enough to have some clout and small enough to maintain the forms of small-town politics and participation.

School districts have a number of advantages as definers of the community. They are formally and legally defined and their boundaries are shown on the maps that are commonly used in the region. They are already named, so that there need be no arguments over that question. People will usually know what school district they live in. They receive the school newsletter and other mailings, their children attend the same schools, there are budget and school board elections that bring citizens out to vote. The school district takes the largest bite of property tax dollars and it is the local residential real estate market. For these and other reasons the school district has more identity, integrity and cohesiveness than any other unincorporated locality.

An example of how a town is subdivided by school districts is shown on the map of Oyster Bay Town, Figure 1 on the following page. There are seven districts north of the L.I. Expressway and seven south of it. Most are wholly or mostly within the Town of Oyster Bay, but there are three exceptions along the eastern border. Cold Spring Harbor district is more in Huntington than Oyster Bay. Farmingdale has a larger population in Oyster Bay than in Babylon Town. Amityville district has the bulk of its population in Babylon.

Some population data for these 14 districts are presented in Table 1.

II. Civic cohesiveness.

Under conditions of (1) lack of agreement on what geographic area constitutes the community and (2) lack of evidence that organizing the community would lead to any substantial rewards, it is little wonder that there is great variation in the development of territorial civic institutions on Long Island. Here and there can be found civic associations or homeowners associations that defend the interests of families in neighborhoods that may be as small as a few hundred homes or as large as 45,000 homes, as in West Hempstead. Parallel but disconnected from them are chambers of commerce, local political clubs, garden clubs and others that take interest in improving one or another aspect of the local area. There is no overarching organization that can mobilize all of these groups to reach a consensus on local needs and priorities or move together toward common goals.

Once the community has been defined as the geographic area and population within the boundaries of a school district, there is an opportunity to organize the citizens, businesses, nonprofit organizations and volunteer groups for a united effort at facing common problems together and finding solutions. If it is to truly represent the shared interests of the people who live, work or own property in the community, then the organization charged with this task, "the district council," will need to show that it is truly representative of the will of the people.



Table 1. Some Population Facts about School Districts in the Town of Oyster Bay from 2000 Census

School District	Total population	Total households	Average household size	Percent black or African American alone	Percent Hispanic	Percent Under 5	Percent 5-17	Percent 65 and over
Glen Cove	26,622	9,461	2.72	6.4	20.0	6.2	15.0	17.5
North Shore	16,040	5,896	2.71	1.0	4.0	6.3	18.4	16.3
Locust Valley-Bayville	16,319	5,715	2.83	1.5	6.4	6.4	18.3	13.9
Oyster Bay-East Norwich	13,458	5,114	2.60	2.4	7.9	6.4	16.3	16.3
Cold Spring Harbor	8,349	2,625	3.16	0.5	2.1	6.5	24.7	12.4
Jericho	14,036	4,747	2.89	1.9	2.3	6.3	20.5	15.3
Syosset-Woodbury	33,716	11,055	2.94	0.7	2.4	6.1	20.0	16.1
Hicksville	39,330	13,092	2.99	1.4	9.6	6.1	16.3	16.1
Plainview-Old Bethpage	28,138	9,448	2.92	0.5	2.4	6.5	18.4	17.3
Bethpage	19,498	6,691	2.91	0.3	4.6	6.3	16.5	18.5
Plainedge	20,330	6,585	3.08	0.3	3.9	7.1	18.1	15.8
Farmingdale	41,080	13,832	2.94	3.9	7.7	6.9	17.2	15.4
Massapequa	48,931	15,965	3.05	0.2	2.8	7.0	18.6	15.0
Amityville	25,476	8,668	2.85	36.1	12.9	6.5	18.6	13.4

Source: New York State Data Center. Special tabulation from 2000 census, Summary File 1. www.empire.state.ny.us/nysdc/

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This means that all residents, all business owners and employees and even absentee property owners will have equal opportunities to participate. And all will have equal access to information regarding the activities of the council, including elections, general meetings, special meetings to address certain topics and so on. To be a legitimate representative body, the council will need to show that everyone in the district has the opportunity to be active in a local civic association or business organization as appropriate and through these groups to be represented to the council. No neighborhood within the community should be without a civic association, because the civic association will be the conduit to the community forum.

Up to this point in the argument, one could object that all we have described is a pyramid of local civics and other groups sending delegates to a community council. If that were all, it might well be much pain for little gain. Something more is needed to make the effort worthwhile.

III. Local government-civic partnerships.

A volunteer civic council can bring citizens together to find common ground, agree on a vision for the future and set some goals to be achieved, but many of these goals will be beyond the means of local volunteers. They will need help.

At the same time, local government, which aims to improve the quality of life for all of its neighborhoods, has resources in the form of tax revenues, full-time staff and the expertise of its various departments. Even so, it will achieve only limited results if it comes in with top-down planning to carry out projects that were decided without consultation with the local community. Besides, even if projects appropriately address the community's needs, their impact could be enhanced with the help of local volunteers.

What this comes down to is that the community needs the town and the town needs the community. The community trying to go without the town's help will be weak and ineffective, citizens and volunteers will be discouraged and apathy will prevail. The town trying to go without the community will run into general citizen apathy and NIMBY opposition, and its projects will not be as beneficial as they might have been under a joint town-community operation. The aim of this report to find a way to set up a continuing partnership between the town and each of its school district communities.

IV. Designing the Town-civic partnership

A. Design criteria.

For reference purposes, Table 2 displays a list of some of the traits of organizations and of connections between them that have to be taken into consideration in designing a system of town-civic partnerships. The usefulness of the list will become more apparent as we get deeper into the subject.

Table 2. Design Vocabulary for Civic Organizations and for Town-Civic and School-Civic Partnerships (Preliminary draft—suggestions needed.)

1	Geographic area
1.1	Neighborhood or village
1.2	District (defined by school district boundaries)
1.3	Town
2	Type of organization
2.1	Business
2.2	Non-profit service or charitable
2.3	Civic
2.4	Public tax-supported (library, school)
2.5	Government
3	Purpose, function
3.1	Economic gains to owners and workers
3.2	Charitable or educational services to designated population
3.3	Mutual benefit of members
3.4	Service to membership associations in the area
3.5	Intermediary between neighborhood associations and town or school system.
3.6	Provide municipal services

Continued--

Table 2. Design Vocabulary--continued

4	Tax status
4.1	Taxable
4.2	Tax-exempt but donations not tax-deductible: 501(c)(4)
4.3	: Tax-exempt and donations are tax-deductible: 501(c)(3)
4.4	Tax-exempt, deductible and tax-supported
5	Funding
5.1	Income from sales of goods and services
5.2	Third-party contributions for charitable purpose
5.3	Member donations, fund-raising events, volunteers,
5.4	Membership dues
5.5	Grants and material assistance
5.6	Tax collections
6	Membership
6.1	Self-selected entrepreneurs or owners
6.2	Employees
6.3	All in geographic area eligible
6.4	Delegates of member-based groups
6.5	Appointed by delegates
6.6	Elected by resident citizens
6.7	Appointed by elected govt.
7	Governance
7.1	Informal
7.2	Incorporated
7.3	Has written bylaws
7.4	Minutes kept and available for review
7.5	Regularly scheduled meetings
7.6	Public notice of meetings
7.7	Election of officers and delegates
7.8	Affirmative action and equal access
8	External relations
8.1	Accountable to eligible population of the area
8.2	Autonomous except for specifics agreed to in partnerships
8.3	Sends delegate(s) to district council
8.4	Advocates interests of the neighborhood to district council and others
9	Ethics and civility
9.1	Applies rules of equal opportunity, non-discrimination
9.2	Enforces rules of courtesy and non-defamation
9.3	Does not (or does) support political candidates.

B. General outlines of a partnership system.

Ground level organization. Figure 2 is presented as a way to start the conversation about appropriate ways to design a town-civic partnership. The drawing indicates three levels of organization. At the grassroots level are neighborhood civic associations and one or more district business associations within a school district. Consistent with rules of inclusiveness and democratic procedures, the elected officers and delegates stand as legitimate representatives of their constituencies.

At a level between the ground and district levels, there may be one or more village or city governments. These incorporated places vary widely in area and population. Some are of neighborhood size, proportioned to the scale of one civic association. At least one, Glen Cove

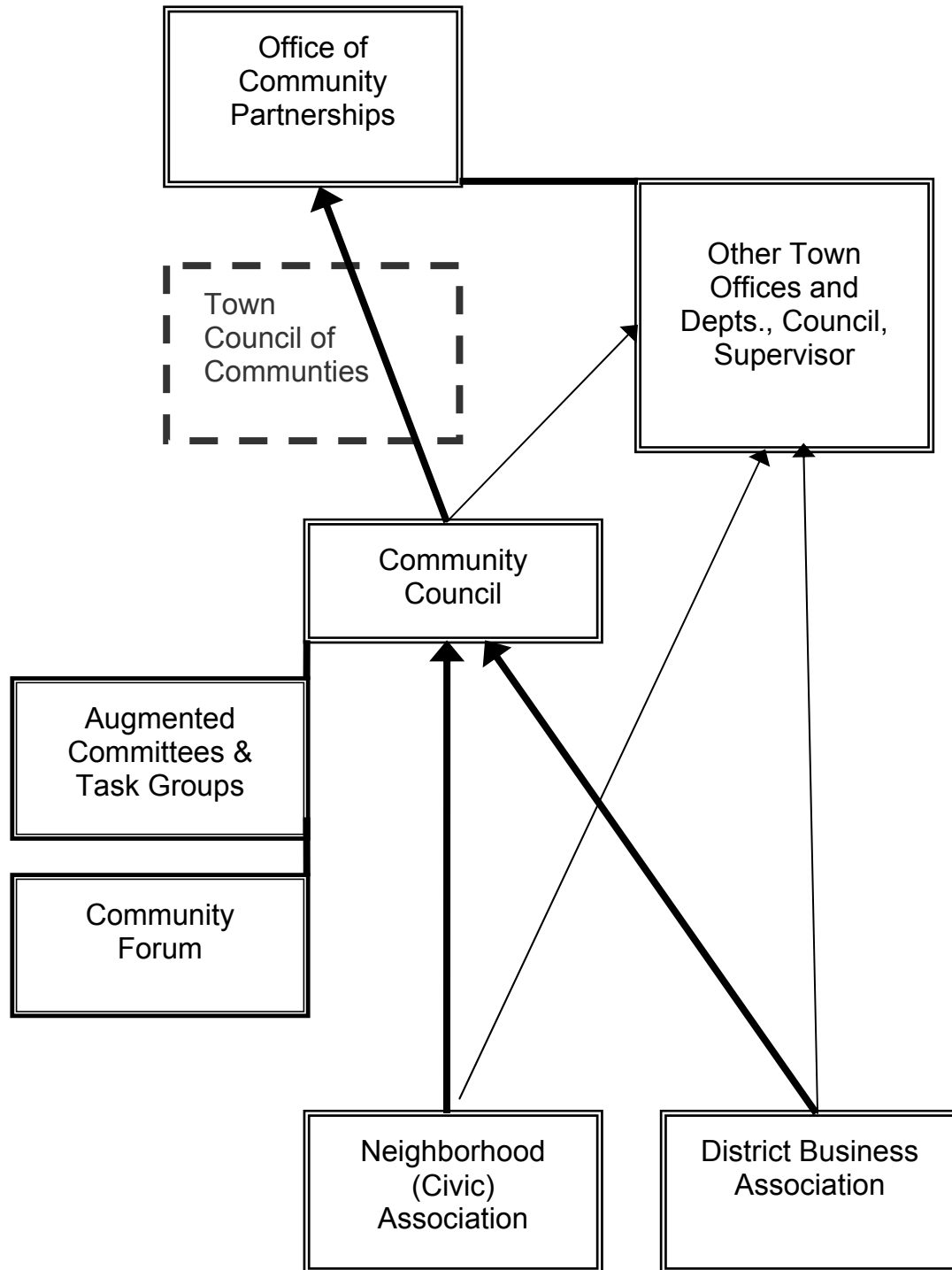


Figure 2. General scheme of community organization and town-community partnerships
A. Collver, New Directions CBRI, Feb. 12, 2007

City, is large enough to comprise an entire school district. Since the purpose of this chart is to show how civic organizations could relate to town government, the place of villages in the scheme will not be discussed here.

District level. The basic membership groups send delegates to the middle level, the community council. Standing in the center of the chart, the council looks outward in three main directions. First, it looks back to the neighborhood civics and business association(s) to ensure that council members understand and are prepared to advocate the priorities and demands of the community. Second, it looks to the town government and is the primary agency through which the community works with the town. The third link, with the public school system, is outside the scope of this report.

The council has a large order of internal work to do as well. It appoints standing committees, ad hoc committees and task forces as needed to carry out its mission, filling committees with the most knowledgeable and capable volunteers available. A community forum committee has responsibility for community-wide communications and for planning and staging large events to inform and mobilize citizens and obtain their feedback on key questions of the day. It is responsible for the community newsletter and website. The community forum hosts an ongoing, year-round conversation where all interested stakeholders in the community are welcome.

Town level. At the town level, someone is designated as the agent through which the town negotiates partnership agreements with community councils. In the chart this agent is identified as the director of community partnerships. This individual is responsible first of all for reviewing the credentials of each community council, both in the beginning and periodically thereafter to verify that it meets the criteria of eligibility set forth in a town ordinance or resolution. If the town contributes grants of funds or other resources to the community council, annual reports will show the disposition of those resources and the results achieved. The community council and the office of community partnerships will provide periodical reports to the town administration and to the community. Evaluation of programs might be an important feature of these reports.

Optional town council of communities. Some municipalities have a third tier of civic organization. The City of Portland, Oregon instructs the Office of Neighborhood Involvement to hold a “monthly meeting of District Coalition Board Chairs and Directors for the purpose of addressing critical administrative, budget, policy, and program issues.” (City Code Title 3.96, Office of Neighborhood Involvement, VA4. See Appendix E.) This meeting as described appears to be useful for administrative convenience and inter-district communication, without adding a layer of decision-making between districts and the city.

In Seattle, a more formal arrangement, the City Neighborhood Council, has a considerable degree of top-down control. More than simply an information exchange as in Portland, Seattle’s council performs duties assigned by the City:

- (1) Recommend Neighborhood Matching Fund Projects to Mayor and City Council.
- (2) Oversee Budget Priority Process
- (3) Implement Neighborhood Planning and Assistance Program. (See Appendix C.)

The arrangement displayed in the chart, Figure 2, does not preclude free access of citizens to their government. The thin lines have been drawn to indicate that any citizen or group is free to contact the town directly.

V. Precedents.

As we begin to think about town-civic partnerships for Long Island, there is much that can be learned from experiences in other areas across the country. Examples in New York State are of limited value because of lack of autonomy of the planning districts. In a comparative study of citizen participation in six cities under the Empowerment Zones program during the Clinton Administration concluded that the City of Baltimore had been the most successful in organizing citizens. Baltimore therefore is recommended as a good model, and it has the advantage of being a place we can easily visit. Two cities and one county in the Pacific Northwest have established quite elaborately designed systems of government-civic partnerships. Of these, the City of Portland, Oregon has probably the longer history of such partnerships, and the more detailed set of ordinances and resolutions.

New York City and Syracuse.

In New York City there are 59 planning districts, which have an average of 136,000 inhabitants. Each has a Community Board appointed by the borough president. Half are nominated by city council members that represent the district. This is called a “representative board,” but when members serve at the pleasure of the officials they advise, their ability to represent their constituents is compromised.

The City of Syracuse, under its program, “Tomorrow’s Neighborhoods Today,” has established 8 area planning councils, six of them neighborhood-based, one downtown and one lakefront. Each area has a planning council consisting of a resident majority plus representatives of non-profit organizations and businesses. The City’s Division of Neighborhood Planning provides staff support.

As stated on the Syracuse program’s web page, “Each Area has created an asset-driven, five-year plan that includes a comprehensive vision, asset surveys, five-year goals, specific objectives, prioritized action plans that describe how barriers will be overcome, resource requests, and recommendations to City Departments.”

Baltimore.

Among six cities studied during 1994-2000, the Baltimore Empowerment Zone was found to be more successful than the others in promoting participation by citizens and community-based organizations.

“Baltimore, with a relatively strong tradition of support for neighborhoods and community-based organization, created several governance structures designed to increase community participation.” (Gittel et. al, 2001, p. 98)

Following up on its earlier accomplishments, Baltimore established the Mayor’s Office of Neighborhoods in 2001. Its mission is “to ensure that the city government is an effective partner with communities in improving the quality of life in neighborhoods through government and community partnerships.” (See more details in pages from their website, Appendix B.)

Seattle

Seattle’s Department of Neighborhoods provides citywide coordination for programs authorized by the City Council in 1987-88: the Neighborhood Matching Fund, Neighborhood Budget Prioritization and Neighborhood Planning programs. It is helped in its administration of planning and assistance funds by two levels of citizen councils. The city has been divided into thirteen districts. Representatives from community councils, local chambers of commerce,

parent-teacher-student associations (PTSA's) and non-profit organizations within a district meet as a District Council. This body's functions are to rate neighborhood matching fund projects, funnel budget requests, and provide a forum for community issues. Representatives from the district councils meet as the City Neighborhood Council. Its functions are to recommend neighborhood matching fund projects to mayor and city council, to oversee the budget priority process and to implement the Neighborhood Planning and Assistance Program.

As stated in the 1989 Resolution, "District Councils shall provide a forum for consideration of common concerns including physical planning, budget allocations and service delivery and for the sharing of ideas for solutions to common problems."

"Neighborhood organizations will continue to determine their own boundaries and will remain free to deal directly with City departments and elected officials as they have in the past." Neighborhood organizations are called upon to develop comprehensive plans for their neighborhoods, with funding and staff support from the city.

Relevant documents from the Department of Neighborhoods website, the City Neighborhood Council Bylaws, Seattle Municipal Code and City Council Resolutions are attached as Appendix C.

Clackamas County, Oregon

Clackamas County, an area of 1,868 sq. miles south and east of Portland, had a population of 338,391 in the 2000 census. In 2005, the Board of County Commissioners enacted a new chapter to the Clackamas County Code, entitled "Community Connections." Its purpose is to create "an organizational structure and process through which citizens living, owning property or having businesses within defined geographic areas of the unincorporated areas of the county may organize themselves into local citizen organizations for the purpose of considering and acting upon a broad range of issues affecting the livability and quality of life in the area."

The ordinance defines a *Hamlet* as an unincorporated area that is an organized forum for citizens to express issues of concern, prioritize activities, and coordinate community-based activities, as may be approved the Board of County Commissioners. It is to be financed through contributions and fundraising activities and not through taxes.

Documents detailing the establishment of the Complete Communities program are attached as Appendix D.

Portland, Oregon.

In a Tufts University report, Thomson (1988) tells how the Portland neighborhood participation system grew out of neighborhood associations formed in the 1950's, and then built upon Model Cities and Community Action programs in the 1960's and 1970's. In 1972 a plan prepared by the city planning staff met with strong opposition from citizens who believed it would take power away from neighborhood organizations. "After a series of struggles between the associations and city government in the early 1970's, the city formally recognized the neighborhood associations..." (Thomson, 1988). The associations remain autonomous and self-determining, but at the same time any association that wants to work with the city must meet the city's standards.

What is most remarkable about the Portland solution, for our purposes here, is the thoroughness with which standards for the system are spelled out in the City Code. Both Thomson's report and City Code 3.96 are attached as Appendix E.

VI. Getting Started on Long Island.

In recent decades there has been a growing interest in public participation in municipal planning and policy. A review of how this interest has been expressed on Long Island would show a process that falls far short of the levels of public involvement attained in Portland and other cities. The fundamental shortcoming of public participation as practiced on Long Island is its sporadic nature. There are participation events here and there from time to time, with little or no continuity before and after. Brookhaven Town had its series of Hamlet Studies beginning in 1996, which gathered a few interested citizens in each hamlet to draw up a report for presentation to the Town Board. Visioning events hosted in a number of places by Vision Long Island and Sustainable Long Island have produced conceptual plans that some observers suspect are more strongly influenced by outside consultants than by the local citizenry. It would be hard to find lingering effects in the form of strengthened civic institutions or continuing dialogue between Towns and neighborhoods.

If meaningful and effective public participation is in fact desired, then there is no longer any need to fumble and fail at it. There is a tested and proven state of the art out there and all that is needed is to study the existing models, alter them as appropriate to suit the local setting and put them to work.

There are two parties to a Town-civic partnership. On one side is the town government, sustained by a partisan electoral process. It is well known and easily understood that political leaders, who go to a great deal of effort to gain power, are not readily inclined to share power once they have it. Town leaders have to think whether they are ready to accept the idea of working with district civic councils as partners, and very likely the first response will be a loud and clear, "No!" Could it be that this resistance is born of a zero-sum concept of power? If that is the true nature of power, then any power gained by civic councils will be at the expense of the established political leadership.

Looked at in another way, power can be understood as the total capacity of the community to work together for common goals. In that sense, the civic institutions can add new power to the community without taking it away from anyone. From this perspective, the political leaders' power is increased—in addition to the power they had before, they have a share in the new power developed by their civic partners.

As for the citizens and existing civic associations and their leaders, the partnership system being considered here will be a threat to some. Greatly increased openness and larger and more diverse membership may bring in new leaders to unseat the small clique who had been comfortable year after year in the same offices, and have been able to hand pick their board members. Also, citizens may feel that standards imposed by the town will set new limits on their own autonomy. The town may at first seem to be a very unequal partner, establishing the rules and holding most of the control and resources.

For the civic groups too, there is a new and more positive way to look at the arrangement. It is that, yes the town holds the upper hand in the beginning, but over time the community will grow its own assets in the form of organization, experience, land and buildings, parklands, a community center etc. (See Ryan, 2001). Without the town as a partner it would not be possible to grow these assets, which goes to show that the partnership will be a very substantial benefit to the community.

From the town leaders' perspective, whatever loss of control over decisions may be lost in the beginning will be more than made up by the increase in wealth and well-being of the town

as a whole and the increase in what the town can accomplish with the cooperation of its civic partners.

Before a partnership system can be established in a town, each party to the agreement will have to examine its options and consider the consequences of either continuing in the present course or moving toward civic renewal and enrichment of the social and cultural assets of each neighborhood and the town as a whole.

If political and civic leaders decide to go ahead with a partnership plan, here are some thoughts on how to proceed.

The town council might first pass a resolution authorizing the town supervisor to draft a Town-Civic Partnerships ordinance. The resolution could specify that staff working on the draft begin with the Portland ordinance, which is the most detailed and thorough in its coverage, add or subtract from it on the basis of differences found in other places such as Seattle and Baltimore, modify it to conform to local practices, vocabulary and legal constraints, and finally simplify it so that it will not seem as bureaucratic and formidable as the Portland document. It might be wise to take a wait-and-see attitude on some of the details in the Portland standards.

It is important that the ordinance should specify the geographic requirements for civic associations and district councils. (In the author's opinion neighborhood boundaries may be self-determined and/or negotiated with adjacent neighborhoods, but with three restrictions: that neighborhoods cannot spill across school district boundaries, that neighborhoods cannot overlap geographically and that school districts must be completely covered by civic associations, with no areas left unrepresented.). Each district council will represent its entire school district.

The ordinance should spell out what qualifications civic associations and district councils will be required to meet in order to become eligible for town partnerships.

The ordinance should state what benefits will be offered to civic partners. These should be generous enough to be attractive to the civics.

Finally, the ordinance, or a related resolution, should designate an Office of Civic Partnerships or equivalent and provide for its staffing and budget.

With the legal and administrative arrangements in place the town will be ready to issue an invitation to all of its school district communities to organize themselves in accordance with the standards set forth in the civic partnerships ordinance and to apply to the town for acceptance as partners. This step may not need to wait for final passage of the ordinance but can get under way in anticipation of its passage.

Program priorities for the district councils might be along the following lines:

1. Mobilization campaign and establishment of the district civic forum.
2. Incorporation of a community land trust and establishing its 501(c)(3) tax status to enable it to receive donations of property and subsidy funds on behalf of the community for affordable, workforce or next-generation housing.
3. Development of a district plan, in cooperation with the town planning dept.

References and related reading

Books and Papers

- Gittell, Marilyn, Kathe Newman and Francois Pierre-Louis. 2001. *Empowerment Zones: An Opportunity Missed. A Six-City Comparative Study*. New York: The Howard Samuels State Management and Policy Center, City University of New York.
- Kingsley, G. Thomas, Joseph B. McNeely and James O. Gibson. 1997. *Community Building: Coming of Age*. Washington, D.C. The Urban Institute.
(pdf at www.urban.org/publications/307016.html)
- McKnight, John. 1994. "Regenerating Community." Available at cpn.org website.
- Levine, Peter. 2006. "Civic Renewal in America," *Philosophy & Public Policy Quarterly*, 26:1/2, p. 2-12. www.publicpolicy.umd.edu/IPPP/quarterly.html
- Ryan, William P. 2001. *Nonprofit Capital: A Review of Problems and Strategies*. Prepared for the Rockefeller Foundation and Fannie Mae Foundation.
- Thompson, Ken. 1988. . "Portland Participation," Lincoln Filene Center at Tufts University. Accessed at www.cpn.org, the website of Civic Practices Network.

Selected Websites

- northwestern.edu/ipr/abcd.html The Asset-Based Community Development Institute at Northwestern University. See McKnight, 1994, above.
- NewDirectionsCBR.org offers tools for civic renewal, including the Discover Your Community program and information about community land trusts, as well as profiling studies of a few Long Island neighborhoods.
- cpn.org Civic Practices Network (CPN) " a collaborative and nonpartisan project bringing together a diverse array of organizations and perspectives within the civic renewal movement.

APPENDICES

(If not bound with this report, send e-mail request to ACollver@Optonline.net)

APPENDIX A. New York State.

City-Neighborhood Connections in New York City	A2
Syracuse: Tomorrow's Neighborhoods Today	A3

APPENDIX B. Baltimore, Maryland.

A New Neighborhood Strategy for Baltimore	A4
The Mayor's Office of Neighborhoods	A6
The Mayor's Healthy Neighborhoods Initiative	A8
The Neighborhood Planning Program	A11

APPENDIX C. Seattle, Washington

City of Seattle Neighborhood Involvement Structure (chart)	A14
Seattle Municipal Code Chapter 3.35 Department of Neighborhoods	A15
City Neighborhood Council Bylaws Adopted November 25, 1996	A20
City of Seattle Resolutions 1987-1994 related to the Neighborhood Planning and Assistance Program. (Available by request in pdf or hard copy.)	(Ask)

APPENDIX D. Clackamas County, Oregon

Web page, "Latest Steps Taken to Fulfill Complete Communities Purpose"	A26
Application for Hamlet or Village Recognition	A27
Ordinance No. 06-2007 Community Connections (pdf at website)	(pdf)
The Bylaws of the Hamlet of Beaver Creek (pdf at website)	(pdf)

APPENDIX E. Portland, Oregon

Thomson, Ken. 1988. "Portland Participation," Lincoln Filene Center at Tufts University. Accessed at www.cpn.org , the website of Civic Practices Network.	A29
City Code 3.96 Standards for Neighborhood Associations, District Coalitions, Business Associations and Office of Neighborhood Involvement	A29