

Who Is Listening to Local Communities?

Connections between Chicago Region Community-Based Organizations and Regional, State, and National Policy Initiatives

By

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EXECUTIVE SUMMARY

As the Chicago metropolitan area continues to grow, a number of plans have been authored by a variety of regional civic organizations. “Regional equity” and “smart growth” have been suggested as organizing principles in some, while economic growth and public revenues have been the focus of others. However, the ongoing role of local community voices in past, present, and future plans is a critical matter. The extent to which future direction of our city and suburbs is informed by local needs partially hinges on the integration of local communities in regional policy debates on both comprehensive plans and specific policy initiatives. Often it is at the neighborhood level that new social and economic challenges first become apparent. It is also at this level that innovative solutions are first developed. How well are we integrating this front-line knowledge and creativity into our regional planning processes?

This report focuses on the role that community-level organizations have had, currently have, and could have in setting regional agendas. This project grew out of discussions with community-based organization leaders, foundation representatives, a

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INTRODUCTION

In the past few years there has been increased public debate about how smart growth and regional equity perspectives might be effective in ending a cycle of investment and disinvestment which has created divergent worlds of "haves and have-nots" within the Chicago region. A variety of regional organizations in the Chicago metropolitan area have suggested that there is a need for a *regional* smart growth policy--a policy that emphasizes regional equity in areas such as provision of affordable housing, quality education, quality health care, effective public transportation systems, job training, and employment opportunities. In addition, community leaders in neighborhoods excluded from the benefits of Chicago's booming economy increasingly have recognized the regional nature of the inequities and the regional nature of policies needed to ameliorate these imbalances.

In its comprehensive plan, *Preparing Metropolitan Chicago for the 21st Century*, Chicago Metropolitan 2020, cautions that regional equity is an issue that all communities and all residents in the metropolitan area need to address. They ask the rhetorical question:

Why should residents in all parts of the region care about the pursuit of such a dream? After all, those who dwell in vertically gated communities in downtown Chicago or in spacious homes in the region's many beautiful suburbs have so far been able to live good lives, free of the substantial problems that afflict those suburbs and city neighborhoods that are disadvantaged. And they are well-served by a local tax and governance framework and a private transportation system that minimizes their contact with the less pleasant and more risky aspects of high density urban life. (Johnson, 1)

The report produced by a coalition of business persons and regional organization leaders, goes on to state that the economic, social, and cultural well-being of such a region divided into the privileged and the disadvantaged "is not sustainable" (Johnson, 1).

The Campaign for Sensible Growth, a coalition of go

retaining workers willing to make arduous commutes. Because the job-housing mismatch requires a coordinated approach to both land use and transportation policy, this region is unable to apply remediation strategies. (CTAQC 2002, 15)

National policy analysts have pointed out that urban sprawl and the lack of an equitable planning process are part of a long-term process of disinvestment in inner city neighborhoods, economic decline of older suburbs, and increased inequality within many American metropolitan areas. This has increased racial and ethnic inequality in our nation's metropolitan regions. John A. Powell (sic), Director of the University of Minnesota Institute on Race and Poverty, suggests that

Sprawl isolates inner-city communities from economic and educational opportunities. Concentrated poverty, defined as a poverty rate at or above 40% within a given area, is closely aligned with several sprawl-related trends in urban America. These trends include a decrease in population density in central

Our project examines the current and potential role of community-based organizations in regional policy development. A guiding assumption of this project is that neighborhood residents and community-based organizations have substantial knowledge of day-to-day community needs. It is at the neighborhood level that demographic and economic changes are noticed first. For example, while many journalists and media commentators expressed surprise about the 38 percent increase in the Latino population in Chicago from 1990 to 2000, community leaders in these neighborhoods were very much aware of these changes as they were happening. They saw neighborhoods changing on a daily basis over that ten-year period. Similarly low-income residents and community-based organizations advocating for affordable housing are often the first to become aware of the early workings of the gentrification displacement process; rents increase and nearby buildings are converted from apartments to condominium units.

Local community organizations are also intimately familiar with what has worked and what has not worked in addressing community needs. It is often at the neighborhood level that innovative ideas to address pressing problems emerge. However, these innovations are not always easily communicated to policy makers at the regional, state, or federal levels. Even citywide and regional organizations advocating for greater regional equity recognize that many local communities have consistently been excluded from regional policy discussions--whether intentionally or unintentionally.

For effective change to occur, what is needed is a two-way communication process between community-based organizations and the larger citywide, regional, and statewide organizations. This communication can increase an understanding by community-based organizations that "their" issue is common to many other communities in the region--it is a regional issue. At the same time, regional organizations can gain a detailed understanding of challenges facing local communities, local community priorities regarding what problems are the most pressing, as well as past and present local efforts to ameliorate these problems. This report places particular attention on communities often excluded from the regional policy-making process, e.g. low-income

regional, statewide, and/or national efforts. Once the case studies are presented, we will provide an analysis of the data gathered in both the general survey and the case studies.

Funding for CAAELII comes from various sources. Some comes from government sources for citizenship services, while other funding comes from private foundations, corporate and community support. The partners apply for grants together, determining in advance the needs for each agency, and then merging them into one request.

One of CAAELII's more visible activities is the work done by the Independent Monitoring Board (IMB). This is an independent council which oversees services and practices of local INS offices. The IMB takes grievances to the INS and tracks the progress of these grievances. It also develops policy and administrative recommendations that are submitted to the INS Commissioner and Congress, and communicates policy recommendation to the media and

The Calumet Project consists of approximately 1700 organizational and individual members. Organizational members include unions, churches, neighborhood groups, and environmental organizations. The Calumet Project serves its members by sharing resources to communicate with its constituents through newsletters and mailing lists. The Board of Directors is drawn from member organizations, as well as from individual members. The board determines the goals and agenda for the Calumet Project, guided by ideas and proposals from staff, member organizations, and the general community.

The membership fees of the Project provide a portion of its funding—about 25 percent. They also fundraise through member events, but its primary sources of funding are foundation and state grants as well as individual donations. The reliance on grant funding forces the Project to be constantly searching for new sources of revenue. Many of its projects, including the living wage campaign, will entail multiple years of work, but most of its foundation funding is provided on an annual basis. In some cases, the Calumet Project is preparing and submitting grants every year to the same funder in order to maintain support for an ongoing initiative.

The Calumet Project has been leading a living wage campaign in the Gary area. Before the decline of unionized, steel industry employment in the late 1970s, Gary had the highest average African-American wage of any city in the country. This employment and wage picture has deteriorated dramatically in the past 25 years and the focus on living wages is addressing this. Some attention has been directed at lower-paying, new service sector jobs (such as employees in new gambling casinos) that have replaced well-paying union jobs that have been in decline since the late 1970s. This has involved both promoting living wage legislation in local municipalities and monitoring the effectiveness of municipal living wage ordinances where they do exist. For example, while the City of Gary has a law stating that any company receiving tax abatement must hire 50 percent of its employees from the area and 50 percent African-

Rather than focus on providing temporary, lower-paying inner-city job opportunities for clients, Suburban Job-Link wanted to focus more on moving day laborers into full-time work in the suburbs where job growth has been occurring for the past 30 years. Approximately two-thirds of all jobs in the Chicago region are in the suburbs. As much as 90 percent of the available, low-skill jobs are in suburban communities. Many of these jobs are difficult, if not impossible, to get to via public transportation. Most low-income workers served by Suburban Job-Link do not have access to automobiles to get to these jobs. Thus, Suburban Job-Link began to focus on transportation services to connect lower-income residents

local organizations could provide feedback to the negotiating committee. E-mail and telephone communications were used to keep this broad constituency informed during the process.

Once one of the four bills made it through the committee, the Illinois Tax Increment Association (ITIA), a pro-TIF lobbying organization made up primarily of municipalities currently using TIF districts, reacted quickly. The ITIA, while not entirely opposed to any reform, was concerned about reforms that might limit the autonomy of the municipality in TIF decisions and that would limit the flexibility of TIF. For over a year, the alliance formed by SHAC and other principal collaborators negotiated with legislators and the ITIA to shape the final wording of TIF reform legislation.

In effect, the two-way communication process within the alliance allowed community-based organizations to have a voice in shaping the reform legislation. It also gave SHAC and its partners more leverage in negotiations since there were significant constituencies (and voters) behind them. The compromise legislation included more stringent definitions of blight, gave more power to the joint review board,¹⁰ mandated housing impact studies in some proposed TIFs, created a new housing TIF category that requires greater public input, guaranteed relocation benefits for displaced residents, earmarked TIF resources to be used for affordable housing, and developed a new formula for school funding in TIF districts.

After getting the legislation passed, SHAC continue

A strategy to eliminate these road blocks was available through the Gilead Campaign. This was one of the initial projects of United Power for Action and Justice, a coalition of approximately 300 community organizations (many religiously affiliated), when it formed in the mid-1990s.¹¹ Working to increase enrollments in the state's KidCare program was one of the primary objectives of this new regional organizing effort. Gilead works collaboratively with grassroots community organizations such as LSNA to take advantage of its connections with the community residents. Gilead provides funding, training and technical support, while community organizations provide the staff and reputation to work with the community.

LSNA had worked with United Power on housing issues and saw United Power's emphasis on KidCare enrollment as a way of addressing pressing neighborhood health issues facing low-income residents. Gilead had money to pay subcontractors to do the work. LSNA joined with Gilead's efforts in December 2000. Gilead provided the funds to pay the Outreach Team to do KidCare enrollment, work for which LSNA had no other funding. Gilead staff came out and trained the Outreach Team on how to help local residents fill out KidCare applications. They were always available to answer questions and troubleshoot problems. Team members became experts in providing community education and in assisting local parents in completing the required application forms.

LSNA used its reputation in the community to work with residents on KidCare. Residents trusted LSNA because the organization was visible in the community and had been working to protect the

AD HOC COALITION AGAINST PREDATORY LENDING

In Chicago, work on the problem of predatory lending began from a number of different sources. The Legal Assistance Foundation of Metropolitan Chicago (LAF) and the Leadership Council for Metropolitan Open Communities (LCMOC) began to see a rising number of foreclosure cases with loans that had predatory features. Grassroots organizations such as the National Training and Information Center (NTIC) and the Southwest Organizing Project (SWOP) began to notice a rising number of foreclosures in their communities and increasing numbers of community members were complaining of being taken advantage of by unscrupulous mortgage brokers. Neighborhood Housing Services (NHS), a housing group that serves to increase housing investment in low-income communities, also noticed a rise in the number of people coming to them for help in refinancing predatory loans. The Woodstock Institute, which monitors mortgage-lending patterns, started seeing an extreme concentration of subprime loans (loans made to borrowers with impaired credit in exchange for the borrower agreeing to pay a higher interest rate and accept certain terms and fees not normally found on prime loans) in minority neighborhoods.

In early 1999, the Federal Reserve Bank of Chicago set up a Predatory Lending Task Force to further research the problem. This task force brought together major Chicago-area housing groups such as LCMOC, NHS, LAF, NTIC, and the Woodstock Institute to discuss the growth of predatory lending in Chicago and to explore possible policy solutions at the local, state, and federal levels. These groups continued to work together in an ad hoc campaign on predatory lending issues in the Chicagoland region.

Getting state-level regulation passed required the unique skills of each of the organizations involved. Neighborhood-based organizing groups such as SWOP and NTIC brought their grassroots organizing skills. SWOP mobilized its member organizations on the Southwest Side and put pressure on Speaker of the House Mike Madigan. The Woodstock Institute and LCMOC had existing working relationships with financial institutions that proved critical in getting the three major local banks to write a letter of support for the regulations. Additionally, the Woodstock Institute, LAF, and NHS provided expert policy advice during the drafting of the regulations and in meetings with policy makers and the media. Both NHS and LAF provided examples of predatory lending victims, which were used effectively in the media campaign and in testifying at public hearings. LAF also provided technical support to groups on legal issues.

Advocacy groups worked with state legislators to develop anti-predatory lending legislation. In early 2000, a bill was developed in the Illinois House fo

coalition wanted the Assessor to recognize these “a

citizen participation in the transportation planning process. Coalition members represent a diverse array of groups from throughout the six-county region.

One of the motivations in creating CTAQC was the ne

CTAQC communicates with members and the general public through a quarterly newsletter, e-mail alerts, and regular regional meetings that are held in different locations throughout the metropolitan area. Although initial meetings were held in downtown Chicago, in 2003 CTAQC restructured its meeting process and held “mini-summits” outside of the City of Chicago and Cook County in an effort to recruit a geographically diverse support base. CNT provides five staff, three of whom work full-time on CTAQC. CNT also provides funds and administrative support, including office space from its overall operating budget (CNT funding comes primarily from foundation and government grants as well as individual donors).

CTAQC has used media outlets to promote its policy agenda, including press conferences and news releases. Initially this involved using the resources provided by the Community Media Workshop (CMW) to contact local media. CMW is a regional organization that facilitates community-based organization access to the media. More recently, CTAQC efforts have been aided by Sustain, a progressive organization focusing on grassroots advocacy, marketing, and public relations.¹⁵ CTAQC has also received help in its policy work from regional policy organizations, including Metropolis 2020, Business and Professional People for the Public Interest, and the Environmental Law and Policy Center. CTAQC has been successful at influencing the formal planning bodies, such as CATS and the Northeastern Illinois Planning Commission, because of its clear articulation of the public's goals.

These case studies of successful models of community-regional cooperation serve as a backdrop to the larger REI Working Group survey of community-based organizations that we now present below. There is considerable congruence between the case studies and the survey findings. In some cases, the findings point to the types of obstacles that the organizations in the case studies had to overcome. In other cases, the survey findings point to persistent impediments to local community voice in regional policy making.

SURVEY FINDINGS

Nearly all of the community-based organizations interviewed (46 of 49) stated they had worked on a project pertaining to regional, state or national issues in the past five years. Of these, nearly 60 percent stated that they worked with organizations focused at a regional or larger level. Twenty percent stated they partnered with other community organizations. The remaining 20 percent worked with a coalition of community and regional organizations (See Chart 5).

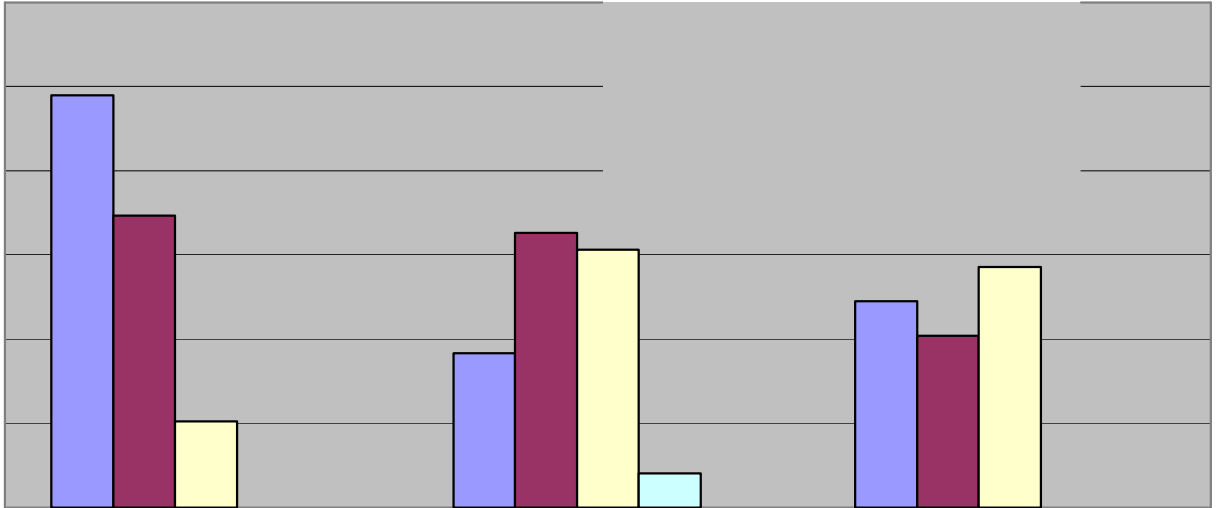
Housing and public affairs (20 percent) and social justice (17 percent) were the issue areas identified by the largest numbers of respondent organizations (See Chart 2). Seven other policy interest clusters, including the environment, social service, education, economic development, employment, transportation, and health were identified.

In terms of the nature of regional activities in which community-based organizations were involved, over two-thirds of the projects were advocacy (30 percent), public information campaigns (21 percent), or organizing initiatives (20 percent). The remainder were either service provision or community development projects (See Chart 8 in Appendix B).

CONTACT WITH REGIONAL PARTNERS AND OTHER CBOS

There is no dominant pattern of who contacted whom in developing regional alliances. However, it is clear that it is not a matter of a larger regional organization contacting community-based organizations. Almost three out of four CBOs either initiated th

Chart 1: Frequency of Contact between Respondents and Regional, State, National Organizations



stopped the construction of the Bailly nuclear power plant near Gary. This was the first successful anti-nuclear power plant campaign in the U.S. Not surprisingly then, in the 1990s, these strong networks facilitated the creation of the Calumet Project to address the threat represented by plant shutdowns and significant job loss.

multiple employers may have moved thousands of jobs out of the region, local school funding could have been cut, and state legislation passed on an important issue affecting city and suburban neighborhoods without substantial CBO input.

CBO leaders also indicated that foundation support for general operating expenses related to CBO-regional connections, or at least more flexible fun

Table 1: Resources Helpful to Connect Community Organizations to Broader Issues

What resources connect community-level organizations to broader issues?	Number Citing (out of 49 respondents)
More Resources for My Organization	45
More Time to Meet with Similar Community Organizations	23
More Resources to Regional and Statewide Organizations	20
More Briefings on the Issues	13
<i>More Collaboration between Groups to Get Funding for Project*</i>	11
<i>More Autonomy for CBOs in Relation to Regional Organizations in Agenda Setting*</i>	8
<i>Better Representation of Community by CBOs in Regional Organizations*</i>	4
<i>More Focus by CBOs on an Issue, Making it a Priority*</i>	2
<i>Better Follow-Through by Regional Organizations*</i>	1
<i>More Mid-Level (i.e. city-wide, sub regional) Organizations to Serve as Intermediaries Between CBOs and Regional Organizations*</i>	1
<i>Reducing Conflict with Goals of Other Organizations to Increase Collaboration*</i>	1

* Unsolicited Responses

Table 2: Most Important Organizational Resources

Number Citing

Which organizational resources would you find particularly helpful?

goals and visions of community regional collaboration need to be more explicit when informational or organizing meetings are held by regional organizations.

Where there are partnerships between community-based organizations and regional groups, they tend to be long-lasting. Once a mutual interest in a particular policy issue, such as affordable housing, early childhood education, or job development, is established, the resulting partnerships last because they serve both community and regional group interests. Ties between CBOs and regional organizations often revolve around linkages established and maintained

In contrast, when "collaboration" is mandated from the top down--either from funders or government entities--only limited cooperation emerges, or what partnership does emerge is fragile. For instance, the federally sponsored reverse commute demonstration project involving Suburban Job-Link represents a failed collaboration. While several organizations were brought in to create a regional plan to use \$2 million in funding, many organizations ended their participation when they realized the funding was insufficient and the federal requirements on their participation were too demanding. Similarly, while the Predatory Lending task force initially began with the Chicago Federal Reserve convening several groups, only after the regional and community organizations decided to partner on their own without the Federal Reserve involvement, did the coalition move ahead effectively.

In other cases, if coalitions do not address local needs, CBO participants drop out of the network. For example, it was clear in the TIF reform initiative that different member organizations had alternative visions of what they wanted to see in TIF legislative reform. As the focus was placed more on housing, those organizations primarily interested in school funding and government accountability issues became less active in the coalition.

LESSONS LEARNED AND CONCLUSIONS

PRESSING ISSUES GENERATE COALITIONS

In each of these case studies, the collaborative initiative began because community-based or regional organizations identified a pressing issue that affected their community interests or was central to their organizational mission. In many cases the issue would be described as a "crisis" or "emergency" situation where present policies adversely affected the quality of lives of community residents. In several instances, new issues emerged that existing organizations were not prepared to deal with individually. In

simultaneously noticed an increase in the number of foreclosures and began efforts to address this concern. Local horror stories of older homeowners losing properties through predatory lending helped to underscore the need for reform in the eyes of many local leaders. Similarly, widespread perception of the gentrification threat to affordable private-market housing made formation of an assessment reform coalition easier. Difficulties in overcoming obstacles to citizen participation in Chicago transportation policy-making despite federal reforms mandating public participation, spurred both regional and community-based organizations to coalesce in forming CTAQC.

FUNDING AND STAFFING

Clearly, funding is closely connected to the development and success of community-regional collaborations. Because community-based organization staff typically are already stretched in their efforts to address immediate community needs, involvement in coalitions outside their immediate organizations potentially threatens the stability of local efforts or even the organization itself. Additional funding to local organizations participating in such regional coalitions or funding for regional coalition staff that directly assist community-level organizations is a critical factor in success.

Not surprisingly, efforts involving existing formal regional organizations or formal coalitions (with formal written procedures, defined membership roles

TECHNOLOGY AND COMMUNICATION

Access to new technologies, such as e-mails, internet-based networking, and even fax distributions, proved to be a major asset to many of the community-level organizations in the survey and case studies. E-mail and faxing, as well as some networking capabilities, were used in many of the collaborations to communicate more efficiently. For example, e-mails were an important ingredient to CAAELII's mission to improve its collaboration. The TIF reform collaboration frequently communicated via e-mail and used some new software to allow multiple users to work on the draft legislation simultaneously. CTAQC has used e-mail and fax to distribute regular updates and alerts to both its members and other interested

giving all citizens a fair voice in shaping the policies that affect their everyday, personal opportunities, as well as the more general well-being of their communities.

Appendix A: Detailed Information on Methodology

SAMPLING PROCEDURES

The total population of organizations from which the sample was selected was more than 400. A random sampling process was employed to select organizations. Each organization was assigned a number at random. A random number list was then constructed. Every fifth number from the list was selected and compared with the numbers attributed to the organizations. If there was not a match, the next fifth number from the list was chosen, and so on, until a match was found. A total of 160 organizations were included in the sample, in four waves of 30 (and one of 40) until our goal of 50 responses (49 valid interviews completed) was achieved.

The random sample was drawn from organizations divided by their geographic area and issue area. There were nine geographic areas: the City of Chicago was broken down into four categories: Loop, North, South, and West; suburban municipalities in Cook County were divided by their location north or south of a line extending from the Eisenhower Expressway; and an aggregate of counties outside of Cook County, including Northwest Indiana. With the exception of one respondent from Kane and Lake County organizations are not represented in our final organizations responding to our survey. However, our sample was not significantly different from the general distribution of community organizations in suburban counties. For example, DuPage County and Northwest Indiana CBOS are better represented among the suburban communities outside of suburban Cook County.

Approximately three business days after the surveys were sent out, the executive directors of the organizations sampled were called and asked if they would like to participate (See Appendix A for interview schedule). Unless the request to participate was rejected directly, up to six calls were made to the organization to identify the appropriate person in the organization to give approval for participation and to answer the survey questions. If an organization consented to be interviewed, a convenient time and date were scheduled for a return call to complete the survey. All interviews were conducted by telephone.

After early survey returns, we discovered that organizations on the South and West Sides of Chicago and the southern suburbs of Cook County, which typically serve racial and ethnic minorities, were not well represented in completed surveys. While the random sampling process was not abandoned, organizations in areas heavily populated by racial and ethnic minorities were over-sampled in the final wave and additional efforts were made to solicit those organizations from our earlier waves.

With those statewide organizations you are in contact with, is this contact at least:

- weekly?
- monthly?
- four times a year?
- annually?

With those national organizations you are in contact with, is this contact at least:

- weekly?
- monthly?
- four times a year?
- annually?

4. What resources would you find particularly helpful to better connect community-level organizations to broader issues and policy initiatives? [CHECK ALL THAT APPLY]

- more briefings on the issues by regional or statewide organizations
- more resources (staffing, funding, etc.) to regional and statewide organizations to pursue regional and statewide issues
- more time to meet with similar community-level organizations to determine common interests and needs--information that then could shape regional and statewide policy work
- more resources for your organization to build you

QUESTIONS FOR CASE STUDIES

Interviews are to be conversational in nature – not direct question and answer. Questions on community-regional/state/national organizational partnership details are followed by more general questions related to an assessment of the partnership.

Organization and Community/Population

- Please describe your organization, its mission, and its key activities.
- What community area(s) do you serve? What population(s) do you serve?
- What is the size of your budget?
- Who are your major funders/where does your revenue come from?
- What is your full-time and part-time staff?

Issue and Importance

- What was the nature of the policy issue that you were involved in working on?
- How important an issue was it to individual communities? To the region, state, national as a whole?
- (For multi-issue organizations) Are there difficulties for your organization (in terms of resource/staff time) to commit to one regional issue while there are other issues you also need to be addressing on the community level? How do you do this?

History of Issue

- Was there some previous activity on this issue? Who was involved with that?
- When did your organization become involved in this issue?

Activity/Initiative

- I. Please describe the specific project or initiative you were involved in. What programmatic area(s) were entailed in this project?
- II. What was the goal of the project? What were the expected outcomes?
- III. What was the geographic area of focus, i.e. level you were attempting to influence? (City-wide, suburban area, sub-region, metro area, state, national)
- IV. Was the focus of the project grassroots organizing or public relations/media, or a mixture of the two?
- V. Who was involved in the collaboration?
 - i. Regional organizations and networks
 - ii. Community-based organizations
 - iii. Other organizations (e.g. universities)
 - iv. Government Agencies
 - v. Elected officials
 - vi. Other
- VI. What was the structure of the campaign? Was it more hierarchical, or more collaborative/cooperative?
- VII. What were some effective strategies employed in the project (legal, media, grassroots organizing, politically directed)?
- VIII. What were some ineffective strategies; how did you alter these?
- IX. What were some roadblocks to success/collaboration?

- X. What resources were used?
 - i. Staff
 - ii. Grants/Funds
 - iii. Volunteers
 - iv. Dues (when collaborative organization formed)
 - v. Other
- XI. What additional resources were needed or would have been most useful?
- XII. Was the media used as a resource? How? Were courts used as a resource? How?

Linkage with Organizations

- What was the nature of contact with other organizations?
- Who initiated project?
- Who initiated contact during the project? How was information communicated?
- How effective was the communication (e.g. meetings)? How could it have been made more effective?
- What was the nature of the relationship(s) prior to collaboration?
- What was the nature of the collaboration (committee, meetings, shared staff)?
- How high a priority was the initiative for participant organizations?
- Did this initiative involve both city and suburban community organizations? Was there difficulty in involving organizations from the suburbs (or the city)?
- How much input did community residents have in this activity?
- How much input did you and your organization have in the initiative - its goals and process?
- Was this sufficient?
- How could and/or should you have been more involved?
- How was credit given to various involved groups/individuals?
- In the areas in which your organization focuses its efforts, what are the most prominent citywide, regional and statewide organizations?
- Have they been effective at bringing about changes?
- When they have been effective, why is that so?
- When they have been ineffective, why is that so?

Activity Outcomes

- What were the outcomes of the project?
- What are future possible outcomes?

Additional Outcomes

- What was the effect on partnering organizations?
- Development of organizational capacity?
- Nurturing leaderships?
- Fostering future collaboration?
- Is there a need to develop a stronger community-based leadership capable of linking to regional issues?

Overview questions

- A. What were the strengths and limitations of the collaborative process?
- B. What could you or other organizations have done differently to improve the collaboration on this issue?
- C. How can this collaboration be replicated on other issues?
- D. Are some issues more amenable to regional approaches than others (e.g. transportation and environment)? Where does your issue(s) fit into the amenable scale for local-to-regional connections?
- E. What does it "cost" to get involved at a regional level? (e.g. staff and volunteer time as well as cashing in on your political good will with elected officials)
- F. Is there a need to "democratize" community-to-regional connections? How important is that regional connections be from the community up rather than the regional organization down, or does it make a difference?
- G. Is there a need for more community resident involvement?
- H. Some people say there are too many "professionals"

Appendix B: Tables and Charts

Chart 2: Programmatic Area of Regional Initiatives

Chart 3: Full Time Staff of Organization

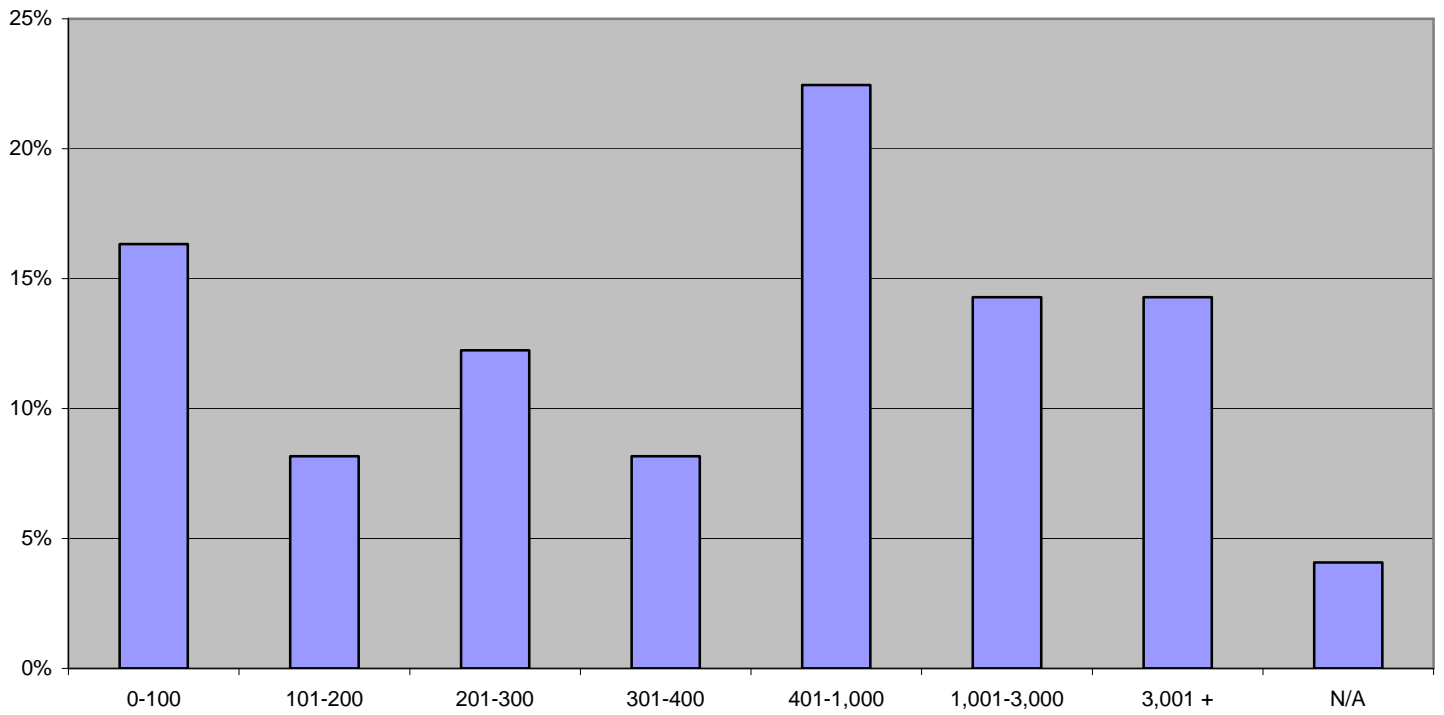


Chart 5: Respondent Primary Location by Geographic Region

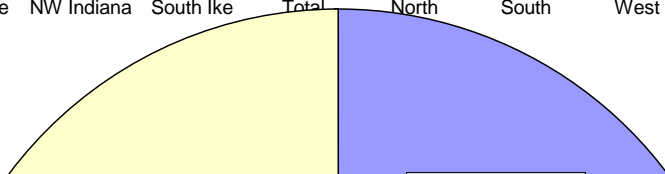
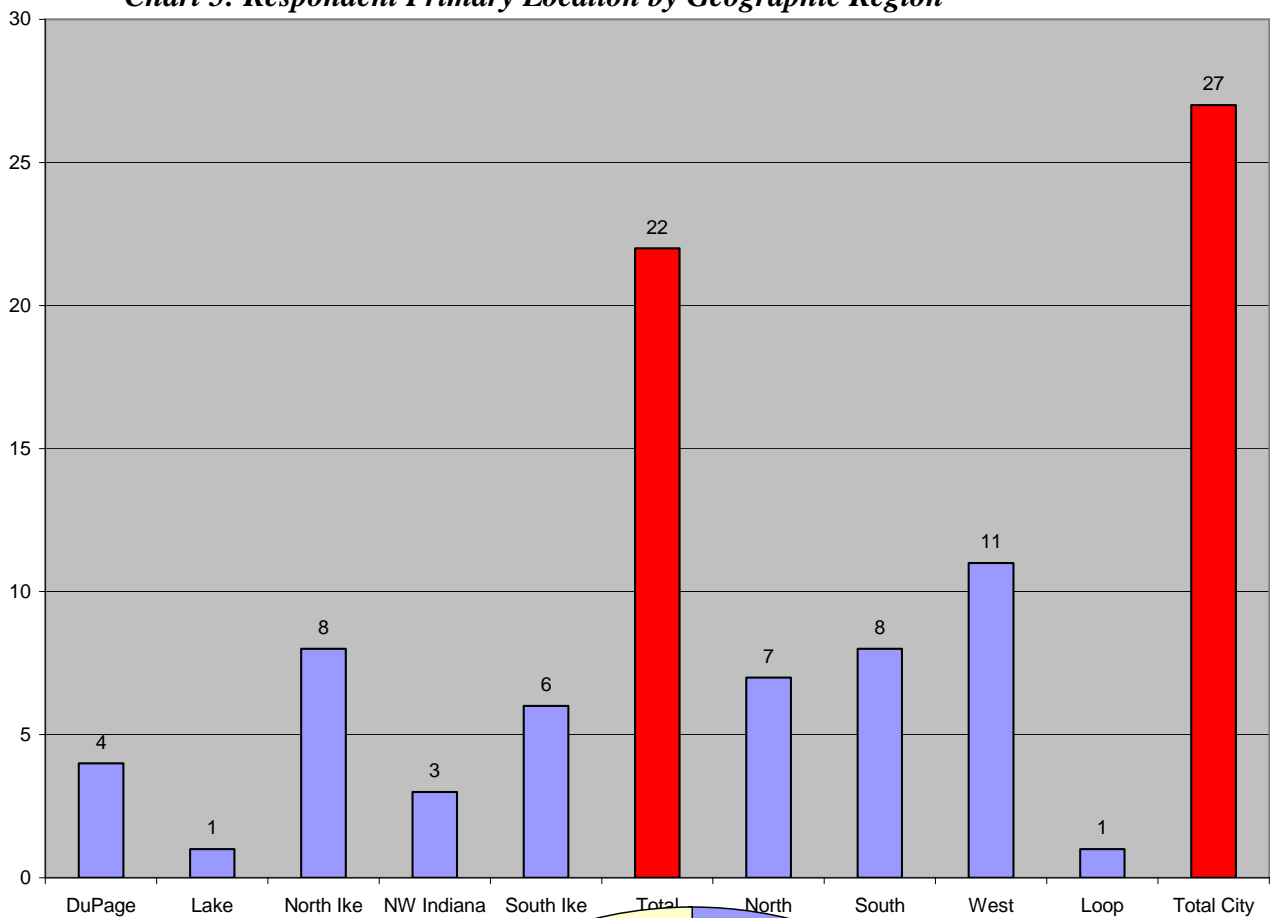


Chart 7: Nature of Communication on Collaborative Projects

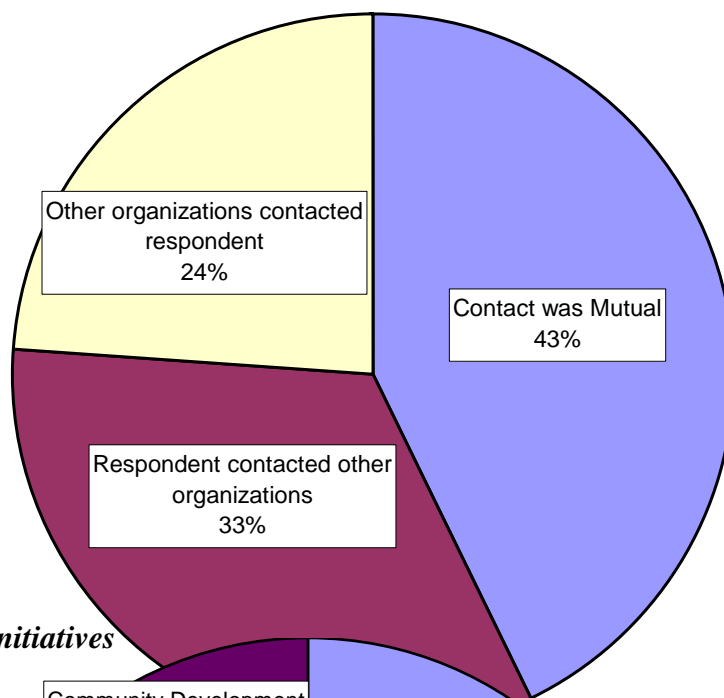


Chart 8: Activity of Initiatives

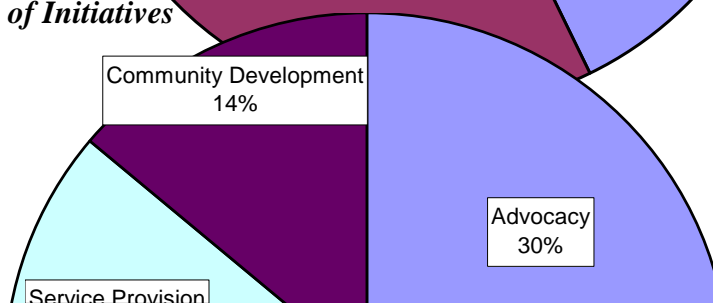


Table 3: Named Regional, State, and National Organizations

Twenty Regional, State, National Organizations most named as partners by respondents.

Regional Organization	Times Named
Regional Manufacturing Training Collaborative	4
Chicago Rehab Network	4
National Training and Information Center (NTIC)	4
BPI	4
Metropolitan Planning Council	4
NIPC	4
Chicago Fair Housing Alliance	3
Statewide Housing Action Coalition	3
CANDO	3
Chicago Jobs Council	3
HUD	3
AHAND	3
United Power for Action and Justice	3
Metropolis 2020	2
Coalition for Immigrant and Refugee Rights	2
National Assoc. for the Education of Young Children	2
Predatory Lending Task Force	2
LISC	2
National Fair Housing Alliance	2

Case Study	Collaborative Effort	Regional Issue	Principal Community Partner	Distinctive Features		
1	CAAELII (Coalition of African, Asian, European, and Latino Immigrants of Illinois)	Immigrant Rights	CAAELII	Group of CBOs work together to form regional collaborative organization	Primarily City of Chicago coalition, issues at local offices of federal agencies/policies; some metropolitan, statewide, and national issue focus	Diversity of constituents and community areas served
2	Calumet Project for Industrial Jobs	Employment, Economic development	Calumet Project for Industrial Jobs	Group of CBOs formed area/regional collaborative organization	Industrial Job Retention in NW Indiana, parts of NE Illinois	Strictly non-City of Chicago in focus
3	Reverse commute program model	Spatial Mismatch, Employment	Suburban Job-Link	Service-based CBO work on issue regional in nature	Service area growth to city-wide	Work with metro area and national organizations
4	TIF Reform Collaboration	Tax Increment Financing, Housing	Statewide Housing Action Coalition (SHAC)	Collaboration between CBOs, regional orgs, associations of CBOS	Work on statewide policy, implementation at municipal level	
5	KidCare Collaboration	Child Health Care	Logan Square Neighborhood Association (LSNA)	Collaboration between CBO and regional organization (United Power - Gilead Center)	State Policy - work done primarily at local levels	Emphasis on Public Information, Service, Advocacy Secondary
6	Ad Hoc Predatory Lending Task Force	Housing, Community Development				

Table 5: Case Studies Principal Structures

Case Study	Collaborative Effort	Regional Issue	Principal Community Partner	Type of Activity	Funding	Collaboration Staffing	Participation	Trigger
1	CAAELII (Coalition of African, Asian, European, and Latino Immigrants of Illinois)	Immigrant Rights	CAAELII	Formal Coalition	Foundation Grants	Full-Time Staff and Volunteers	Formal Membership	Change in Welfare Reform Law - Organizations Unprepared for New Issues
2	Calumet Project for Industrial Jobs	Employment, Economic development	Calumet Project for Industrial Jobs	Formal Coalition	Membership Fees and Foundation Grants	4 Full-Time Staff	Formal Membership	Job Loss in Area - New Problems in Region
3	Reverse commute program model	Spatial Mismatch, Employment	Suburban Job-Link	Inter-organizational Collaboration	Federal Grants	No Staff	Funding Required	Sprawl created spatial mismatch in employments and residency - emerging issue
4	TIF Reform Collaboration	Tax Increment Financing, Housing	Statewide Housing Action Coalition (SHAC)	Ad Hoc Campaign	Unspecified Organizational Funds	Staffed by Intern	Informal Organizations and Individuals	TIF law encouraging gentrification - new issue as TIFS increasingly used
5	KidCare Collaboration	Child Health Care	Logan Square Neighborhood Association (LSNA)	Inter-organizational Collaboration	Regional Organization Funded Program	Full Time Staff and Volunteers	Formal Structure	Little public knowledge, use of KidCare - new state health insurance program
6	Ad Hoc Predatory Lending Task Force	Housing, Community Development	Woodstock Institute	Ad Hoc Campaign	Unspecified Organizational Funds	No Staff	Informal Organizations and Individuals	Increasing number of mortgage foreclosures in low-income communities - change in nature of issue
7	Residential Property Tax Assessment Reform Collaboration	Housing	West Town Leadership United (WTLU)	Inter-organizational Collaboration	Unspecified Organizational Funds	1 Full Time Staff, Portions of Other Staff Time	Informal Organizations and Individuals	Assessment practice hurting low-income residents in gentrifying neighborhoods - new issue for community
8	Chicagoland Transportation and Air Quality Commission (CTAQC)	Transportation	CTAQC	Formal Coalition	Regional Organization Funded Program	4 Full-Time Staff; portion of other staff time	Formal Structure	Lack of citizen voice in transportation policy, timing of formal regional transportation planning process

Appendix C: Organizations Participating in Telephone Survey

<u>Organization</u>	<u>City</u>
Adult Basic Education	Michigan City
Alliance of Residents Concerning O'Hare	Arlington Heights
Bethlehem Community Development Corporation	Harvey
Calumet Project for Industrial Jobs	Hammond
CEDA Northwest	Mount Prospect
Center for Neighborhood Technology	Chicago
Center of Concern	Park Ridge
Chicago Child Care Society	Chicago
Chicago Manufacturing Institute	Chicago
Chicago Mutual Housing Network	Chicago
Citizen Advocacy Center	Elmhurst
Claretian Associates Neighborhood Development	Chicago
Deborah's Place	Chicago
Des Plaines River Watershed Alliance	Chicago
Diversity, Inc	East Hazel Crest
Eighteenth Street Development Corporation	Chicago
Elmhurst Economic Development Corporation	Elmhurst
Erie Neighborhood House	Chicago
Evanston Environmental Association	Evanston
Evanston Neighborhood Conference	Evanston
Family Focus	Chicago
Genesis Housing Development Corporation	Chicago
Glenview Prairie Preservation Project	Glenview

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