

# PLUS Leadership Initiative Richmond, CA: Nystrom United Revitalization Effort

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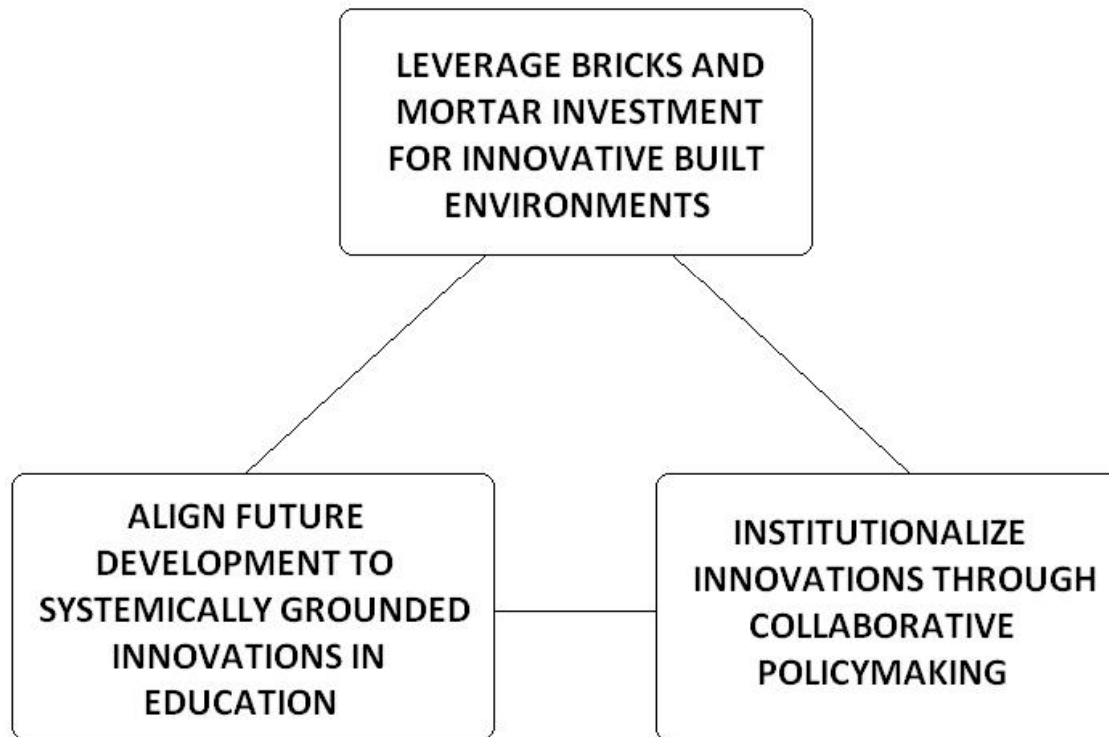


# NURVE Background and Context

- ▶ Targeted facilities and opportunity sites:
  - Nystrom Elementary School
  - Maritime Center
  - Nystrom Village (Housing)
  - Martin Luther King Jr. (MLK) Park
  - MLK Community Center
- ▶ Focused on building a “safe, diverse and thriving place” with full services including:
  - *Walkability for schoolchildren*
  - *Park and community facility accessibility*
  - *Variety of housing options*



# Three-Legged Stool of City-School Collaboration



# Findings: Scorecard for 10 Mechanics of Change

- ▶ Cultivate visionary leadership at all levels and agencies, and identify a “champion” to mobilize collective resources.
- ▶ Create and formally adopt a shared vision for the collective future of urban revitalization and education.
- ▶ Maximize infrastructure and resources.





# Findings: Scorecard for 10 Mechanics of Change

- ▶ Create formal agreements that hold the shared vision, articulate mutual accountability, and ensure sustainable collaboration.
- ▶ Establish an interagency communications strategy that aligns internal communications, shared decision-making, data systems.
- ▶ Provide social service support systems that are aligned to educational needs and opportunities.



# Findings: Scorecard for 10 Mechanics of Change

- ▶ Prepare all students for college and careers.
- ▶ Engage children and youth in policymaking and planning for neighborhood revitalization.
- ▶ Coordinate a consistent external communications strategy to the public.
- ▶ Incorporate ongoing research and assessment for constant improvement.



# Challenges

## ▶ Immediate

- Temporary displacement of organizations and other users of renovated facilities
- What to do with the MLK center
- Economic situation

## ▶ Longer-term

- How to withstand personnel turnover while maintaining institutional stability
- Maintaining stakeholder buy-in
- Increasing community awareness of NURVE



# Recommendations (1 of 2)

- ▶ Institutionalize use of the community feedback repository as a way of evaluating current proposals and designing new ones.
- ▶ Plan for the continued coordination and involvement of stakeholders beyond the renovation completion, including youth input.





# Arnstein Ladder

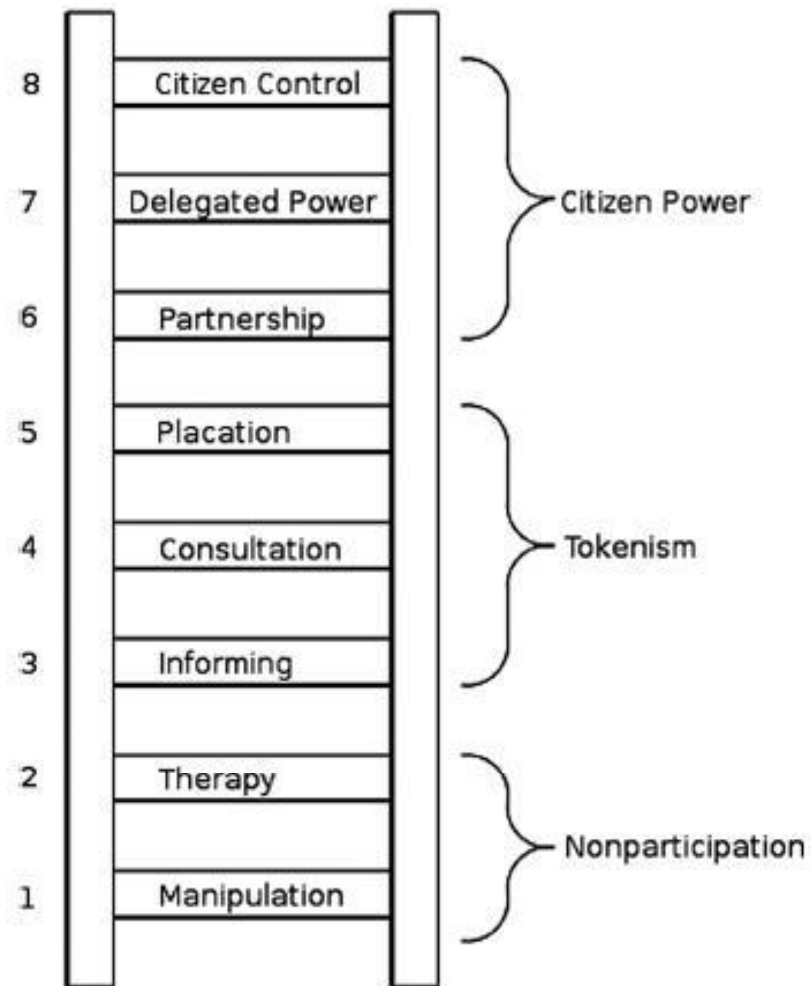
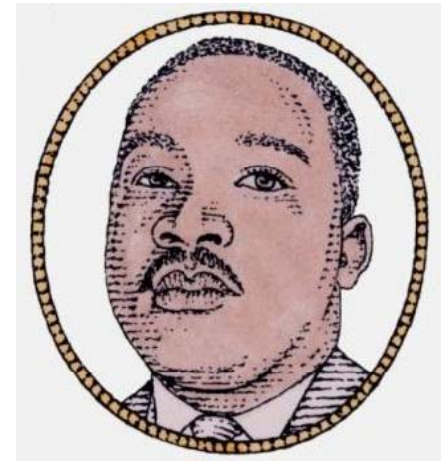


Figure 1. Arnstein Ladder

## Recommendations (2 of 2)

- ▶ Document the NURVE process to create a formulaic model that can be adapted to other projects.
- ▶ Continue to pursue partnerships that will further benefit the NURVE project.
- ▶ Formalize post-construction plan.
- ▶ Establish metrics for project effectiveness and procedures to address unanticipated challenges.



# Next Steps

- ▶ Finalize the collection of community feedback into a master repository.
- ▶ Continue to solicit community feedback so it's not lost in process.
- ▶ Collect information from each stakeholder about their involvement in NURVE and the overall process.
- ▶ Formalize goals, strategies and performance metrics for the 5 Action teams.

