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

- Leverage bricks and mortar investment for innovative built environments
- Align future development to systemically grounded innovations in education
- Institutionalize innovations through collaborative policymaking
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.