

**DEPARTMENT OF CITY AND REGIONAL PLANNING**

University of North Carolina at Chapel Hill 27599-3140

**Plan 266**  
**Community Developing Planning**  
**Fall 2002 3:30-4:45 MW**

**Professor Rohe**  
**Office Hours**  
**by Appointment**  
**brohe@unc.edu**

**COURSE GOALS:**

To understand the goals, objectives and principles of community development;

To understand the structure and function of local communities;

To be familiar with the determinants of neighborhood change and how this change can be influenced through community development;

To be familiar with the major actors in community development and the roles they play;

To understand the steps involved in planning and implementing a community development initiative;

To be familiar with techniques for involving residents in community development.

**TEXTBOOK AND READINGS:**

Medoff, P. and H. Sklar. Streets of Hope: The Fall and Rise of an Urban Neighborhood. Boston, MA: South End Press, 1994.

Reserve Readings in Planning Library

**COURSE OUTLINE and READINGS:****I. Defining Community and Community Development**

Aug. 20 Introduction and Course Overview

US HUD. 1999. Now is the Time: Places Left Behind in the New Economy. Washington D.C. pp. 1-9.

*Supplemental Readings:*

Brophy, P. and A. Shabecoff. 2001. A Guide to Careers in Community Development. Washington, DC: Island Press

Aug. 22 History of Neighborhood Initiatives

Halprin, R. 1995. Rebuilding the Inner City. New York: Columbia University Press pp. 1-18.

Carmon, N. 1997. A Neighborhood Regeneration The State of the Art@ Journal of Planning Education and Research 17: 131-144.

*Supplemental Reading:*

O'Connor, A. A Swimming Against the Tide: A Brief History of Federal Policy in Poor Communities.@ In R. Ferguson and W. Dickens (ads.) Urban Problems and Community Development. Washington, D.C. Brookings Institution Press.

Rohe, W. and L. Gates. 1985. Planning with Neighborhoods Chapel Hill: UNC Press. Chap. 2 pp. 13-50.

Aug. 27 Principles of CD

Kingsley, T., J. McNeely and J. Gibson. ND. Community Building Coming of Age, pp. 3 - 13.

Kretzman, J. and J. McKnight. 1993. Building Communities From the Inside Out. Evanston, Ill: Northwestern University. pp. 1-11 and 345-354.

Kennedy, Marie, ND. Transformative Community Planning: Empowerment Through Community Development. (Unpublished paper)

Streets of Hope. pp 1 - 14.

*Supplemental Readings:*

Chaskin, R. 2001. A Building Community Capacity: A Definitional Framework and Case Studies form a Comprehensive Community Initiative.@ Urban Affairs Review 36 (3) 291-323.

Chekki, D.A. 1979. Community Development: Theory and Method of Planned Change. New Delhi. (pp. 3-24).

Aug. 29 Approaches To Community Development

Fear, F. Gamm, L. and F. Fisher. 1989. "The Technical Assistance Approach." In J. Christonson and Robinson (eds.) Community Development in Perspective.(Chapter 4, pp. 69-88)

(Case) Donovan, S. 1997. ABeyond Housing: The Comprehensive Community Revitalization Program in the South Bronx.@ The Kennedy School of Government.

Streets of Hope. pp. 14 - 24.

*Supplemental Readings*

Brown, P. 1996. AComprehensive Neighborhood-Based Initiatives.@ Cityscape 2: 2 (May) pp. 161-176.

Sept. 3 The Social Community

Logan, J. and H. Molotch. 1987. Urban Fortunes: The Political Economy of Places. University of California Press, pp. 99-118.

Daley, J. and P. Wong. 1994. ACommunity Development in Emerging Ethnic Communities.@ In A. Faulkner et al. (eds.) Diversity and Development in Community Practice. New York: Hayworth Press.

Streets of Hope. pp. 24 - 36.

*Supplemental Reading:*

Rohe, W. et al. 2001. ACommunity Policing and Planning@. Journal of the American Planning Association 67 (1) pp 78-90.

Pattillo-McCoy, M. 1998. Black Church Culture as a Community Strategy of Action. American Sociological Review 63:6 pp. 767 - 784.

Armistead, P. and M. Wexler, 1997. Community Development and Youth Development. New York: Local Initiatives Support Corporation.

Gould, I. and M. Turner. 1997. ADoes Neighborhood Matter: Assessing Recent Evidence@. Housing Policy Debate 8:1 pp. 833 - 865.

Sept. 8            The Political Community

Ferman, B. 1996. Challenging the Growth Machine. Lawrence, Kansas: University Press of Kansas, pp. 1-18.

(Case) Marston, S. and G. Towers. 1993. "Private Spaces and the Politics of Places: Spatioeconomic Restructuring and Community Organizing in Tulsa and El Paso". Mobilizing the Community. Sage. pp. 75-102.

Streets of Hope. pp. 37 - 52.

*Supplemental Readings:*

Rohe, W. and S. Mouw. 1991. "The Politics of Relocation: The Moving of the Crest Street Community". Journal of the American Planning Association 57:1 (Winter) pp. 57-68.

Yin, J. 1998. The Community Development Industry System: A Case Study of Politics and Institutions in Cleveland 1967-1997. Journal of Urban Affairs 20:2, pp. 137 - 158.

Sept. 10            The Economic Community I

Bendick, M. and M. Egan. 1993. "Linking Business Development and Community Development in Inner Cities". Journal of Planning Literature 8:1 (August).

Gittell, R. and J. P. Thompson. 1999. Inner-City Business Development and Entrepreneurship: New Frontiers for Policy and Research. In R. Ferguson and W. Dickens (eds.) Urban Problems and Community Development. Washington D.C.: Brookings Institution Press. pp. 473-509.

Streets of Hope pp. 52-66

*Supplemental Readings:*

(Case) Rackleff, R. 1997. A Going where other banks fear to tread. Ford Foundation Report (Summer/Fall) pp. 15 - 17.

Schramm, R. 1987. A Local, Regional and National Strategies. Chapter 9 in S. Bruyan and J. Meehan (eds). Beyond the Market and the State pp. 152-170.

Wilson, W. J. 1996. A Work. The N.Y. Times Magazine pp. 26 -

Porter, M. 1997. A New Strategies for Inner-City Economic Development. Economic Development Quarterly 11: 1 (February) pp 11-27.

Harrison, B. And A. Glasmeier. 1997. A Response to Porter. Economic

Development Quarterly 11:1 (February) pp. 28-38.

Servon, Lisa and T. Bates. 1998. A Microenterprise as an Exit Route From Poverty: Recommendations for Programs and Policy Makers. Journal of Urban Affairs 20: 4. pp. 419-441.

Weisshound, R. and C. Berry. 1999. The Market Potential of Inner City Neighborhoods: Filling the Information Gap. Washington, D.C.: Brookings Institution ([www.brookings.edu/es/urban/weissboard.pdf](http://www.brookings.edu/es/urban/weissboard.pdf))

Hall, L. et al. 1995. A Neighborhood Shopping District Incentives. In R. Kemp (ed.) Urban Economic Development Chapter 10, pp. 88-97.

Bonavoglia, A. 1999. Launching Economic Development and Community Building Initiatives. New York: New York Community Trust.

Sept. 12 The Physical Community (The role of design)

Zelinka, A. and D. Brennan. 2001. Safe Scape: Creating Safer, More Livable Communities Through Planning and Design. Chicago, Ill: Planners Press pp.35-103.

Streets of Hope. pp. 67 - 78.

*Supplemental Readings:*

Bothwell, S., R. Gindroz and R. Lang. 1998. "Restoring Community through Traditional Neighborhood Design: A Case Study of Diggs Town From Public Housing." Housing Policy Debate 9:1 pp.89-114.

### **EXERCISE 1 HANDED OUT - DUE September 19**

Sept. 17 The Role of the Community Reinvestment Act

Bradley, J. and P. Skillern. 2000. A Predatory Lending: Subprime Lenders Trick Homeowners into Expensive Loans. Shelter Force 22: 1. pp 14-16.

Read predatory lending pamphlet and newsletters at [www.cra-nc.org](http://www.cra-nc.org).

Streets of Hope. pp. 78 - 89.

*Supplemental Reading:*

(Case) Pogge, J. 1992. A Reinvestment in Chicago Neighborhoods: A Twenty-Year Struggle. Chapter 5 in G. Squires (ed.). From Redlining to Investment. Philadelphia: Temple University Press.

Sept. 19 Understanding Neighborhood Change I

Temkin, K. and W. Rohe. 1996. "Neighborhood Change and Urban Policy." Journal of Planning Education and Research 15:3 (Fall) pp. 101 - 112.

Quercia, Roberto and G. Galster. 2000. "A Threshold Affects Neighborhood Change." Journal of Planning Education and Research 20: 146-162.

Streets of Hope. pp. 89 - 103.

**(EXERCISE 1 DUE)**

*Supplemental Reading*

Temkin, K. and W. Rohe. 1998. "Social Capital and Neighborhood Stability: An Empirical Investigation." Housing Policy Debate 9:1, pp. 61 - 88.

Schwab, W. 1987. "The Predictive Value of Three Ecological Models". Urban Affairs Quarterly 23:2 (December) 295-308.

Sept. 24 Race and Neighborhood Change

Smith, R. 1993. "Creating Racially Integrated Communities: A Review" Journal of Urban Affairs 15:2, pp. 115-140.

Ellen, I. 1998. "Stable Racial Integration in the Contemporary United States." Journal of Urban Affairs 20: 1 pp. 27 - 42.

Streets of Hope. pp. 104-114.

*Supplemental Reading:*

Farley, R. et al. 1993. "Continued Racial Residential Segregation in Detroit:..." Journal of Housing Research 4:1, pp. 1-37.

Galster, G. 1990. "Federal Fair Housing Policy: The Great Misapprehension." In D. DePasquale and L. Keyes, Building Foundations Philadelphia: University of Pennsylvania Press, pp. 137 - 155.

**II. The Actors and Their Roles**

Sept. 26 The Federal Role I: CDBG Block Grants

Community Development Block Grant Program. Housing and Urban Development Reporter, Washington, DC: Bureau of National Affairs, pp. 09:011-0019.

(Case) Wong, K.K. and P. Paterson. 1986. "Urban Response to Federal Program Flexibility..." Urban Affairs Quarterly 21:3 (March) pp. 293-309.

Streets of Hope. pp. 115 - 129.

### **EXERCISE 2 HANDED OUT - DUE October 3**

Oct. 1 The Federal Role II: HOME and Empowerment Zones

HOME Program. Housing and Urban Development Reporter. Wash. DC., Bureau of National Affairs, 08-011, 16.

Herbert, S. et. al. 2001. Interim Assessment of the Empowerment Zones and Enterprise Community Program. Washington, D.C. : USHUD. (Executive Summary) pp. i-x.

(Case) Rohe, W. and S. Van Zandt. 1998. Baseline Conditions Report for Charlotte's Enterprise Community Program. Unpublished manuscript, pp. 1-14.

Streets of Hope. pp. 129 - 144.

Oct. 3 The State and Regional Role - State Urban Development Law and Small Cities CDBG.

Bartsch, C. 1989. Government and Neighborhoods: Programs Promoting Community Development. Economic Development Quarterly, 3, (May 1989).

Bright, E. 2000. Reviving America's Forgotten Neighborhoods. New York: Garland Publishing, Chapter 3 pp. 37-67.

Streets of Hope. pp. 145 - 157

### **EXERCISE 2 DUE**

*Supplemental Reading:*

Jennings, E.T. et. al. 1986. From Nation to States Albany, NY: State University of New York Press,(Chap. 10), pp. 221-251.

Oct. 8 The Local Government Role

Frieden, B. 1990. Center City Transformed: Planners as Developers. Journal of the American Planning Association 56:4 (Autumn) pp. 423-428.

Bright, E. 2000. Reviving America's Forgotten Neighborhoods (Chapter 1, pp. 15-35).

Streets of Hope. pp. 157 - 167.

### EXERCIZE 3 HANDED OUT - Due October 29

*Supplemental Reading:*

(Case ) Goetz, E. 1996. ASandtown-Winchester; Baltimore: Housing as Community Development@. In W. Van Fleet (ed.) Affordable Housing and Urban Redevelopment in the United States. pp. 187-209.

Oct. 10           The Local Government Role II

Brophy, P. 1993. "Emerging Approaches to Community Development" in H.G. Cisneros (ed.), Interwoven Destinies: Cities and the Nations. New York: W.W. Norton and Co.

Streets of Hope. pp. 169 - 183.

Oct. 15           The Role of Universities

Cox, D. 2000. Developing a Framework for Understanding University-Community Partnerships.@ Cityscape 5 (1): 9-26.

Reardon, K. 2000. AAn Experimental Approach to Creating an Effective Community-University Partnership@ Cityscape 5 (1): 59-74.

Streets of Hope. pp. 183-202.

### FALL BREAK

Oct. 22           The Role of Non-profits I

Rubin, H. 2000. Renewing Hope Within Neighborhoods of Dispare: The Community Based Development Model. Albany NY: Suny Press (Chap. 1 & 2) pp. 1-42.

Streets of Hope. pp. 203 - 214.

*Supplemental Reading:*

(Case) Briggs, X. et al. 1997. AWhittier Alliance@ in From Neighborhood to Community New York: Community Development Research Center, New School for Social Research.

Zdenek, R. 1987. "Community Development Corporations" (Chap. 7) in S. Bruyn and J. Meehan, Beyond the Market and the State, Philadelphia: Temple University Press, pp. 112-127.

Glazer, M. 1996. ALocal Government Supported Community Development. Urban Affairs Review 31:6 (July) pp. 778 - 790.

Vidal, A. and R. Gittel. 1998. Community Organizing: Building Social Capital as a Developmental Strategy. Thousand Oaks, Ca: Sage Publications.

Oct. 24 The Role of Non-profits II.

Vidal, A. 1997. ACan Community Development Re-Invent Itself.@ Journal of the American Planning Association 63;4 (Autumn) pp. 429-438.

(Case) Briggs, et. al. 1997. ANew Community Corporation@ From Neighborhood to Community pp. 81-102.

Streets of Hope. pp. 215 - 231.

*Supplementary Reading:*

Glickman, N. and L. Servon. 1998. More Than Bricks and Sticks: What is Community Development Capacity. Housing Policy Debate 9 3 pp.

Nye, N. and N. Glickman. 1998. AWorking Together: Building Capacity for Community Development@ Center for Urban Policy Research: Rutgers University.

Pitcoff, W. 1997. ARedefining Community Development@ Shelterforce 19 (6) Nov/Dec. 1997 and 20 (1) Jan/Feb. 1998.

Oct. 29 The Role of Non-Profits III.

Stoecker, R. 1997. The CDC Model of Urban Redevelopment: A Critique and an Alternative. Journal of Urban Affairs 19:1 (pp. 1 - 22).

Rohe, W. and R. Bratt. (2002) New Challenges for CDCs: Failure, Downsizing and Mergers. Washington, DC: The Fannie Mae Foundation (Executive Summary and Milwaukee case., pp.i-xi, 102-122).

Streets of Hope. pp. 232 - 244.

**EXERCISE 3 DUE**

*Supplemental Readings:*

Rohe, W. 1998. "Do Community Development Corporations Live Up to Their Billing? A Review and Critique of the Research Findings". In T. Koebel (ed.). Public Private Partnerships and The Role of the Third Sector in Housing. Albany New York: SUNY Press.

Steinback, C. and R. Zdenek. ND. Managing your **CDC**: Leadership Strategies for Changing Times. **Washington D.C. NCCED.**

Steinback, C. 1999. AAfter the Fall.@ Shelterforce 104 (March/April) pp. 10-15.

**III. The Community Development Process**

Oct. 31        Selecting an Area and Negotiating Entry

Henderson, P. and D. Thomas. Skills in Neighborhood Work, 1980 (Chapter 2), pp. 28-48

Rohe, W. and R. Bratt. 2002. New Challenges for CDCs: Failure, Regrouping and Mergers. (Minneapolis Case pp123-141)

Streets of Hope. pp. 245 - 255.

*Supplementary Reading:*

Dodson, D. and J. Thomasson. 1998. Building Communities of Conscience and Conviction. MDC: Chapel Hill, North Carolina.

Chaskin, R. 1998. ADefining Neighborhoods@ see American Planning Association Website (www.planning.org).

Homan, M. 1994. Promoting Community Change: Making it Happen in the Real World. Pacific Grove, Ca: Brooks/Cole Publishing pp. 135-151.

Nov. 5        Involving the Community I

Homans, M. 1994. Promoting Community Change: Making it Happen in the Real World. California: Brooks/Cole Publishing. Chap. 8 pp. 178-206.

Streets of Hope. pp. 255-266.

*Supplemental Reading:*

Doyle, M. and D. Straus. 1976. How to Make Meetings Work. New York: Jove Books.

- Nov. 7 Involving the Community II  
 Jones, B. 1990. Neighborhood Planning. APA Press pp. 11-38.
- Lee, B. and M. Balkwill. 1996. Participatory Planning for Action pp. 38 - 59.  
Streets of Hope. pp. 266-288.

**Exercise 4 Handed Out - Due November 19**

- Nov. 12 Community Needs/Strengths Assessment
- Henderson, P. and D. Thomas. Skills in Neighborhood Work, 1980. (Chapter 3)  
 pp. 48-84.

U.S. HUD. 1997. Mapping Your Community. Washington, D.C. pp. 57-79.

*Supplemental Reading*

Kingsley, G.T. 1998. ANeighborhood Indicators: Taking Advantage of the New Potential.@ See APA Website at Awww.planning.org@.

Kretzmann, J. and J. McKnight. 1993. Building Communities from the Inside Out  
 Evanston, Ill.: Northwestern University pp. 109-170.

- Nov. 14 Leadership Development

Kouzes, J. and B. Posner. 1995. The Leadership Challenge. San Francisco:  
 Jossey-Bass Publishers, pp. 3-18.

*Supplemental Reading:*

McNeely, J. et al. 2000. ACompetency Study of Leaders Who Facilitate  
 Successful Community Building Initiatives.@ Unpublished manuscript pp. 1-21.

Shelterforce 22 (6) Entire issue on Leadership in Community Development.

Dodson, D. and J. Thomasson. 1997. Building Communities of Conscience and  
 Conviction. Chapel Hill, NC: DMC, Inc. (80 pages)

Heifetz, Ron. 1994. Leadership Without Easy Answers. Pp. 13 - 40, 183 - 206  
 and 250 - 276.

Japp, Tom. 1989. Enabling Leadership: Achieving Results With People.  
 Brookfield, Vermont: Gowen Publishing Co.

Lassey, W. and M. Sashkim. 1983. Leadership and Social Change. San Diego,  
 CA: University Associates.

Nov. 19 Community Organizing

Brager, G. et al. 1987. Community Organizing. New York: Columbia University Press, pp. 185-214.

(Case) Delgado, G. ABuilding Multisocial Alliances: The Case of People United for a Better Oakland@ in R. Fisher and J. King (eds.) Mobilizing the Community. pp. 103-127

**Assignment #4 Due**

*Supplemental Reading:*

Fellner, K., E. Curtes and M. Eichler. 1988. AOrganizing=s Past, Present and Future@ Shelterforce 20: 5 (Sept./Oct.)

Rivera, F. 1998. Community Organizing in a Diverse Society. Boston: Allywe Bacon.

Nov. 21 Developing a Plan

Jones, B. Neighborhood Planning. Chicago Ill.: Planners Press 1990. (Chapter 3) AThe Substance of the Plan@ pp. 39-100.

(Case) Halperin, R. 1998. Practicing Community: Class Culture and Power in an Urban Neighborhood pp 26 - 45 and 154 - 184.

*Supplemental Reading:*

Gregory, M. 1998. "Anatomy of a Neighborhood Plan: An Analysis of Current Practice@ See APA Website at Awww.planning.org@.

Delaware Valley Community Reinvestment Fund et al. 1993. The North Camden Plan (see reserve box)

Nov. 26 Evaluating Community Development

Guerra, Clements and Williams articles in Shelterforce Vol. 23: No. 5 (September/October) pp. 8-12, 18-26, 32-33.

Hollister, R. and J. Hill. 1995. "Problems in the Evaluations of Community-Wide Initiatives" In J. Cowwell et. al. (eds) New Approaches to Evaluating Community Initiatives: Concepts, Methods and Contexts. Washington, D.C.: The Aspew Institute.

Dec. 3 Community Crime Prevention and Guarding Against Displacement

Rohe, W. et al. 2001. ACommunity Policing and Planning.@ Journal of the American Planning Association 67 (1) pp 78-90.

Lab. S. 1988. Crime Prevention, Cincinnati, OH: C.J. Anderson. (Chap. 3) pp. 35-55.

Rose, K. 2001. ABeyond Gentrification,@ Shelterforce 23:3 (May/June 2001) pp. 10,11 and 21.

Also see [www.Policylink.org](http://www.Policylink.org)

*Supplemental Reading:*

Skogan, W.G. 1988. "Disorder, Crime and Community Decline" in T. Hope and M. Shaw (eds.) Communities and Crime Reduction, London: H.M. S.O. pp. 48-61.

**TERM PAPERS DUE DEC. 4<sup>th</sup>**

**COURSE REQUIREMENTS:**

|                                  |     |
|----------------------------------|-----|
| Four Exercises                   | 70% |
| Project Evaluation or Term Paper | 30% |

**ATTENDANCE POLICY**

Much of the learning associated with this course will take place in in-class discussions and exercises. Thus, the instructor reserves the right to lower grades based on multiple unexcused absences.

**INCOMPLETE POLICY:**

It is the policy of the Department of City and Regional Planning to grant incompletes only in the event of a medical or personal emergencies.