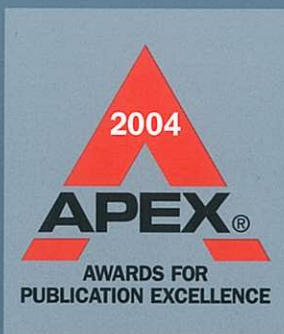


VOLUME 94 NUMBER 1 | SPRING 2005



National Civic Review

MAKING CITIZEN DEMOCRACY WORK

In This Issue

HENRY MILNER

Electoral Reform and
Deliberative Democracy in
British Columbia

ROGER C. MILLS

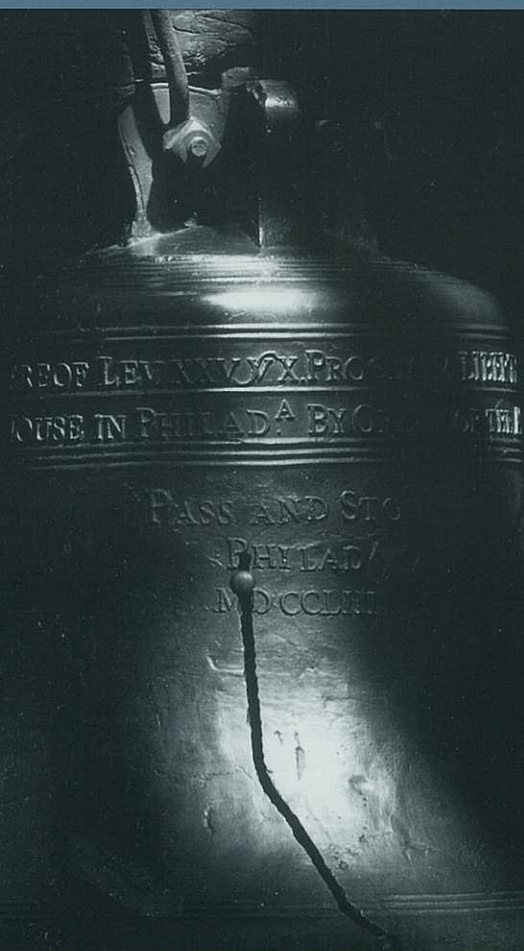
Sustainable Community Change:
A New Paradigm for Leadership
in Community Revitalization
Efforts

MATT LEIGHNINGER

The Recent Evolution of
Democracy

ANGELA GLOVER BLACKWELL

Building Policy from the
Ground up: Regionalism,
Equitable Development, and
Developing New Leaders



National Civic Review

Christopher T. Gates

PRESIDENT, NATIONAL CIVIC
LEAGUE

Michael McGrath

EDITOR

Miles Rapoport

ADVISORY EDITOR

Political Reform

PRESIDENT

Demos

Martha McCoy

ADVISORY EDITOR

Community Building

EXECUTIVE DIRECTOR

Study Circles Resource Center

James Svava

ADVISORY EDITOR

Local Government

DEPARTMENT HEAD,

POLITICAL SCIENCE AND

PUBLIC ADMINISTRATION

North Carolina State University

Sean Treglia

ADVISORY EDITOR

Trends in Civic Engagement

PROGRAM OFFICER

The Pew Charitable Trusts

For Jossey-Bass, a Wiley Imprint:

Susan E. Lewis

PUBLISHER

David Famiano

EDITOR

Frank Welsch

EDITORIAL PRODUCTION

MANAGER

Ross Horowitz

SENIOR DESKTOP

PRODUCTION EDITOR

Paula Goldstein

CREATIVE DIRECTOR

Meg Coughlin Design

GRAPHIC DESIGN

National Civic Review (ISSN 0027-9013) is published quarterly by Wiley Subscription Services, Inc., a Wiley company, at Jossey-Bass, 989 Market Street, San Francisco, CA 94103-1741, and the National Civic League, 1445 Market Street, Suite 300, Denver, CO 80202-1717. NCL, founded in 1894 as the National Municipal League, advocates a new civic agenda to create communities that work for everyone. NCL is a 501(c)(3) nonprofit, nonpartisan educational association of individuals and organizations. NCL members have access to the information and services necessary to improve community life. For complete information, contact Derek Okubo at (303) 571-4343.

Copyright © 2005 Wiley Periodicals, Inc., a Wiley company. All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form by any means, electronic, mechanical, photocopying, recording, scanning, or otherwise, except as permitted under Sections 107 or 108 of the 1976 United States Copyright Act, without either the written permission of the Publisher or authorization through payment of the appropriate per-copy fee to the Copyright Clearance Center, 222 Rosewood Drive, Danvers, MA 01923, (978) 750-8400, fax (978) 750-4744. Requests to the Publisher for permission should be addressed to the Permissions Department, c/o John Wiley & Sons, Inc., 111 River Street, Hoboken, NJ 07030-5774, (201) 748-6011, fax (201) 748-6008, <http://www.wiley.com/go/permissions>.

INDEXED in Public Affairs Information Service, ABC POL SCI, and Book Review Index.

SUBSCRIPTIONS in the U.S. are \$39.95 per year for individuals and \$135.00 per year for institutions. To order subscriptions, single issues, or reprints, please refer to the Ordering Information page at the back of this issue.

PERIODICALS postage paid at San Francisco, California, and at additional mailing offices.

POSTMASTER: Send address changes to National Civic Review, Jossey-Bass, 989 Market Street, San Francisco, CA 94103-1741.

NCL MEMBERS: Send change of address to National Civic League, 1445 Market Street, Suite 300, Denver, CO 80202-1717.

EDITORIAL CORRESPONDENCE should be sent to Michael McGrath, National Civic League, 1445 Market Street #3000, Denver CO 80202.

LETTERS TO THE EDITOR. National Civic Review welcomes letters to the editor. Write to Michael McGrath, National Civic League, 1445 Market Street #3000, Denver CO 80202, or send e-mail to mikem@ncl.org. Please include your name, address, and telephone number.

www.josseybass.com

Contents

Note from the Editor

MICHAEL MCGRATH

2

Essays

Electoral Reform and Deliberative
Democracy in British Columbia

3

HENRY MILNER

Canada's third largest province is building on the concept of "deliberative polling" to select a new voting system.

Sustainable Community Change: A New
Paradigm for Leadership in Community
Revitalization Efforts

9

ROGER C. MILLS

A unique approach to comprehensive community revitalization programs emphasizes the innate human capacity for resiliency, motivation, and big-picture thinking.

The Recent Evolution of Democracy

17

MATT LEIGHNINGER

The twenty-first century may be ushering in a new definition of democracy, one in which people take a more active role in public problem solving.

Building Policy from the Ground up:
Regionalism, Equitable Development, and
Developing New Leaders

29

ANGELA GLOVER BLACKWELL

Achieving inclusion and participation for low-income communities of color requires a new generation of regional policies to foster economic and social equity.

Nonpartisanship and Political Websites

36

JOSEPH GRAF

During the 2000 elections, a host of nonpartisan Websites were created, raising the possibility of an upsurge of online political information engaging more citizens in politics. Now the Internet seems less a means to educate or engage the general public than a vehicle to mobilize political activists and collect their money.

Neighborhood Councils and City Agencies:
A Model of Collaborative Coproduction

43

TERRY L. COOPER, PRADEEP CHANDRA KATHI

The Collaborative Learning Project was formed to analyze an effort in Los Angeles to create direct working relationships between neighborhood councils and city departments.

Legal Frameworks for the New Governance:
Processes for Citizen Participation in the
Work of Government

54

LISA BLOMGREN BINGHAM, ROSEMARY O'LEARY,
TINA NABATCHI

How do existing government rules and administrative procedures encourage citizen participation in quasi-legislative and quasi-judicial settings?

Departments

COMMUNITY BUILDING

Networks in a New "Gateway"

62

CRAIG MCGARVEY

The Latino Community Development Center is working to promote civic participation and community building among recent immigrants to North Carolina.

POLITICAL REFORM

Success for Instant Runoff Voting in San
Francisco

65

STEVEN HILL, ROBERT RICHIE

In November 2004, San Francisco held its first election with an instant runoff voting system. By all accounts, it was an instant success.

HAVA or Havoc?

69

SARAH TOBIAS

The Help America Vote Act was supposed to make voting easier. But in the 2004 elections HAVA-mandated changes in registration and voting procedures confused poll workers and voters alike.

TRENDS IN CIVIC ENGAGEMENT

Transforming Civic Engagement Through
Technology

73

JAMES P. LAWLER

A Pace University program engages students in an effort to help mentally challenged clients develop social networks on the Web.

Networks in a New "Gateway"

BY CRAIG MCGARVEY

Enter the building at 201 West Main Street in Durham to learn how this area of North Carolina has handled the explosive growth of its immigrant population.

To the left of the expansive foyer is the three-year-old Latino Community Credit Union, community-owned and controlled, with more than eight thousand members, \$12 million in assets, a statewide award for excellence, and a \$1.3 million grant from the U.S. Treasury Department to open new branches.¹

Straight ahead is the bilingual police substation.

Turn right into the membership-based community organization El Centro Hispano (ECH), and across from the receptionist is an office of Durham CAN, the Industrial Areas Foundation's local faith-based organizing affiliate. Further along the side of a large and inviting space is the local school district's Welcoming Center for non-English speaking students.

In the far corner, beyond the couches and congregating members, is the Cafe de Mujeres, where women are developing lead-

ership skills through organizing on domestic violence issues. The office for Youth Leaders in Action is down the left wall. Signs around the room identify the English-as-a-second-language classes and the office for assistance in obtaining a federal tax identification number, necessary to open an account at the credit union or to obtain a driver's license.

To find the makeshift office of the new Latino Community Development Center (created to help other North Carolina immigrant organizations become membership- and civic participation-based and link them statewide), it's necessary to take the elevator to the basement.

A decade of networked leadership and institutional development is on display.

A decade of networked leadership and institutional development is on display in the building housing El Centro Hispano.

Kohar Ivan Parra, an immigrant from Colombia with an organizing background, led the transition of ECH from the roots of its founding,

in 1992, in faith-based service delivery to civic participation. The ECH board hired Parra in 1996 and incorporated as a membership-based nonprofit in 1997. A crisis of robberies, assaults, and home burglaries in the immigrant Latino community spurred the transition. Interracial conflict infused the situation; the perpetrators were African American. ECH defused the community anger (350 people came to the first meeting), organizing a series of forums with the police and City Council that led to hiring bilingual police officers, a victims' support group, and a biracial conflict resolution team.

The Latino Credit Union, when it opened in 2000, was a joint project of ECH and the African American-based nonprofit financial institution Self-Help. The credit union's first member made his deposit from a wheelchair; during the crisis, he had been shot and robbed of the \$500 he was carrying.

One of the leaders who helped to bring Ivan Parra to ECH, John Herrera, an immigrant from Costa Rica, is a founder and the current director of the credit union. His civic participation began in the

early 1990s with another project to integrate recent immigrants. From their living room, Herrera and his wife and a phone tree of more than three hundred volunteers organized the first Fiesta del Pueblo in 1994. It was to be a place for the invisible Latino population to become visible, for inter- and intracultural exchange to bloom: family-oriented, alcohol- and tobacco-free, with healthy recreation, food, music, dance, arts and crafts, cultural exhibits, community outreach, and education.

Three thousand people attended the 1994 Fiesta—African Americans, Latinos, and Caucasians, rich and poor, politicians and business leaders. The 2003 attendance was closer to fifty thousand, and the Fiesta is now only one of many projects of its sponsoring organization, El Pueblo, incorporated in 1995. Statewide in its reach and led by Executive Director and former founding board member Andrea Bazan-Manson, El Pueblo has programs in leadership development, civic participation, youth leadership, health and safety, capacity building, and advocacy. Its first-ever Latino Day at the state legislature in May 2003 drew one thousand grassroots participants.

Other organizations have played a distinctive role in this growing institutional and leadership network.

The North Carolina Center for International Understanding (CIU) at the University of North Carolina, under the direction of Millie Ravenel, had been sponsoring international citizen exchange programs since 1979. Working with Herrera, Parra, and other Latino leaders, CIU created the Latino Initiative for Public Policy and Civic Leaders in response to the growth of the Latino population in the state.

Since 1998, the initiative has been bringing foundation, non-profit, school, and policy leaders on educational visits to the communities of origin of the state's Mexican immigrants. A predeparture workshop prepares participants for the weeklong tour, while a follow-up gathering creates an opportunity to reflect, share, and evaluate. The initiative creates multidisciplinary, diverse study teams of participants, including local Latino leaders, to build relationships. A total of 145 leaders participated in the program through 2003.

Although CIU does not claim sole credit for such innovations in North Carolina as the Governor's Liaison

and Advisory Council on Hispanic/Latino Affairs, the educational visits have been a life-changing experience for participants.

Perhaps the stories of most dramatic impact have come from neighboring Chatham County, where poultry processing plants have attracted a large number of immigrant families, particularly to the Siler City area, whose elementary school population is now over 60 percent Latino. Overwhelmed by the rapid change, county commissioners sent a highly publicized letter inviting what was then the Immigration and Naturalization Service to deport undocumented immigrants.

The CIU organized a Mexico trip for Chatham County officials, following which the chair of the county commissioners publicly apologized for the letter. Shortly thereafter, when white supremacist David Duke held an anti-immigrant rally in Siler City, officials who had participated with CIU successfully helped to defuse the situation. Chatham County educators on a separate tour subsequently developed a statewide award-winning migrant education program.

Each of the leaders mentioned here—only a few among the hundreds who have helped to build North Carolina's infrastructure to

promote immigrant civic involvement and inclusion—would be the first to downplay his or her personal contribution. All emphasize collective responsibility for positive change. All cite the critical support of North Carolina's foundations and the hard work ahead to extend efforts throughout North Carolina.

But the promising beginnings of similar institutions exist in other areas of the state and throughout the new gateways of the South, and the collective experience of leadership and institution building in North Carolina's Triangle Area offers much for other communities to learn.

ENDNOTE

1. Perez, E. "North Carolina Credit Union Banks on Latino Immigrants," *Wall Street Journal*, May 9, 2003, p. B1.

Craig McGarvey is a consultant who works with foundations.

For bulk reprints of this article, please call (201) 748-8789.