

Community Leadership Strategic Plan

Overview:

The 2008 plan retains two of the broad categories of the 1995 action plan: Community Building and Youth & Family. As a result of CANDO's affiliation with the federally-funded Central Weed & Seed Program, the 2008 plan adds a third category: Public Safety & Health. Under its goal of building community, the plan calls for continued efforts to support block clubs, to clean up and beautify the neighborhood, and to celebrate residents' involvement in their community in a variety of ways. The plan calls for CANDO to commission art works by neighborhood youth and adults, and to improve relationships between residents and the agencies active in Central neighborhood. Under its goal of supporting youth and families, the plan calls for providing residents with a variety of opportunities to prepare for school, work and parenting. And under its goal of improving public safety and health, the plan calls for CANDO to continue to bring Central residents to the Community Leadership Committee's table as the Minneapolis Third Precinct and other public and non-profit agencies make youth-focused efforts to prevent crime, foster collaboration, and improve the safety and stability of Central neighborhood via inclusion of all stake-holders in public-safety strategies.

SCOPE OF WORK

The following Central Area Neighborhood Development Organization strategic plan is intended to be implemented between January 2009 and December 2013. Specific timelines are given after the outline of each task.

KEY:

Goal 1 CB = Goal #1 in Community Building

Objective A CB-1 = Objective A in Community Building under Goal 1

Task 1 CB1-OA = Task #1 under Community Building Goal 1, Objective A

COMMUNITY BUILDING

Goal 1 : Create a sense of community where people feel welcome, connected, safe and proud to live.

Objective A: Foster communication, understanding, cooperation and connections to create more positive relationships between neighbors and the many cultures within our neighborhood.

Task 1: Offer contributions to, and assist in, CANDO communication strategies as appropriate, ensuring all reasonable efforts will be made to produce media in multiple languages.

Funding: The Community Leadership Committee, also referred to as the CLC, will assume **25% of** the estimated annual cost of **\$5,000** for publication of the quarterly newsletter or other communication products, **in addition to** all costs of communication directly/explicitly associated with the CLC, estimated to be **\$500** annually.

Execution: The CLC will help ensure that newsletters are produced no less than four times during the year, with staff spearheading production and committee notification of deadlines. Each CANDO sub-committee will be responsible for producing, and submitting to staff, content specific to their efforts. Overall content, production, and distribution will be a collaborative effort led by staff, utilizing Board members, area volunteers, supervised youth, or other partner organizations, and/or United States Postal Service as determined on a case by case basis.

Measures: Successes will be measured anecdotally by readers, using surveys conducted 'door to door', which will indicate a level of satisfaction and/or education as a result of information offered in any given newsletter and/or other communication tool as they are developed.

Task 2: Provide small improvement grants (\$up to \$400 each) to block clubs or other groups of residents or business owners applying for projects related to community building and/or beautification efforts.

Funding: \$6,400 in year one (2009) to \$9,600 by year five (2013) of the strategic plan.

Execution: The grant application/request for proposal will be issued by staff, with the approval of the Community Leadership Committee, in late February of each year, with funds being available for use from April to September, contingent upon funding availability. The CLC will collaborate with the Building Land Use and Housing Committee, as referred to as BLUH, to secure funding; the Community Leadership Committee, will assume responsibility for work products with BLUH participating if so desired.

Measures: Awardees will take pre and post photographs to showcase improvements; residents will be surveyed regarding impact or feelings about projects; approved applications will define long term improvement, i.e. boulevard beautification with perennials, sensor lights on buildings, tree plantings, and so forth. Staff and/or volunteer CLC members will follow up on all projects before, during, and/or after to report on outputs and outcomes.

Task 3: The Community Leadership Committee will co-sponsor the annual CleanSweep event, including graffiti removal, litter pick up, and beautification projects, spearheading organization of the project through staff.

Funding: The CLC will provide 25% of the estimated annual cost of \$4,000 for the CANDO sponsored event. In 2010, the Committee will begin discussing methods to fundraise from the community for long term sustainment of the activity. Sponsorships will be sought for contributions as well.

Execution: CANDO will work with Inspections prior to the event to have them issue orders and inform people of the upcoming CleanSweep opportunity, utilizing the CLC to spearhead organization of the project. The Community Leadership Committee will work to recruit Central residents and others invested in the growth and stability of the community.

Measures: Resident volunteer participation will increase by 10% each year; the number of properties served will increase as noted in tally sheets kept by Solid Waste drivers; individuals will comment on improved

community appearance. Fundraising discussions in 2010 will include a review of the configuration of the event.

Task 4: Continue to be a partner in the planning and implementation of the annual Southside Festival, using the opportunity as a community engagement tool.

Funding: Up to a **\$1,000** sponsorship in 2009 and 2010 will be offered from the Community Leadership Committee, via the Central Area Neighborhood Development Organization, adjusting the contribution downward as we help the event become self sustaining through other sources.

Execution: A member of the CLC will be the lead planning participant and liaison from CANDO, along with staff as determined. The late summer event is a collaborative effort between CANDO, **past contributing partners**, and others as they are recruited.

Measures: Attendance and vendor space requests will continue to increase each year by 5% to 10% with attendees indicating a level of satisfaction in connecting with one another and profit margins; increased sponsorships will drive the event to be self sustaining by 2012, and on target to be a successful fundraising event by 2013; voter registration will increase by 5% each year from 2009 forward; political candidates will recognize the event as a factor in getting their message out to voters, and/or having a successful campaign.

Task 5: Promote community awareness and unity by sponsoring an annual awards ceremony for ‘Young Leader of the Year’, ‘Neighbor of the Year’, and ‘Block Club of the Year’, tying the event to the CANDO annual meeting and elections. Nominations for these categories will be accepted by the CLC from all CANDO members and/or partners.

Funding: The CLC will provide **\$300** in 2009 for needs directly associated with developing and presenting the awards, increasing the amount minimally each year to account for growth. Because the annual meeting is a full Board event, **in addition to the amount provided for awards**, the CLC will assist in securing **25% of** the additional resources or needs for the **annual** meeting, estimated to be **\$1,500** annually, **which is** contingent upon in-kind contributions of space, food, utensils, printing, orientation packets, or other needs.

Execution: The CLC will coordinate all aspects of the award ceremony beginning in August of each year with solicitation of nominees, and will assist the At-Large Director and staff with overall organization of the October annual meeting if requested.

Measures: Volunteers and partners will be inspired to continue their unpaid work; active new members will be recruited, in part because they are valued; requests for small grants will increase from year to year; and more community members will be inspired to complete small beautification or improvement projects for recognition at the annual meeting.

Objective B: Recognize the importance of, and need for, youth and families to experience the arts and culture, with opportunities to express themselves through self chosen methods and forums supported by CANDO CLC on a case by case basis, in a case by case manner, thereby building community and enhancing our quality of life.

Task 1 CB1-OB: Solicit two proposals, one for youth and one for adults, for an arts project that engages and encourages community, showcases local talent, builds upon the strength and assets of the neighborhood, and promotes **peace**.

Funding: Up to **\$6,000** allocated annually in 2009 and 2010 for both projects, with a review at the end of 2010 to determine if additional grants should and could be made available.

Execution: The Community Leadership Committee will work with staff and the Youth CANDO Council, also referred to as the YCC, to develop and distribute an RFP to be issued at the end of January each year; members of the CLC will review and make recommendations to the full committee, and then to the CANDO Board, during the March meetings; successful applicants will be notified in April; project completion will take place between May and October.

Measures: **There will be two projects each in 2009 and 2010, with at least six youth involved in the creation of one project, and at least four adults engaged in the creation of the other with** an audience of no less than 25 and 25 viewing the works. We will notice a 5% to 10% multi-cultural increase in interest at both the applicant and viewer level each year. A brief survey tool will be developed in the spring by staff so that individuals attending the art exhibit/show/event can be surveyed for success factors such as greater community engagement, pride, and awareness.

Objective C: Improve relationships between residents and the institutions and agencies that work in our neighborhood by cultivating an attitude of mutual respect between all institutions and their representatives.

Task 1 CB1-OC: Maintain the working partnerships with agencies, organizations, and individuals through their membership on the CLC.

Funding: **\$540** will be allocated toward packet mailings and notices.

Execution: Monthly meetings of the Community Leadership Committee will continue, allowing for periodic review of the schedule and appropriate changes as agreed upon.

Measures: Increased and/or diversified participation in events and activities; increased information sharing and gathering; ever evolving partnerships – old and new – at 5% to 10% growth annually.

Task 2 CB1-OC: Continue to support tax assistance programs for low income individuals through awareness efforts.

Funding: **\$0** - publicity costs considered included in Task 1 CB1-OA.

Execution: **Service providers** will be responsible for implementation and measures of their programs, CANDO/CLC will assist in publicizing them.

Measures: Residents will indicate an awareness of the programs as a result of CANDO media forms; **Success of**

the program will be noted through available data.

Task 3 CB1-OABC: Secure additional funding for all tasks outlined under Community Building for long term sustainment and capacity building, beyond Neighborhood Revitalization Program dollars, of CANDO Community Leadership Committee activity, contracts, staffing, and operations.

Funding: Secure **\$25,000** in 2009, increasing awards received annually to **\$35,000** by 2013. Capture an additional **\$1,500 to \$5,000** annually through fundraising strategies.

Execution: Have the Youth CANDO Council, the Community Leadership Committee, CANDO staff, and contractors where applicable, work with other partners and each other to identify, write, and submit grant applications relevant to needs outlined, as well as to produce successful fundraisers.

Measures: Submit at least \$35,000 in grant applications in 2009, escalating to at least \$50,000 by 2013 to ensure goals are met; formulate and implement at least one fundraiser per year through 2013.

YOUTH AND FAMILY

Goal 1: Provide children and adults with opportunities to prepare for school, work, and parenting with tools that promote education, employment, and life skill advantages.

Objective A: Increase collaborations and build opportunities between youth and adult serving institutions and agencies, utilizing the Youth CANDO Council as a partner and catalyst for this.

Task 1: Maintain working partnerships with agencies, organizations, and individuals through their membership on the CLC, fostering those collaborations and building new relationships.

Funding: **\$0** – costs associated with Task 1, Community Building, Objective C.

Execution: Use the monthly CLC meetings as an opportunity to recruit new partnerships, and strengthen existing ones that are valuable to accomplishing the goal.

Measures: Partners will indicate the equivalent of a 5% increase annually in requests for services and/or referrals to others providing services; users will indicate increased opportunities. In-kind or pro-bono resources will increase from a base of \$5,000 in 2009 to \$50,000 by 2013; the YCC will expand the philosophy of inter-organization service sharing to two additional local organizations by year 5 of the strategy.

Task 2: Create a youth operated café as a entrepreneur/business/employment/engagement opportunity, spearheaded though the Youth CANDO Council, that teaches work, life and leadership skills to youth and families.

Funding: The CLC will allocate **\$10,000** in 2009 and 2010 to provide a base salary of \$3.50/hour to duly hired youth staffing the café. This amount will be re-evaluated in 2011 as the café begins to stabilize, thereby becoming more self-reliant, and in consideration of the intent to expand this program to other locations. Additional funding will be sought **immediately** by the Community Leadership Committee to provide for the hiring of staff, **provide technical assistance**, and purchase **supplies** to **seed and ensure the development and growth** of this youth employment incubator.

Execution: Staff at Central Park will spearhead the development of all projects listed under Task 2, with oversight and assistance from the Community Leadership Committee and CANDO staff; partners will be solicited for assistance.

Measures: Café' development will begin in early 2009, with at least 5 youth participating at the outset; each year, 3 to 5 new youth will be trained through the entrepreneurial café project on business processes that include; inventory, bookkeeping, sales, marketing, pricing, cost analysis, and more; customers will be surveyed for satisfaction, thoughts on improvements, and appreciation of the venture. Measures may be adjusted **contingent upon funding-**

Task 3: Organize six, community based, youth operated corner carnivals through 2009 to promote community **peace**. The carnivals will feature a specialty item from the youth café which will serve to promote that business, build capital, and encourage the entrepreneur spirit of youth.

Funding: **The Community Leadership Committee will seek funding to support this activity.**

Execution: Staff at Central Park will spearhead the development of these events with oversight and assistance from the CLC and staff as funding permits; partners will be solicited for assistance.

Measures: If full funding is secured, the carnivals will host at least 120 participants total; 6 to 8 youth will participate in organizing and volunteer staffing each event; guests will be surveyed to indicate value and/or appreciation.

Task 4: Organize and host at least six educational forums in 2009 and again in 2010, with topics being determined by youth, families and other community stakeholders.

Funding: **The Community Leadership Committee will seek funding to support this activity.**

Execution: Staff at Central Park will spearhead development of the forums with oversight and assistance from the Community Leadership Committee and staff as funding permits; partners will be asked for assistance with forum content and pro-bono trainers or speakers.

Measures: The six educational forums will impact at least 60 participants total, who will indicate in subject specific surveys the value received out of the experience. These measures may be adjusted should funding availability change.

Task 5: Participate in youth and/or adult job fairs being offered through various venues.

Funding: \$0 as any costs associated are covered in Task 1 CB1-OA and Task 1 CB1-OC.

Execution: Have the YCC, the CLC, and staff research opportunities; have staff or assigned volunteer connect to express interest and offer to publicize the event at no cost to that organization; all parties will assist with recruitment.

Measures: Track participation at all levels to note interest, increases or decreases, and review options in 2011.

Task 6: Secure additional funding for all task outlined under Youth and Families for long term sustainment and capacity building, beyond NRP dollars, of CANDO Community Leadership Committee activities, staffing, contracts, and operations.

Funding: Secure **\$25,000** in 2009, increasing to **\$55,000** by 2013; take part in the fundraising efforts outlined in Community Building Task 3 CB1-OABC, previously described.

Execution: Have the Youth CANDO Council, the Community Leadership Committee, CANDO staff, and contractors where applicable, work with other partners and each other to identify, write, and submit grant applications relevant to needs outlined, as well as to produce successful fundraisers.

Measures: Submit at least \$35,000 in grant applications in 2009, escalating to at least \$75,000 by 2013 to ensure goals are met; formulate and implement at least one fundraiser per year through 2013.

PUBLIC SAFETY AND HEALTH

Goal 1: Engage residents, business owners and partners in stabilizing efforts, using traditional and non-traditional strategies to persuade individuals to be more invested and unified in reducing and preventing crime.

Objective A: Provide new, and support successful existing, youth focused crime prevention and intervention projects.

Task 1: Sponsor the Weekend Fall In Project, a collaborative gang intervention initiative, between Central Park, Hennepin County Probation, Park Police, and the Circle of Discipline, conducted at Central Park and gym, for young men trying to leave the life.

Funding: The CLC has allocated **\$6,000** in 2009 and again in 2010, anticipating matching (in-kind) from the above named partners. Support of the project will be re-evaluated in 2011, based in part on other funding secured through the partnership.

Execution: The project will be organized by Park staff, and equally implemented through the partnership, with reports and updates given to the CLC or CANDO staff.

Measures: Park maintained records will track user opinions and post program successes; police and probation will indicate reduced criminal activity among program users.

Task 2: Continue to support and participate in the Bobby Brown Beyond the Court (gun violence prevention) basketball clinic, held at **Green** Central Park and Gym.

Funding: **\$5,000** is allocated from the CLC in 2009, with \$4,000 to be dedicated toward program expenses, and \$1,000 to be used for a grant writer to assist BBBC in long term sustainment. Each consecutive year, the funding allocation will be decreased by \$1,000 for program expenses, with the \$1,000 allocated toward a grant writer remaining constant through 2013.

Execution: The project(s) will be held at Green Central Park in July of each year, and will be fully organized by Bobby Brown Beyond the Court. The CLC and CANDO will assist in advertising and recruiting participation and volunteers.

Measures: At least 100 youth and families will be served through the basketball clinic annually; funding secured for BBBC will increase by 50% in 2009, using \$5,000 as a base, and by 25% each year thereafter to roughly \$20,000 by 2013.

Goal 2: Increase opportunities for arrest and sentencing through innovative technology, good communication, and information sharing between various enforcement collaborations, prosecution, and community.

Objective A: To improve the overall safety and stability of the Central neighborhood through inclusion of all stakeholder groups in public safety strategies or processes.

Task 1: Maintain the strength of the relationships built at the CLC table, continuously seek new ones, and nurture all.

Funding: **\$0** directly allocated as costs can be associated through Task 1 CB1-OA and Task 1 CB1-OC.

Execution: The CLC and its staff will promote a holistic approach to maintaining, building, and strengthening relationships.

Measures: MPD, residents, and other partners will be asked to report on perceptions of improved relationships and crime changes, supplying factual data whenever possible.

Task 2: Co-host and/or publicize at least four events, forums, or other activities, including home security checks, where police and community can interact together. Examples of activities conducive to promoting safety and relationship building may include a home security fair; block club **building and** training; information distributed at the Southside Festival; activities in conjunction with CleanSweep; a presentation at the CANDO annual meeting; or articles in the CANDO newsletter.

Funding: CLC allocated resources are accounted for in previous sections of the CLC plan, or are anticipated to be pro-bono.

Execution: The Community Leadership Committee and staff will take the lead in jump starting activities with appropriate partners, particularly counting on the MPD and the 8th Ward Offices for assistance in implementation.

Measures: Participation and interest in activities will show steady increases; police and community will indicate greater relationship satisfaction in surveys or anecdotal stories; **new block clubs, and growth in participation at established block clubs, will increase by 10% annually;** if available, data will show increased information sharing.

Task 3: Provide support for, communication with, and participation in, the Reentry Panel project

Funding: \$0 – publicity expenses are covered in tasks CB1-OA and CB1-OC.

Execution: Urban Ventures Family Center will be the lead agency for all aspects of the reentry panel project, tracking progress, organizing monthly reentry panel meetings, and reporting progress to interested stakeholders. The Community Leadership Committee and its partners will provide support through publicity and recruiting efforts.

Measures: Determined by Urban Ventures Family Center, the Community Leadership Committee will request information as a means to assess ongoing involvement decisions.

Task 4: Maintain support of the Powderhorn Park Neighborhood Association Restorative Justice Program, and assist with their efforts to increase Central neighborhood participation, using the YCC to connect in the development of the youth RJ component.

Funding: \$2,500 in 2009 and 2010, dedicated to the development and/or stabilization of the youth component for Central youth.

Execution: Powderhorn Park Neighborhood Association will be responsible for the overall organization of the project, coordinating monthly meetings, recruiting efforts, and regular advertising; the Community Leadership Committee and Youth CANDO Council will assist with publicity and recruitment as requested.

Measures: A greater number of residents will indicate awareness of the program; the program coordinator will indicate increases in participation from the Central neighborhood, especially youth.

Task 5: **Strengthen partnerships with county and city services to improve removal rates and timeliness;** continue to connect with service providers to utilize free graffiti removal throughout the year, especially during the annual CleanSweep project.

Funding: \$150 annually for supplies such as primer, paint brushes or rollers, trays, gloves, and/or notification to homeowners.

Execution: Staff and CLC members will do periodic community tours to document and report graffiti; articles will be published in the newsletter making residents aware of reporting and removal processes; annually, during the June

CleanSweep, the CLC will spearhead the organization of a removal project to help in community building and personal responsibility efforts .

Measures: Pre and post observations and/or photos of affected areas will indicate widespread relief from the blight.

Task 6: Maintain staff participation in the Central Properties Rescue team to assure holistic solutions at problem properties.

Funding: \$0.

Execution: Data privacy laws require this be a closed meeting, however, specific CANDO/CLC staff are able to participate as long as privacy is maintained. Monthly meetings are on a set schedule; PPNA acts as the host site; all partners assist in identifying and problem solving.

Measures: Staff will indicate that t least 10% of cases have been closed for compliance, with another 10% making marked improvements on an annual basis.

Task 7: Build relationships with the city prosecutor, and strengthen relationships with the MPD to develop and publicize a geographic restriction project specific to Central.

Funding: \$0

Execution: Committee members will work with staff and the MPD to develop a relationship with the city prosecutor, and will develop the project from there; the CLC will publish information about geographic trespassing through the CANDO newsletters and other venues as available.

Measures: Crime will decrease in identified hot spot areas by 50% once geographic trespassing has been initiated in a specific location.

Task 8: Work to increase bike, mounted, and/or squad patrols in the Central neighborhood by supporting, or starting, initiatives to bring in additional resources.

Funding: \$0 from current CANDO resources, though the Committee may choose to seek other funds to support this task as opportunities arise.

Execution: A concerted effort by all CLC members and staff, reaching out to the greater constituency for help and support.

Measures: The MPD will indicate additional officers have been hired permanently, in real numbers – i.e. not just through replacement of retirees; MPD will indicate additional resources have been secured for buyback as temporary means to increase patrol; residents will indicate in surveys seeing greater numbers of patrols.

Task 9: Secure additional funding for all tasks outlined under Public Safety and Health for long term sustainment and capacity building, beyond Neighborhood Revitalization Program dollars, of CANDO Community Leadership Committee activities, staffing, contracts, and operations.

Funding: Secure **\$25,000** in 2009, increasing to **\$35,000** by 2013; take part in the fundraising efforts outlined in Community Building Task 3 CB1-OABC, previously described.

Execution: Have the Youth CANDO Council, the Community Leadership Committee, CANDO staff, and contractors where applicable, work with other partners and each other to identify, write, and submit grant applications relevant to needs outlined, as well as to produce successful fundraisers.

Measures: Submit at least \$35,000 in grant applications in 2009, escalating to at least \$55,000 by 2013 to ensure goals are met; formulate and implement at least one fundraiser per year through 2013.