

detroit shoreway



STRATEGIC VISION AND IMPLEMENTATION PLAN

2015-2017

UPDATED 2018-2020

January 16, 2018

Detroit Shoreway Community Development Organization

DETROIT SHOREWAY SERVICE AREA

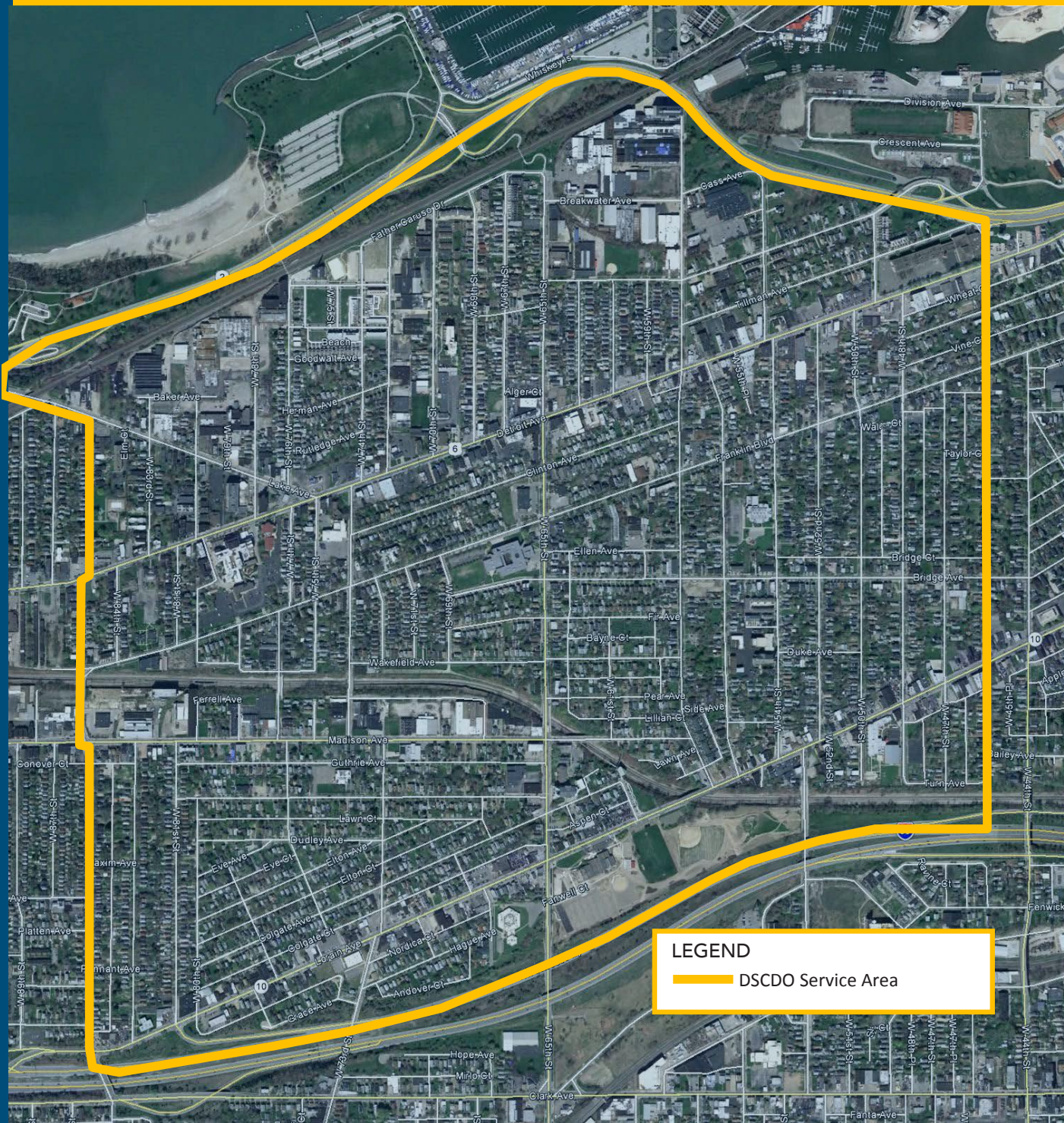


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MISSION

Through collaboration, DSCDO guides the physical, economic, cultural, and social development of the neighborhoods we serve toward an improved quality of life.

VISION

DSCDO will act as a catalyst for community building, creating a diverse, sustainable, and desirable neighborhood in which to live, work, play, dine, shop, and worship.

VALUES

We believe in the following core values as we pursue our mission:

- **Accountability:** Remaining accountable to residents, funders, and each other.
- **Affordability:** Striving to maintain a mixed-income population in our neighborhood and remain committed to providing affordable housing.
- **Arts:** Celebrating the power of the arts to build community and inspire our people.
- **Diversity:** Embracing and celebrating our community diversity.
- **Education:** Believing in the importance of education and supporting our local schools.
- **Health & Sustainability:** Incorporating ecological design to protect the environment and creating a healthy and sustainable community.
- **History:** Valuing historic preservation and our neighborhood heritage.
- **Involvement:** Seeking participation and representation, valuing a diverse array of opinions, opportunities, and solutions for neighborhood enrichment.
- **Innovation:** Fostering risk taking, creativity and innovation.
- **Local Businesses:** Promoting local business and working to support new employers in our community.
- **Professional Growth:** Promoting the professional development of our staff.
- **Safety:** Promoting safety and striving to create neighborhoods where everyone feels secure.
- **Social Justice:** Advocating for social justice and the alleviation of poverty.
- **Worship:** Valuing members of the faith-based community as important partners.
- **Youth:** Supporting young people and helping them to achieve their potential.

INTRODUCTION

As the neighborhood and organization continue to build on our momentum, we remain dedicated to our core values and mission.

Over its storied history, the Detroit Shoreway/Gordon Square neighborhood has shared many of the highs and lows seen by Cleveland as a whole. In the first half of the 20th Century, the neighborhood rode the wave of Cleveland's status as the fifth largest city in the United States, with industrial employment, arts and cultural development, streetcar connections, and high-quality housing development. Even as recently as 1970, Detroit Shoreway boasted the largest percentage of residents who walked to work in the State of Ohio, most of whom were employed at large manufacturers such as Eveready Battery and Westinghouse.

Along with Cleveland at large, the neighborhood struggled to overcome urban disinvestment and rust belt challenges in the second half of the 20th Century. In 1990, the median home sale price had dropped to just \$16,000, the poverty rate for residents stood above 40%, and most large manufacturers had closed or were on their way out. Yet even as many fled the city and neighborhood, others remained stalwart and began envisioning a new future still tied to our historic roots and values and founded the Detroit Shoreway Community Development Organization (DSCDO) in 1973.

Today, the neighborhood is reaping the benefit of the efforts of those long-term residents and driven visionaries who led the area's revitalization. In 2014, as DSCDO celebrated its 41st anniversary, the neighborhood was recognized as one of Northeast Ohio's hottest real estate markets, the Gordon Square Arts District completed its \$30M capital campaign, and major progress was made on rebuilding the West Shoreway to reconnect residents with Lake Erie at the West 73rd Street underpass.

DSCDO was formed as a way of channeling the energy of our dedicated stakeholders into focused action. The organization is proud to have played a role in this inspiring narrative by stabilizing the area with new market rate and affordable housing, driving anchor investments in the Gordon Square Arts District, advocating with government for major infrastructure funding, and organizing neighbors to unify their voices and continue building community.

DSCDO itself is experiencing growth, acting as a recognized leader in the community development field locally and even nationally, and expanding our model to provide comprehensive services in the neighboring Stockyards, Clark-Fulton, and Brooklyn Centre neighborhoods and real estate development services across a large geography.

As the neighborhood and organization continue to build on our momentum, we remain dedicated to our core values and mission. The plan contained in this document represents our aspirations for the next three years and will serve as our platform for continuing to improve the quality of life for those in the neighborhoods we serve.

Except where noted, the goals outlined in this document specifically relate to the Detroit Shoreway neighborhood service area, which is bounded by West 45th Street and West 85th Street to the east and west and by Lake Erie and Interstate 90 to the north and south.



In recent years, DSCDO has achieved a number of successes, both on its own and through collaboration with key partners.

A few of our recent successes are highlighted below to demonstrate our dedication to the neighborhoods we serve and our commitment to measuring our impact.

- Driving new investment and maintaining historic fabric by saving nearly 180 single-family homes from demolition and catalyzing their redevelopment to active occupancy in the Detroit Shoreway and Stockyards, Clark-Fulton and Brooklyn Centre Neighborhoods since 2008
- Facilitating or directly developing nearly 500 units of housing since 2010, ranging from low-income houses and apartments to single-family homes to high-end townhomes
- Growing attendance at the Capitol Theatre to 60,000+ annually and positioning the theater as a key anchor for the Gordon Square Arts District (GSAD)
- Maintaining an ongoing leadership role in our partnership with GSAD to complete the \$30M capital campaign and use the arts as a catalyst for local economic development, with over 80 new businesses created in GSAD since 2006
- Spurring, guiding, and driving community engagement on critical infrastructure and development – from the West Shoreway and Battery Park to the West 65th Street TLCI and Breakwater Bluffs
- Continuing development of the EcoVillage through \$20 million in sustainable investments, including the first LEED platinum house in Cleveland
- Leading neighborhood efforts to revitalize the campus of Zone Recreation Center, which won an American Institute of Architects award for passive greenspace design
- Supporting and promoting dynamic neighborhood events, including pARTy in the Square, Dia de los Muertos, Dyngus Day, the Lorain Avenue Antiques District Holiday Kickoff, and GardenWalk Cleveland
- Joining the Near West Recreation League and providing families from the area an opportunity to participate in activities ranging from soccer to teeball to bowling and more
- Pioneering new models in community development, including comprehensive community development services in Stockyards, Clark-Fulton and Brooklyn Centre and expanded real estate development capacity

STRATEGIC VISION PROCESS

One of DSCDO's core values is inclusivity. We seek participation and representation, valuing a diverse array of opinions, opportunities, and solutions for neighborhood enrichment. In developing this new strategic plan, we engaged Strategy Design Partners (SDP) to lead a thorough outreach process that generated input from both inside and outside of the organization.

Steering Committee

To guide the planning process, a steering committee of board members and community stakeholders led by co-chairs Joe Tegreene and Paul Ettore was assembled and met numerous times over the six-month planning process. By receiving information gathered and synthesized by SDP, seeking additional information, providing critical feedback and developing the strategies for review, edit, and ultimate approval by the Board of Trustees, the steering committee played a critical role in the development of the plan.

Internal Involvement

SDP led a joint board and staff retreat to build culture and create an atmosphere for focused thought on DSCDO's future and that of the neighborhoods it serves. SDP also held ongoing meetings with leadership and performed interviews of key staff, as well as seeking review of draft plans by all staff members. SDP will work with staff to develop an action plan that will identify the tactical methods and timelines for putting the strategic plan into practice and achieving the plan goals through programmatic and project based efforts.

External Outreach

SDP engaged over 300 stakeholders, including residents, business owners, funders, and institutional, government, and neighborhood leaders over the six-month process. Through nearly 20 individual interviews, six focus groups, a large community-wide meeting, and a community-wide survey (both in print and online), direct input on the future of the organization and the neighborhood was explored. Focus groups in particular were organized to ensure residents from across the service area were part of the process. As the process evolved, it became clear that outreach to minority and low-income stakeholders was limited. To address this, DSCDO teamed with SDP to organize a focus group with residents of DSCDO's housing developments, which are largely dedicated to providing affordable housing and are home to a diverse population.

Our belief is that through our intense efforts to involve stakeholders in the planning process, we have developed a compelling community and organizational vision, identified realistic but aspirational goals, improved the quality of our strategies, and set the stage for an ongoing dialogue with those we serve and those who support our work. We thank all those who participated for providing thought-provoking input and feedback that challenged and inspired us.

PLACEMAKING



Goal: To Leverage Planning and Infrastructure to Build upon Existing Momentum and Investment

Lead Infrastructure Investments

DSCDO will play the role of community conduit and facilitator, working to determine resident and stakeholder desires and visions for planned or potential infrastructure projects. We will then partner with elected officials, public agencies, the foundation community, and other community groups to generate financing opportunities to push vision to action. Opportunities in planning or execution include: Cleveland Metropolitan School District's capital improvement plan and associated key development sites, the Lorain Avenue Streetscape and Cycle Track (in partnership with Ohio City, Inc.), the Edgewater Parkway (former West Shoreway) reconstruction project along with the West 73rd Streetscape and connector streets, the West 65th Street Transportation for Livable Communities Initiative (TLCI) plan, Detroit Avenue streetscape extensions, creation of additional parking in an around GSAD (see Economic Development section for additional information), Edgewater Park improvements by Cleveland Metroparks, Zone Recreation Center interior and connections, and intersections with planned private development, e.g., Breakwater Bluffs.

Lead Physical Planning South of Franklin

GSAD's recent master plan has been officially adopted by the Cleveland City Planning Commission and is supported by DSCDO. But the plan is limited in physical scope and does not incorporate areas south of Franklin Boulevard. These areas are the most challenged in our service area, but are also full of opportunity to rewrite the way vacant land is reused, the way historic buildings can serve modern needs, and how to turn disinvestment on its head. The distress present in this geography provides opportunity for experimentation that will address community desires. A well-developed plan will be integrated with the GSAD master plan to the north, take elements of previous plans (e.g., EcoVillage), and ultimately position the southern service area for redevelopment tied directly to resident inclusion and empowerment.

Clarify Partnership on GSAD Master Plan

Many of the concepts within GSAD's recently adopted master plan will demand effort by DSCDO to achieve them. DSCDO is excited about many of the ideas within the plan, and must clarify roles, responsibilities, and resources with GSAD to help bring the plan to fruition. In this vein, DSCDO, with involvement and ultimate approval of its board, will undertake the crafting of a thorough, definitive memorandum of understanding with GSAD to achieve necessary clarity and energize all parties to see the visionary plan to completion.

Explore Viability of Acquisition Fund

As the intensity of market activity in the northern portion of the service area increases, key properties have the chance of both lying fallow as speculators sit on them and/or falling into the possession of developers who may not be enthusiastic about working within the parameters of a community vision. To avoid these situations, DSCDO will actively explore the interest of key partners in cultivating a development acquisition fund to support site control – through outright purchase or the use of options – on essential buildings and land.

Envision and Coordinate with Key Partners

Our neighborhood benefits from the presence of strong public partners and its location amidst a number of healthy neighboring areas with proactive CDCs. DSCDO realizes that our efforts affect the quality of life in those areas, and vice versa, and that a larger vision can benefit everyone. Thus, as DSCDO moves ahead with its own planning efforts, it will engage in ongoing conversations and partnerships with neighboring CDCs (e.g. Ohio City Inc., Cudell Improvement Inc., Tremont West, etc.) and public sector entities (City of Cleveland, Cleveland Metroparks, RTA, NOACA, etc.) many of which are actively pursuing their own planning efforts that will influence the quality of life in neighboring areas.

Goal: To Build Upon the Neighborhood's Reputation as the Hottest Housing Market in Northeast Ohio while Continuing to Offer Quality Housing Options for All Income Levels

Eliminate Blight and Spur Development in Southwest Quadrant between Madison and Lorain Avenues

Thanks to DSCDO's efforts to develop catalytic housing projects, the Detroit Shoreway neighborhood has seen an incredible surge in private investment. From Bridge Avenue north to Edgewater Park, even distressed properties are highly sought after by the private market for redevelopment. It is not uncommon for our staff to attend sheriff's auctions and be significantly outbid for problem properties in this part of our service area. The areas in the southern and far western portions of Detroit Shoreway are less sought after in the market. However, the demand for product in general is so strong that these areas could leverage their location adjacent to stronger markets and key assets (e.g., RTA rapid, Zone Recreation, Cleveland Public Library) to provide single-family homes, especially for those of middle and moderate incomes. These would include renovations of existing homes as well as strategic use of vacant lots for infill housing. DSCDO will approach funders and private partners to explore creating financing to fund this housing. Additionally, as Cuyahoga County Council recently passed a \$50M bond initiative to demolish distressed properties, DSCDO will be aggressive in approaching and partnering with the County Land Bank to align use of funds with the community vision and convey which properties must come down and those that might be salvaged and repositioned.

Partner with Key Institutions to Revitalize the West 80s

The area from Lake Avenue and Detroit Avenue to West 85th Street benefits from the presence of a number of strong institutional partners – St. Augustine Manor, La Sagrada Familia parish, the Cleveland Public Library, and 78th Street Studios – as well as development partners such as Cleveland Housing Network (CHN), EDEN Inc., and private sector developers. However, stakeholders have also voiced concern over safety and crime challenges as well as problem landlords and general disinvestment. DSCDO will continue to organize residents with leaders from the institutional partners to develop a vision and approach to leverage and expand assets and address key safety and property issues.

Ramp Up Code Enforcement

As investment increases, those buildings that drag down values become even more apparent and addressing them must be a high priority. DSCDO has limited staff available to attend to a large geography, and will strategically team with engaged residents to tap their volunteer energy and identify and inventory properties that demand our attention. We will also continue our successful partnership with the City of Cleveland Department of Building and Housing, taking a systematic approach to the neighborhood, including use of Concentrated Inspection Areas.

Maintain Affordability

DSCDO's service area has been named by some as the hottest housing market in Northeast Ohio. New construction price points consistently reach from \$200,000 to \$350,000, driving critical investment into our neighborhood. But amidst this, DSCDO remains committed to maintaining the character of the neighborhood as a mixed income, diverse community, ensuring that those of limited means are not marginalized or excluded. This concept of inclusion embraces many – from millennials with limited incomes to seniors on fixed incomes wishing to remain in the neighborhood, and everyone in between. DSCDO and its partners have built over 1,000 affordable housing units in the neighborhood. DSCDO will continue its efforts to facilitate housing development across all price points and act as a lead developer on select affordable housing projects, leveraging its expertise in tax credits when appropriate. As the housing market continues to evolve, DSCDO will explore which parts of the neighborhood present opportunities to incorporate low- and moderate-income housing and plan accordingly.

PLACEMAKING



Explore Adaptive Reuse or Site Repositioning of Industrial Buildings

The neighborhood's fading heritage as an industrial powerhouse has left the area with a number of vacant or little used industrial buildings that have limited benefit to modern manufacturing. These sites are in need of adaptive reuse – either through repurposing the buildings as housing (e.g., Shoreway Lofts and Templin Bradley) or taking them down after finding a new end user for the land once cleared (e.g., Battery Park). A number of such opportunities exist north of Detroit and Lake Avenues and intermittently along Madison, especially with use of tax credits – combining historic, low income housing, and new markets. The market has been proven for this approach, and DSCDO will act as facilitator, matchmaker, and possibly developer to push these properties back to the highest and best use for the neighborhood. For those manufacturers that remain and continue to provide needed jobs in the neighborhood, DSCDO will seek to understand their needs and provide beneficial referrals (e.g., to WIRE-Net).

Goal: To Further Define and Better Promote the Unique Identity of the Neighborhood and its Sub-Districts

Explore Vintage District Concept on Lorain

The Lorain Avenue Antiques District has a long history and brand recognition locally and throughout Northeast Ohio. But in outreach for this plan and in other efforts, a theme that the district has fallen on difficult times was oft repeated. One concept for reinvigorating the district was to explore broadening the concept to embrace not just antiques, but also vintage items, clothing, furniture, upcycling, and collaborations such as the Cleveland Flea, which has recently made its way to numerous neighborhoods. This has the potential of building on the existing reputation of Lorain Antiques and rebuilding the critical mass along Lorain Avenue, which has suffered in recent times. Upcycling and vintage concepts may be more inclusive of the tastes and income of younger generations such as millennials that are less inclined to identify with a purely antiques driven model, and will thus broaden market appeal.

Build on the EcoVillage Brand

Since 1998, the EcoVillage has been a national model for sustainable urban redevelopment, driving over \$20M in investment into the southeastern quadrant of DSCDO's service area. DSCDO is currently one of two local CDCs co-hosting a Rose Architectural Fellow with funding from Enterprise Community Partners; DSCDO will continue to use this dedicated position to strengthen and expand the EcoVillage brand, integrate green principles into housing projects, and execute strategic initiatives (for example, around climate change and stormwater management). Stakeholders from focus groups made comments suggesting the potential of these efforts. With regard to infrastructure, DSCDO will advocate for key investments that leverage the RTA Rapid station and create additional multi-modal transportation links, such as the West 65th Street TLCI/trail connections and Lorain Avenue improvements including a dedicated cycle track. DSCDO will also continue to engage residents to help guide concepts for new sustainable focused development within the district.

(Re)Define our Districts

DSCDO's primary service area features a number of well-defined sub-neighborhoods and districts, including Battery Park, Edgewater Hill, EcoVillage, the Franklin-West Clinton Historic District, the Gordon Square Arts District, and the Lorain Avenue Antiques District. Opportunities exist to create and redefine identities in areas that to-date have not seen clear brands emerge, and DSCDO will facilitate this process as aligned with stakeholder input. Some public input from residents in the southwest quadrant of the neighborhood voiced strong appreciation for the RTA Rapid station and EcoVillage concept, suggesting an opportunity to discuss extending the brand westward. In the same vein, the Edgewater Hill or Battery Park identities might be pushed westward north of Lake beyond West 76th Street as development continues on fallow land there. Regardless of the ultimate decisions on sub-districts brands, no part of the service area should feel neglected in creating an identity, as some stakeholders mentioned in outreach. Finally, DSCDO will collaborate with Destination Cleveland as it undertakes its citywide wayfinding initiative to integrate and market the area's sub-districts.

Celebrate Our History

Detroit Shoreway boasts history – in people, events, buildings, and fabric – that many neighborhoods lack. With two City of Cleveland Landmark Districts, two National Historic Districts, and a number of landmark buildings, Detroit Shoreway has an historic legacy to tell. Outreach for this strategic plan indicated that historic character is a major brand boost and point of pride for the neighborhood. But there is more to be done, and DSCDO will team with residents to determine which historical aspects are most noteworthy, and promote them even more vigorously. This may take the shape of promoting the landmark status of additional buildings, the addition of more historic markers, integrating history into neighborhood events, and telling the story virtually through the organization's website and social media outlets.

Goal: To Use Marketing & Communications to Reach and Motivate Key Audiences to Experience the Neighborhood

In 2012, DSCDO created the position of Marketing Specialist, its first employee solely focused on promoting the neighborhood – through events, social media, e-communications, print materials, earned media, and more.

Target and Reach Unique Audiences

Currently, efforts to market the neighborhood's destination aspects (GSAD, Lorain Antiques, 78th Street Studios, etc.) are mixed in with more grassroots informational aspects (block clubs, public meetings, safety, infrastructure). DSCDO must explore ways to more efficiently and effectively reach these two separate audiences – realizing that the grassroots audience will likely be interested in destination items, but not vice versa. This effort should be undertaken in conjunction with GSAD as it continues its evolution to ensure best use of scarce resources and non-duplication of efforts.

Align Events Strategy and Staffing

DSCDO currently spreads responsibility for events across multiple employees, including the marketing specialist and development coordinator. Again, this work often overlaps with events that are part of GSAD's mission. DSCDO should consider consolidation of events into a single staff person to maximize efficiencies and explore how to partner or collaborate on a more formal basis with GSAD on events.

Solving the Name Game, Part One – The Neighborhood

The name Detroit Shoreway evolved in the 1970s from a City of Cleveland study of industrial employment north of Detroit Avenue. Founders of the neighborhood's community development corporation eventually adopted the Detroit Shoreway name for the organization, and as DSCDO's service boundary grew, so did use of the name to describe the larger neighborhood. Some have questioned the continued viability of Detroit Shoreway as the neighborhood name. The Gordon Square name has gained prominence, parts of the neighborhood feel disassociated with the Detroit Shoreway name, and the West Shoreway will be renamed as Edgewater

Parkway. In addition, marketing efforts for the neighborhood are complicated by the competing names of Detroit Shoreway and Gordon Square. As one interviewee well-versed in marketing stated, "If you have two brands, you have no brand. It is impossible to market two brands." Out of the organization's last strategic plan, DSCDO formed a committee to explore whether or not to change the name of the neighborhood and the organization. The committee recommended that DSCDO stop promoting the Detroit Shoreway name/brand. DSCDO also recognizes that there are many different districts within the neighborhood. DSCDO's priority moving forward will be to adopt a new organizational name (see next section). At some point in the future, the organization will need to determine what overarching name for the neighborhood is best.

Solving the Name Game, Part Two – The Organization

Outreach confirmed that the organization is outgrowing its current name of Detroit Shoreway C.D.O. The consensus from interviews and community outreach was that as DSCDO grows to serve SCFBC and provide real estate expertise across the county and potentially beyond, the Detroit Shoreway name no longer makes sense for the organization, and might even suggest a "hostile takeover" attitude to some. In addition, the flux in the community development industry, along with changes in funding to CDCs, and the ever-changing landscape of Cleveland City Council suggest that DSCDO might explore greater collaboration with neighboring CDCs in the future. Therefore, DSCDO will pursue a new organizational name for approval by its membership at its 2016 annual meeting. This name will not be associated with or use the Gordon Square brand, as that would present many of the same issues.



Enhance, Manage, and Build New Relationships

External scan interviews revealed strong praise for the organization, but also a theme that it does not receive its fair share of press and that it does an average job of cultivating ongoing relationships with funders. High-level staff at DSCDO will focus on these dual issues, dedicating time to keeping key partners and funders informed of achievements while also actively partnering with marketing staff to position stories in the media. DSCDO will also investigate how to leverage relationships of those who live in the community, many of whom have connections to these key audiences and could provide introductions, open doors, and advocate for the organization.

PLACEMAKING

Goal: To Spur Targeted Economic Development in Key Areas

Partner to Address Parking in Gordon Square

Parking studies – including, most recently, GSAD’s master plan – indicate that current parking supply is not sufficient to meet demand. Conditions will further evolve as the Near West Theatre opens, and DSCDO’s internal experience with the Capitol Theatre suggests that additional parking and creative parking solutions will be critical to the long-term health of the movie theater, as well for future economic growth within GSAD. With this in mind, DSCDO will lead a Parking Task Force comprised of DSCDO, CPT, NWT, GSAD and Detroit Avenue merchants. The Task Force will enact short-term solutions, such as private parking agreements and valet and possible shuttle service to more remote lots, and will continue to advocate for long-term solutions, such as a new parking lot or possibly a structured parking development.

Partner with GSAD on Retail and Arts Recruitment

The Gordon Square Arts District concept has had major success in leveraging funding from its capital campaign to spur over 80 new businesses in the district. Despite this success, feedback from the planning process suggests that many feel the district needs to push more aggressively toward delivering on the arts concept and recruiting more complementary businesses. DSCDO will partner with GSAD to catalyze and recruit new retail and arts organizations that fit within the concept of the arts district and help burnish the destination. DSCDO will also position the neighborhood to those in search of studio, maker, and creative spaces, building upon the success of places such as 78th Street Studios and Cleveland Cyclewerks.

Position Lorain for Investment

While the Lorain Antiques District remains a viable retail focus for Lorain, many commented that it has lost critical mass and that Lorain needs major attention to deal with disinvestment. DSCDO will begin with aggressive code enforcement efforts along Lorain to address problem buildings – forcing neglectful owners to reinvest or facilitating shifts in ownership to those dedicated to cultivating the area. DSCDO will also explore broadening the Antiques brand to a larger Vintage District concept. DSCDO will engage nearby residents to identify desired local retail and work to recruit businesses that fit those needs. Finally, DSCDO will work with partners to drive new infrastructure investment dollars and energy into the area, including exploring the ability to incorporate the planned Lorain Avenue streetscape and cycle track.

Renew and Strengthen the Special Improvement District

DSCDO led the creation of and now manages the Gordon Square Special Improvement District (SID). The SID has provided key funding to keep the area along Detroit from West 73rd to West 58th clean and safe, while also affording dollars for marketing and events. The SID must be renewed in 2015, and DSCDO will lead the effort to demonstrate the value it has provided and the rationale for continuing its operation. While doing so, DSCDO will also solicit feedback from building owners and stakeholders on how to better utilize SID funds. Finally, as the GSAD streetscape is expanded along Detroit, DSCDO will explore the potential to expand the SID contemporaneously along the same route.

Maximize Value of the Capitol Theatre as a Neighborhood Anchor

The Capitol Theatre is a key asset for the neighborhood and has fulfilled its promise as a driver for the Gordon Square Arts District, now attracting over 60,000 movie patrons a year. As owner of the theater, DSCDO dedicates significant staff time to the Capitol’s stewardship, including strategic focus from management and tactical efforts from marketing staff. Faced with ever-changing conditions in the movie theater market – such as upgrades to local cinemas elsewhere in Greater Cleveland and increased consumer demand for at-home, on-demand movie viewing – DSCDO must be vigilant. DSCDO will work with the Capitol’s operator, Cleveland Cinemas, to continue to market the theater, build its audience, and offer unique and exciting programming. DSCDO will also explore alternative revenue models and parking solutions, as Gordon Square’s parking needs will have a direct impact on the Capitol Theatre.

ECONOMIC OPPORTUNITY



ECONOMIC OPPORTUNITY



Goal: To Advocate For and Link Families to High-Quality Education Opportunities

Influence the Cleveland Metropolitan School District (CMSD) Facilities Plan

With passage of its \$200M bond issue, CMSD will build, rebuild, or refurbish between 40 and 50 neighborhood campuses throughout Cleveland. As CMSD evaluates where to invest its capital dollars, DSCDO's service area will be an epicenter of activity. With the imminent opening of the new Max Hayes High School at West 65th and Clark, the existing campus at West 45th and Detroit will be in transition, creating a prime development site. CMSD also indicates it will close Watterson Lake Elementary, completely rebuild H. Barbara Booker or Waverly, and provide badly-needed improvements at Gallagher. Working with council representatives and the City administration, and CMSD, DSCDO will facilitate community input for these sites, ensuring that a grassroots vision guides not only their physical spaces, but also their curriculums and approaches to education. It is of utmost importance that Detroit Shoreway and Gordon Square enjoy maximum benefit from this once-in-a-generation opportunity, creating world-class schools for our children and repositioning key urban redevelopment sites.

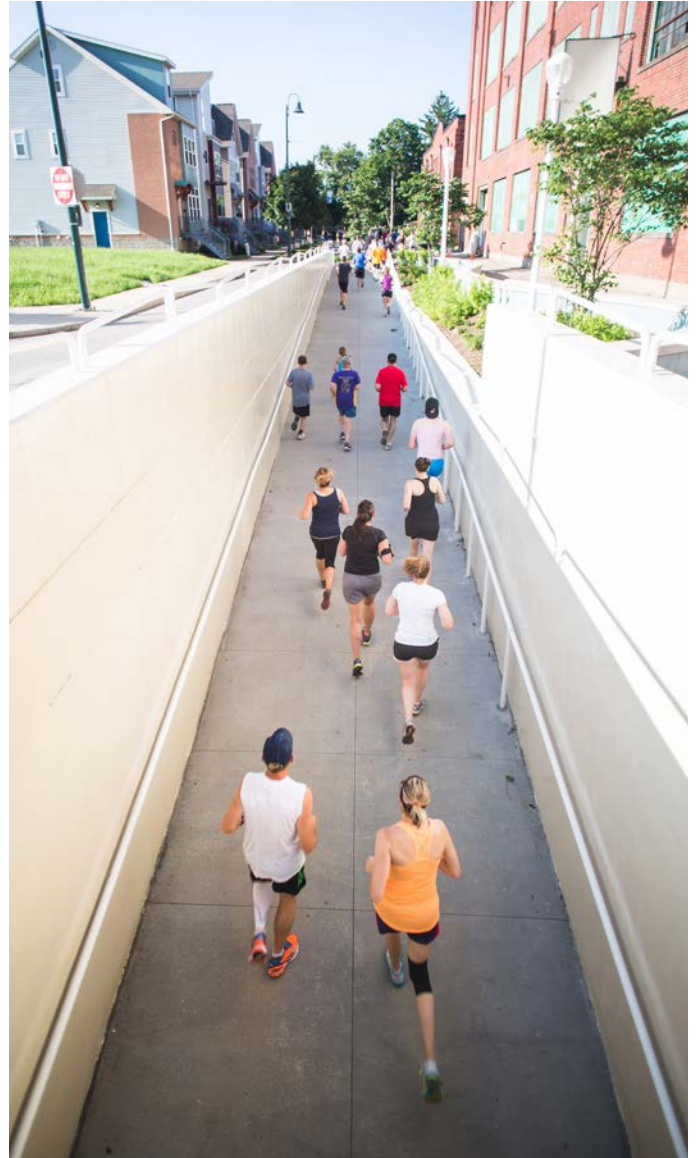
Promote Education Connections

As noted elsewhere in this plan, Detroit Shoreway and Gordon Square are now seen as a primary option for those with young children looking to remain in the city, and specifically on Cleveland's near west side. Streets such as West Clinton, Franklin, and West 58th have seen significant growth of families with children in recent years. One major concern for families deciding whether to invest in the city or flee to the suburbs is their children's education. DSCDO understands the broad array of school choice options available to neighborhood families, and will facilitate outreach, informing families of the quality options that exist. From dynamic charter schools (e.g. NearWest Intergenerational) to CMSD magnets (e.g. Campus International) to high quality private schools (e.g. Our Lady of Mount Carmel, Urban Community School, and Metro Catholic), to newly-invested-in neighborhood schools and highly-rated early childhood education programs, families will be able to find schools that serve every family's unique situation. DSCDO will also build connections with resident-led groups such as Near West Family Network and Friends of Gallagher School.

Advocate for The Arts

The GSAD master plan calls for leveraging the power and talent of local arts institutions to provide children more access to the arts and ultimately integrate arts curricula into local schools. DSCDO supports robust connections between the artists of GSAD and our neighborhood schools, and will team with GSAD stakeholders to facilitate conversations and planning on how to achieve arts integration into local schools.

ECONOMIC OPPORTUNITY



Goal: To Connect Residents to Meaningful Avenues of Economic Empowerment

Provide and Connect Residents to Services

DSCDO has a commitment not only to income diversity but also to empowering those of limited means. We do this by facilitating affordable housing, but also by building robust partnerships and connecting residents to key services. DSCDO will continue to operate its in-office computer lab for those neighborhood residents who lack access to technology. We will also host tax preparation sites with the Enterprise-led Earned Income Tax Credit Coalition, which helps over 1,000 annually complete their tax returns, returning over \$1 million in tax returns to the local economy. DSCDO will deepen our partnerships with the May Dugan Center, The Centers / El Barrio, St. Augustine Manor, and Neighborhood Family Practice, local non-profits that offer access to health care and a wide array of economic empowerment programs, including workforce development and job placement.

COMMUNITY ENGAGEMENT



Goal: To Act as a Key Partner and Facilitator of Efforts to Increase Safety

As with almost any urban neighborhood, safety continues to be a top concern for our residents and stakeholders. While Detroit Shoreway's crime statistics have decreased overall in recent times, safety was understandably an issue consistently raised during the planning process. DSCDO will continue to play a support role to the lead role of police and prosecutors, gathering information through grassroots outreach and driving concerns up to these parties, and continue proven-track-record programs such as court watches for key offenders, graffiti abatement and safety camera installation and monitoring. But we will also explore and employ new and innovative methods, outlined in the following tactics.

Empower Proactive Residents

Before actions such as nuisance abatement or police intervention can happen, it all starts with residents taking action – like grassroots safety initiatives, observing patterns and reporting crimes, even small ones. DSCDO will proactively encourage residents to report all crimes and inform the organization of problem properties, businesses, and areas so we can aggressively work with the authorities to address them. DSCDO will also team with residents to increase positive street energy by growing our neighborhood ambassador program, exploring dog walking groups/patrols, and other methods to create a critical mass of good neighbors on the streets.

Leverage Nuisance Abatement and Target Problem Properties

DSCDO has used nuisance abatement to intercede in properties with owners who harbor and even promote criminal activity. We will expand this program where justified and promote it as a possible solution when safety issues are in play. Additionally, DSCDO will intervene with problem property owners to encourage transfer to beneficial, responsible ownership.

Infuse Lighting

To promote safe and active walking at night, DSCDO will engage residents to inventory and assess street lighting throughout the neighborhood and advocate for improvements. DSCDO will also explore ways to help residents and property owners upgrade lighting on their buildings, possibly through a matching grant.

Strengthen Relationships with Law Enforcement

Many residents are unaware of the tools they can employ to address safety issues and the advocacy role DSCDO plays with law enforcement. Others are challenged to effectively engage with law enforcement or to protect personal property. DSCDO will take a more proactive approach to empower residents with information, and then work with them to report all criminal activities and connect to the police. DSCDO will strive to build positive connections between residents and CPD.



Goal: To Energize the Residents of Detroit Shoreway to Action through Outreach and Inclusion

Reach All Stakeholders

Our neighborhood is a historically diverse community and DSCDO holds diversity as a core principle. But we are challenged in reaching and involving all members of our community – a fact demonstrated by the effort that helped develop this strategic plan. Our community survey and community meetings did not sufficiently reflect the diversity of Detroit Shoreway, with minorities and those of more limited economic means underrepresented. In response, we worked through alternate methods to generate input from those underrepresented and marginalized stakeholders. DSCDO will continue to pursue avenues to reach these audiences through churches, neighborhood groups, establishing new block clubs, and integrating bilingual efforts into our work.

Energize Block Clubs

While the history of block clubs in many communities has been focused on reactive approach – to crime, disinvestment, or other problems – additional models are emerging, centered around proactive projects and engagement on community vision. These new models energize residents around ideas that are important for them rather than wait for negative events to demand attention. A number of block clubs in DSCDO's service area are beginning to take this approach through projects, events, and social focus. DSCDO will support block in these efforts by promoting resources such as the Neighborhood Connections grant program, and encourage all block clubs to apply annually for a significant amount (with \$5,000 as the program max) to fund proactive projects – from community gardens to block parties to creative efforts to beautify streets.

COMMUNITY ENGAGEMENT

Recruit and Welcome New Neighbors

Committed neighbors are the best ambassadors. DSCDO will encourage engaged residents to work their network of friends and associates to promote the neighborhood as a place to live and inform that network of available homes. This recruitment process will spread the word and create momentum to add new and dedicated stakeholders to our neighborhood in a diverse fashion, including all generations from millennials to seniors and from a wide spectrum of socio-economic statuses. DSCDO will also strive to ensure that those who adopt this neighborhood as their home are welcomed when they arrive, using our existing welcome packets as a tool, and teaming with landlords, homeowners, and real estate firms to identify newcomers.

Focus on Families

With demonstrated and expected population growth in the neighboring communities of Downtown, Ohio City, and Tremont driven significantly by single or childless young professionals, Detroit Shoreway has emerged as a destination for young families that value the unique mix of benefits it has to offer. Those include family-friendly housing, access to Lake Erie and Edgewater Park, proven school options, and a longstanding culture of community involvement. To keep this momentum going, the neighborhood should focus on addressing the needs of young families.

Play Areas. During outreach, the creation or refurbishment of smaller neighborhood play spaces suitable for younger children was a key theme (as opposed to larger magnet spaces such as Zone Rec or Edgewater Park). Options mentioned included the vacant lot at W. 65th and Franklin, the lot adjacent to Rite Aid, or lots adjacent to CMSD schools as part of their capital planning.

Affordable Family Housing. Outreach found that many felt options for reasonably priced family housing in the area were dwindling. DSCDO will focus on facilitating or directly developing a supply of family-friendly housing in the neighborhood, possibly in emerging areas south of GSAD where lower–middle to upper-middle incomes could be accommodated through rehabilitation of existing housing.

Schools. As detailed above, connecting families to and providing information on quality school options was seen an area where DSCDO could provide clear value to families.

Activities. Activities for children were seen as a must, and DSCDO could partner with other key stakeholders such as Near West Theatre, Cleveland Public Theatre, Esperanza, the Gordon Square Farmers' Market and local parishes to develop or more broadly promote existing programs. Finally, DSCDO will continue to fund and promote the well received Near West Recreation League with its partner CDCs, Ohio City, Inc. and Tremont West.

Near West Family Network. This grassroots group of parents spread across Cleveland's near west neighborhoods – from West 117th to the Cuyahoga River – offers activities, events, and information for those with children looking to commit to Cleveland. DSCDO will inform and promote the Network as a key resource to families in Detroit Shoreway.

Focus on Seniors

As a bookend to the concept of family-friendliness, many of Detroit Shoreway's residents are aging and interested in remaining part of the community. Empty nesters are also increasingly captivated by the concept of urban living after their children have all left home. Thus, DSCDO should promote options for senior friendly residences. These could include existing senior facilities within the neighborhood – including Colman Court, Gordon Square Apartments, Lake Avenue Commons, St. Augustine, and Villa Merced – while also working with the private sector to develop new and rehabilitate existing historic structures to cater to active adult and senior populations who want to retrofit to age in place or move into new homes already suited for their lifestyle. DSCDO will also connect seniors to services such as the Hispanic Senior Center and City of Cleveland Office of Aging.

GOVERNANCE



GOVERNANCE

Goal: To Better Align the Board and Corporate Model with Our Mission and Values, Services and Programs, and Service Geography, and to Investigate Benefits of Adopting Industry Standards for Governance.

Along with a select few within the local CDC industry, DSCDO has been proactive in self-evaluating its governance model and foundational documents. In 2013, the organization undertook a review of its mission and articles of incorporation as it reflected on the expanding geography where it provided either comprehensive community development services or real estate expertise. DSCDO's membership and board approved updates to its articles and mission statement out of that process that reflected the organization's evolution. Continuing this proactive approach to governance is critical, and the strategies below were identified as next steps in governance.

Perform Due Diligence / Best Practices Evaluation

Developed in 2014 in partnership with members of its CDC Services Advisory Committee, Cleveland Neighborhood Progress researched and developed well-reasoned best practices for board governance of CDCs. Although some of these may not fit with DSCDO's unique position, the organization should undertake a thorough review of the standards and evaluate which of the best practices apply and make sense for DSCDO moving forward.

Ensure that the Composition of the Board Reflects the Diversity of the Neighborhood

The neighborhood is one of the most diverse communities in Cleveland and DSCDO strives to provide representation on its board so that its members reflect the people who live here. Our certification under State Community Housing Development Organization (CHDO) regulations also requires that 1/3 of the board be composed of low-moderate income individuals or representatives from organizations that serve low-moderate income families. However, it has been challenging to get renters involved in the organization. To achieve a more diverse and representative board, DSCDO will include members from all demographic groups and income levels, while also seeking board representatives from all geographic sections of the community.

Integrate SCFBC Representatives

Over the past four years, DSCDO has provided comprehensive community development services to our neighboring communities to the south of Stockyards, Clark Fulton, and Brooklyn Centre (SCFBC). By all accounts a major win-win for all involved, the arrangement offers high caliber service to areas lacking a CDC and creates efficiencies appreciated by funders. A clear theme of our outreach (including the board retreat) and the concurrent strategic plan developed by the SCFBC office was that the model for involving residents and stakeholders in DSCDO decision-making must be more inclusive. Currently, an advisory board of SCFBC residents provides input, but many find this insufficient given DSCDO's level of involvement in setting the future community agenda. DSCDO will form a special board committee that includes residents from SCFBC to explore how to best integrate representation, whether it is membership, board slots, or some other avenue. The goal will be to bring a plan for adoption to membership at the 2016 annual meeting.

Investigate Benefits of Additional Corporate Models

As DSCDO continues to evolve – offering CDC services and real estate development advice and investment to other neighborhoods – there is a question of how to organize different programs, allocate assets, and limit risk naturally emerges. DSCDO will engage its board and any necessary professionals to evaluate whether (e.g., LLCs, 501c3s, etc.) provides benefits to the overall organization and its mission.

STAFFING



STAFFING

Goal: To Build upon Real Estate & Development Capacity to Support Core Mission and Values

Position for Additional Opportunities

As a result of the national mortgage meltdown and foreclosure crisis from 2008 – 2013, Cleveland CDCs lost much of their internal real estate capacity as the market dried up and a number of developments, existing or planned, went under. DSCDO was one of a select few to emerge from this turmoil with its real estate development capacity intact, and even stronger for weathering the storm. DSCDO's business model for redeveloping vacant and abandoned housing has been recognized as leading edge by funders both in Cleveland and nationally. Nearly two hundred houses have been saved from demolition and DSCDO's vacant and abandoned housing program has generated over \$500,000 in revenue for the organization. DSCDO has utilized its multi-family development expertise and knowledge of nuisance abatement to redevelop vacant buildings including the Templin Bradley Lofts and the Sylvia Apartment Building. Traditionally, this capacity was put to work almost exclusively in the DSCDO service area, but recently, the organization has been approached to provide direct development or consulting services in other areas, including Cleveland neighborhoods and inner ring suburbs. In 2014, DSCDO members voted to amend the organization's Articles of Incorporation to allow DSCDO to engage in development activity in a larger geographic area. In addition to real estate development, DSCDO provides comprehensive community development services to the Stockyards, Clark-Fulton and Brooklyn Centre neighborhoods through a satellite office. DSCDO will continue to actively seek out opportunities to redevelop properties within its service area, but also remain open to partnering with other CDCs, municipalities, and private sector developers to offer its expertise, CHDO status, and tax credit background in projects that align with its core mission, especially the provision of low income and moderate housing. Real estate development fees are an important source of income for the organization, allowing DSCDO to maintain its level of service and staffing in a changing funding environment.

Goal: To Realign and Empower Key Staff to Support Strategic and Fundraising Efforts

Evaluate Organizational Chart to Meet Strategic Needs

DSCDO's Executive Director and the Managing Director of the Detroit Shoreway office spend the vast majority of their time on project management duties rather than strategic matters and relationship building. As a result, their ability to position the organization in front of new and potential foundations, funders, and partners is limited which limits DSCDO's ability to grow its funding base. To address this, DSCDO will evaluate its current organizational model and job descriptions to help maximize each staff member's role and value. This may include adding staff or reworking existing staff duties. Potential new staff may include a managing director position in the SCFBC office, a project manager position in the Detroit Shoreway office, and a dedicated fund development staff position.

STRATEGIC VISION STEERING COMMITTEE

Joe Tegreene
Paul Ettorre
John Corlett
Gloria Ferris
Howard Grandon
Pastor Omar Medina
Yahaira Morales
Eugene Pallas
Deborah Pawlus
Katherine Readey
Steve Siemborski
Chris Warren
Alesha Washington
Andrew Watterson
Jeff Ramsey, DSCDO Executive Director
Jenny Spencer, DSCDO Managing Director

STRATEGIC VISION CONSULTANTS

Strategy Design Partners

BOARD OF DIRECTORS

Joe Tegreene (Chairman)
Donna Gonyon (Vice Chairwoman)
Paul Ettorre (Treasurer)
Conor Coakley (Secretary)
Dan Bush
Millie Caraballo
Joe Craciun
Mark DiDonato
Mike Dolezal
Lee Fields
Peter Harwood
BJ Johnson
Eileen Kelly
Ken Knabe
Heather Lazar
Dan McCormick
Mike O'Connor
Dan Petricig
Angela Raffa-Keeling
Father Richard Rasch
Gia Hoa Ryan
Maryellen Staab
Chris Warren

DSCDO STRATEGIC PLAN 2018-2020 UPDATE & ADDENDUM

UPDATE TO 2015-2017 PLAN

Revised and adopted by the DSCDO Board
January 16, 2018

PLACEMAKING			
GOAL: Leverage Planning & Infrastructure to Build upon Existing Momentum and Investment			
TACTIC	STAFF LEAD, STAFF ASSIST	BOARD COMMITTEE	METRIC: GOAL
STRATEGY: Lead Infrastructure Investments			
Take the lead on convening residents and merchants around major public infrastructure investments, including West 73rd Streetscape and underpass and the construction of the Edgewater Parkway.	Jenny Spencer, Adam Davenport	Community Organizing (resident engagement)	Pro-actively meet with key partners (Ohio Dept. of Transportation, City of Cleveland) and convene at least one community meeting annually throughout duration of projects.
Under leadership of Councilman Matt Zone, complete \$2 million Detroit Avenue Streetscape extension.	Adam Davenport, Jenny Spencer	Community Organizing	Secure funding (2016), design Streetscape and construction underway
Partner with Ohio City Incorporated on Lorain Avenue Streetscape and seek funding opportunities to extend Streetscape westward through the Detroit Shoreway service area.	Adam Davenport, Jenny Spencer	Community Organizing	Complete one funding application annually to extend streetscape.
From the existing Transportation for Livable Communities Initiative (TLCI) study, identify and pursue funding sources for the reconstruction and addition of enhancements to West 65th Street.	Adam Davenport, Jenny Spencer	Community Organizing	Apply for a new funding source 1x annually.
Secure funding for the Herman Park-Lakefront Extension to transform an abandoned Norfolk Southern rail spur into a bike path linking Edgewater Park and Herman Park	Adam Davenport, Jenny Spencer	Community Organizing	Submit 1 funding application annually to ODNR and complete 1 other funding application annually.
GOAL: To Build Upon the Neighborhood's Reputation as the Hottest Housing Market in Northeast Ohio while Continuing to Offer Quality Housing Options for All Income Levels			
TACTIC	STAFF LEAD, STAFF ASSIST	BOARD COMMITTEE	METRIC: GOAL
STRATEGY: Eliminate Blight and Spur Development in Southwest Quadrant between Madison and Lorain Avenues			
Conduct ongoing Concentrated Inspection Area (CIA) and routine complaint inspections in order to control and eliminate blight.	Kathy Sargent	Housing Committee	Complete 5 CIAs in Southwest Quadrant by 2018; 1,500 total parcels inspected
Support 4 community groups with annual clean ups and conduct 1 illegal dumping sweep annually	Kathy Sargent Ashley Wilson	Housing Committee	4 clean ups, 1 sweep annually

Implement " Create a Sense of Place " elements of "Growing A Vision: Southwest Detroit Shoreway Neighborhood Plan"	Adam Davenport, Ashley Wilson, Jenny Spencer	Community Organizing	Create a Sense of Place: Define a central gathering place; green up alleys; plant orchard; public arts & murals; create unique events; hold events that build social cohesion
Implement " Make Safe Spaces for Kids " elements of "Growing A Vision: Southwest Detroit Shoreway Neighborhood Plan"	Adam Davenport, Jenny Spencer	Community Organizing	Make Safe Spaces for Kids: Renovate Madison Park; create additional pocket parks; create connector paths on long blocks; calm traffic on Lorain Avenue and side streets
Implement " Safety and Maintenance Concerns " elements of "Growing A Vision: Southwest Detroit Shoreway Neighborhood Plan"	Jeremy Taylor, Kathy Sargent, Jenny Spencer	Safety, Housing	Address Safety & Maintenance Concerns: Board up/demolish derelict houses; add/maintain street & alley lighting; add security cameras at crime 'hotspots'; hold safety walks along Lorain; prevent illegal dumping; lighting under 65th underpass; reinstate Madison Ave bus line
Target priority buildings in Southwest Detroit Shoreway for redevelopment	Marcia Nolan, Adam Rosen	Housing, Economic Development	Research ownership of key buildings e.g. Turner's Building at Lawn & Guthrie
Periodically update the community on Southwest Plan status	Jenny Spencer, all staff	Community Organizing	Convene 1 community meeting/annually to share updates and progress
STRATEGY: Partner with Key Institutions to Revitalize the West 80s			
Hold quarterly West 80s stakeholders meetings with major institutional partners; address "quality of life" issues as they arise	Jeremy Taylor	Safety Advisory Committee	Resolve at least 1 quality of life issue annually through advocacy with GCRTA, City of Cleveland, CPD or other entity
Research opportunities for Multi-Family development	Anya Kulcsar Brittany Senger Adam Stalder	Housing and Asset Management	
STRATEGY: Ramp Up Code Enforcement			
Continue Concentrated Inspection Area program in partnership with City of Cleveland Department of Building & Housing	Kathy Sargent	Housing Committee	Complete 4 CIAs per year with an average of 300 inspections per CIA. Achieve 33% voluntary compliance.
Code enforcement on Detroit and Lorain Avenues	Kathy Sargent Adam Rosen	Housing Committee	Targeted code enforcement on major commercial corridors 2x/year. 30 properties inspected annually.

Respond to priority complaints	Kathy Sargent	Housing Committee	Respond to 60 high priority complaints per year. Issue follow up letters to property owners and/or refer directly to B&H.
Provide resources and program information to seniors and individuals on fixed incomes in order to facilitate home repair.	Kathy Sargent	Housing Committee	100 flyers provided annually; 10 households in pipeline to receive services annually
STRATEGY: Maintain Affordability			
Establish Housing Committee to explore options for creating and preserving scattered site 1-and-2 family affordable and middle-market housing in the Detroit Shoreway neighborhood. In addition, strive to develop solutions that meet the needs of those most vulnerable to losing affordable housing in the neighborhood.	Marcia Nolan Jenny Spencer	Housing Committee (TBD)	Form committee; identify targeted population; identify sources of subsidy; form partnerships.
Partner with private sector developers to create housing units with aging in place design features.	Marcia Nolan Jenny Spencer	Housing Committee (TBD)	Integrate into Single Family RFP process
Grow and strengthen the Single Family Redevelopment Program (SFRP)	Marcia Nolan	Housing Committee (TBD)	Acquire and rehabilitate 10 houses a year
Continue to work with the CCLRC to acquire single family homes for the SFRP at an affordable acquisition price	Marcia Nolan	Housing Committee (TBD)	Acquire 5 houses a year through CCLRC
Pursue low income housing tax credit opportunities throughout the DSCDO service area	Anya Kulcsar	Housing and Asset Management	Predevelopment on 2 projects; complete 2 applications
STRATEGY: Explore Adaptive Reuse or Site Repositioning of Industrial Buildings			
Work with responsible investors to explore investment opportunities by providing information about functionally obsolete/underutilized industrial buildings.	Adam Rosen		Connect at least 4 private investors with private owners/year.
Goal: To Further Define & Better Promote the Unique Identity of the Neighborhood and its Sub-Districts			
TACTIC	STAFF LEAD, STAFF ASSIST	BOARD COMMITTEE	METRIC: GOAL
STRATEGY: Refreshed Brand Identity on Lorain			
Support emergence of brand identify for Lorain Avenue by increased collaboration between Ohio City and Detroit Shoreway merchants; consider leveraging new Cycletrack to refresh brand.	Adam Rosen Liz Weiler	Economic Development	Refreshed brand by 2020

Strengthen Lorain Avenue merchants association; DSCDO to provide minimum of one representative at each bi-monthly meeting	Adam Rosen	Economic Development	Grow association participation by 2 businesses annually
Develop attraction plan for businesses that align with Vintage/Antique concept and Southwest Neighborhood Plan. (Refer to Southwest Plan for typology.)	Adam Rosen	Economic Development	3 new businesses on Lorain west of 65th by 2020
STRATEGY: Build on the EcoVillage Brand			
Create targeted redevelopment strategy for Lorain Avenue between West 57-West 58 - AND - for West 65th Street between Colgate Avenue and Lorain Avenue	Adam Rosen Adam Davenport Marcia Nolan	Economic Development	Address problem properties, motivate property owners to either invest or sell
Maintain EcoVillage brand	Adam Davenport Liz Weiler	Marketing	Highlight EcoVillage on new website; consolidate and publicize collateral; seek placement for media stories; highlight resident involvement
Improve stewardship of existing green spaces to ensure inviting gateways to the EcoVillage	Adam Davenport	Community Organizing	Ensure that public green spaces including Madison RTA gateway, Madison Avenue bridge, Madison Avenue planter beds, Fir Avenue cemetery and future West 65th green infrastructure have sustainable maintenance plans
Capitalize upon West 61 EcoVillage Red Line Rapid Transit station	Adam Davenport Jeremy Taylor		Track ridership statistics with GCRTA; survey neighborhood on safety perceptions
Complete construction and lease-up of Aspen Place, a 40 unit affordable Transit Oriented Development project at West 61 and Lorain Avenue.	Anya Kulcsar Brittany Senger Adam Stalder	Housing and Asset Management	Construction complete 2018, full lease up anticipated Q1 2019
STRATEGY: (Re)Define our Districts			
Work with residents to identify new name or identity for the area currently referred to as "Southwest Detroit Shoreway."	Ashley Wilson, Jenny Spencer	Community Organizing, Marketing	Working with Community Organizing committee to develop process.
Work with Destination Cleveland and other partners on comprehensive Wayfinding	Adam Davenport		Partner on and complete major wayfinding initiatives: GSAD, Metroparks, ODOT, Destination Cleveland
STRATEGY: Celebrate Our History			
Add historic marker for Parma Freeway	Adam Davenport		By 2018, install historic marker for Parma Freeway at Zone Recreation Center
Add historic marker for West Side High School	Adam Davenport		By 2019, install historic marker for West Side High School at Gallagher site.

Arrange, title and archive historic photos on DSCDO server. Consistently take present-day photos to serve as historical basis in future (e.g. photos of sites pre-demolition or pre-redevelopment)	Liz Weiler		Archiving complete 2015. Photo strategy ongoing.
Explore opportunities to honor the legacy of Judge Raymond L. Pianka	Jeff Ramsey Jenny Spencer		Commemorate Pianka legacy with signage or other by 2019
Goal: To Use Marketing & Communications to Reach and Motivate Key Audiences to Experience the Neighborhood			
TACTIC	STAFF LEAD, STAFF ASSIST	BOARD COMMITTEE	METRIC: GOAL
STRATEGY: Target and Reach Unique Audiences			
Increase impact of weekly e-newsletter and social media	Liz Weiler Adam Rosen	Marketing	Evaluate metrics quarterly ("likes," reach, open rates, click throughs) and adjust strategy as needed to improve metrics. Benchmark with other CDCs, such as Ohio City, once annually.
Implement brand refresh	Liz Weiler Adam Rosen	Marketing	Ensure compliance from DSCDO with all external communications (consistent use of fonts, colors)
Coordinate with Gordon Square Arts District on external communications	Liz Weiler Adam Rosen	Marketing	Coordinate with GSAD weekly to ensure key messaging alignment
Build and launch new Detroit Shoreway website	Liz Weiler Adam Rosen Jenny Spencer	Marketing	New website launched and frequently maintained, including links to relevant news coverage.
Equip Board of Directors with talking points about the work of DSCDO	Jeff Ramsey Managing Directors	Marketing	At every Board meeting, provide 3-5 of the most relevant talking points for Board use
Position social media strategy to respond to crisis communications	Adam Rosen Jenny Spencer Liz Weiler Jeff Ramsey	Marketing	Establish communications and response strategy for social media platforms
STRATEGY: Enhance, Manage and Build New Relationships			
Target and identify members of the press who are likely to highlight DSCDO's work. Conduct 1:1 meetings with press to develop new relationships and strengthen existing ones.	Adam Rosen Liz Weiler Jenny Spencer		Meet with press 1 x / quarter
Maximize the benefit of high-profile projects to earn media attention and strengthen relationships with key partners and funders.	Jeff Ramsey Real Estate Staff Marketing Staff		Hold one major press event per year. Invite key partners to events and achieve 40% attendance from invitees. Press strategy yields at least 1 earned media story.

Goal: To Spur Targeted Economic Development in Key Areas			
TACTIC	STAFF LEAD, STAFF ASSIST	BOARD COMMITTEE	METRIC: GOAL
<i>STRATEGY: Partner to Address Parking in Gordon Square</i>			
Manage "parking management" program to divert theater staff, performers and District employees away from parking spaces in the GSAD core.	Adam Rosen Jenny Spencer		Enter into private parking agreements with lot owners, coordinate security at auxiliary lots, and ensure compliance from GSAD partners
Identify funding sources to support annual District parking program	Adam Rosen		Develop annual budget and secure commitments from GSAD partners and businesses
Explore paid parking scheme for Gordon Square and work with residents around issues related to parking.	Adam Rosen		Research completed and implementation begins.
Explore financing plan for a multi-level parking structure	Jeff Ramsey Adam Rosen		Parking structure pro forma completed
<i>STRATEGY: Position Lorain for Investment</i>			
Meet with Lorain Avenue property owners to discover retail vacancies; develop comprehensive list of available space; market space to prospective users.	Adam Rosen	Economic Development	List of available space updated monthly; 6 prospective users/year
Aggressive code enforcement of commercial properties	Kathy Sargent		One Lorain Avenue sweep annually resulting in 15 properties inspected.
Create economic development strategy for Lorain and Madison Avenues	Adam Rosen	Economic Development	Create attraction and retention strategy for businesses that create stable, working wage jobs.
Implement " Revitalize Lorain Avenue " elements of "Growing A Vision: Southwest Detroit Shoreway Neighborhood Plan"	Adam Rosen, Adam Davenport, Jenny Spencer	Community Organizing, Economic Development, Housing	Revitalize Lorain Avenue: Reconfigure roadway; recruit a diversity of businesses; explore district-wide branding and banners; storefront lighting; improve facades; create parking
<i>STRATEGY: Renew and Strengthen the Special Improvement District</i>			
Put annual maintenance protocols in place for high quality service delivery	Adam Davenport		Create and adhere to annual maintenance schedule
Demonstrate value to SID members through dynamic Annual Meetings	Adam Davenport		Meeting attendance increases annually
Begin renewal process in 2019; complete renewal process in 2020; consider expansion of SID footprint	Adam Davenport		SID successfully renewed

STRATEGY: Maximize Value of the Capitol Theatre as a Neighborhood Anchor			
Explore Alternative Revenue Models	Liz Weiler Adam Rosen Jenny Spencer		Propose at least 1 alternative revenue model
Identify Funding Source and Make Needed Repairs	Jenny Spencer Jeff Ramsey Liz Weiler (Gala)		Plaster repair
Increase Capitol's marketing reach to new audiences	Liz Weiler Adam Rosen Jenny Spencer		Aggressive marketing in Detroit Shoreway neighborhood with Welcome Packets; consider other audiences
Create, Review and Implement annual Capitol Marketing Plan with Cleveland Cinemas	Liz Weiler Jenny Spencer Adam Rosen	Marketing Committee	Quarterly Review and achieve metrics/goals within plan
Continue Capitol Theatre marketing and social media	Liz Weiler		Continue to produce biweekly "Silver Screen" e-mail and cross-promotes social media
Leverage the "Friends of the Capitol Theare" to promote and advocate for the Capitol	Liz Weiler		Engage Friends for special event support. Identify at least 1 Friend to promote Capitol on social media.

ECONOMIC OPPORTUNITY			
GOAL: To Advocate For and Link Families to High-Quality Education Opportunities			
TACTIC	STAFF LEAD, STAFF ASSIST	BOARD COMMITTEE	METRIC: GOAL
STRATEGY: Influence the CMSD Facilities Plan			
Advocate and create community involvement opportunities around high quality facilities improvements to CMSD schools, including refresh improvements at Joseph M. Gallagher and a newly constructed Waverly school.	Jenny Spencer, Ashley Wilson	Community Organizing	Support the Detroit Shoreway Schools Advisory Committee (DSSAC). Build one new CMSD K-8 school (Waverly) and rebuild Gallagher School, designed with community input, process, and ownership.
Transform Watterson-Lake School into a development site through demolition, land swap, and transfer to a high-quality developer or developers.	Jenny Spencer, Marcia Nolan	Community Organizing, Economic Development	Complete land swap, issue RFP for qualified developers, completed conceptual designs for site.
Coordinate with CMSD and the City of Cleveland to transform Max Hayes High School at 45th and Detroit into a development site.	Jenny Spencer Adam Rosen	Community Organizing	Support the West Side High School stakeholders committee. Engagement for new high school academic design to begin 2018.

Coordinate with CMSD and the City of Cleveland to transform Max Hayes High School at 45th and Detroit into a development site.	Jenny Spencer Adam Rosen	Community Organizing	Support the West Side High School stakeholders committee. Engagement for new high school academic design to begin 2018.
STRATEGY: Promote Education Connections			
Strengthen relationships by identifying at least one contact person at each PreK-8 school in Detroit Shoreway; regularly deliver materials or share opportunities through school networks	Ashley Wilson		At least one outreach opportunity/month
GOAL: To Connect Residents to Meaningful Avenues of Economic Empowerment			
TACTIC	STAFF LEAD, STAFF ASSIST	BOARD COMMITTEE	METRIC: GOAL
STRATEGY: Provide and Connect Residents to Resources			
Promote and act as host site for the Earned Income Tax Credit coalition in partnership with Enterprise Community Partners	Ashley Wilson	Community Organizing	Reach over 900 participants annually in the Detroit Shoreway neighborhood, returning over \$1M annually to the local economy
Promote and make referrals to services and resources with partner organizations such as El Barrio, Neighborhood Family Practice, and May Dugan Center	Ashley Wilson	Community Organizing	50 referrals/year
Continue to serve as a host site for Community Financial Centers, an individualized, 1:1 coaching program through Cleveland Neighborhood Progress	Ashley Wilson	Community Organizing	16 clients coached/year
Implement Hire Local program to connect neighborhood residents with jobs created in Gordon Square.	Adam Rosen AmeriCorps/ VISTA Jenny Spencer	Economic Development	Engage businesses to sign the Hire Local pledge; connect residents with El Barrio; residents achieve job placement.

COMMUNITY ENGAGEMENT			
GOAL: To Act as a Key Partner and Facilitator of Efforts to Increase Safety			
TACTIC	STAFF LEAD, STAFF ASSIST	BOARD COMMITTEE	METRIC: GOAL
<i>STRATEGY: Empower Proactive Residents</i>			
Activate residents through the Safety Advisory Committee and its subcommittees	Jeremy Taylor	Safety Advisory Committee	Resident Skill-Building; Police-Community Relations; Safety Infrastructure. Adopt charter for parent committee to ensure neighborhood diversity is represented.
Empower residents with new tools for observing and monitoring problem properties, businesses and behavior patterns	Jeremy Taylor	Safety Advisory Committee	Increase usage of safety tools by 20% per year
Work with Committees to support the emergence of additional resident-led safety initiatives; support ongoing initiatives	Jeremy Taylor	Safety Advisory Committee	Continue safety walks; consider annual Health & Safety Fair; work with committees on additional initiatives
<i>STRATEGY: Leverage Nuisance Abatement and Target Problem Properties</i>			
Complete all existing nuisance abatement cases.	Jeff Ramsey Marcia Nolan		Rehab 11 houses and demolish 1 property.
<i>STRATEGY: Infuse Lighting</i>			
Work with residents to inventory CPP street lighting	Jeremy Taylor	Safety Advisory Committee	At least one inventory annually
Support work of Safety Infrastructure Committee to add or advocate for lighting, both public and private.	Jeremy Taylor	Safety Advisory Committee	
Apply for safety grant programs	Jeremy Taylor	Safety Advisory Committee	1 application annually
<i>STRATEGY: Strengthen Relationships with Law Enforcement</i>			
Encourage resident attendance at monthly Second District Community Relations Committee meetings	Jeremy Taylor	Safety Advisory Committee	2 residents to attend annually

Connect law enforcement officials (commander, dispatch, vice, etc.) directly to resident groups as per resident request, allowing for direct Q&A and individualized interaction	Jeremy Taylor		8 interactions between resident groups and law enforcement officials annually
GOAL: To Energize the Residents of Detroit Shoreway to Action through Outreach and Inclusion			
TACTIC	STAFF LEAD, STAFF ASSIST	BOARD COMMITTEE	METRIC: GOAL
<i>STRATEGY: Reach All Stakeholders</i>			
Experiment with alternative community engagement strategies	Ashley Wilson	Community Organizing	Utilize at least 2 new community engagement strategies/year; reflect on success and refine as needed
Structure community meetings to ensure maximum community participation	Ashley Wilson	Community Organizing	Demonstrate attentiveness to community needs by selecting accessible venues; providing food or meals whenever possible; providing childcare and/or family-friendly environments
Working with Property Management, ensure that community information is shared across DSCDO-owned buildings	Ashley Wilson Jeremy Taylor		12 flyerings / year
Door knock in targeted neighborhood areas (southwest section of neighborhood in 2015)	Ashley Wilson	Community Organizing	At least 2 door knockings / year
Include Spanish in printed written communications	Ashley Wilson Jenny Spencer Liz Weiler	Community Organizing	At a minimum, in quarterly Neighborhood Views publications
<i>STRATEGY: Energize Block Clubs</i>			
Cultivate resident leaders in the southwest part of the neighborhood	Ashley Wilson	Community Organizing	Engaged group of residents actively working with DSCDO.
Promote Neighborhood Connections grants and other small grants	Ashley Wilson	Community Organizing	13 small grant applications / year
Thank neighborhood leaders by hosting annual dinner at OLMC Festival.	Ashley Wilson	Community Organizing	Annual dinner for up to 30 neighborhood leaders
<i>STRATEGY: Recruit and Welcome New Neighbors</i>			

Team with neighbors, landlords, homeowners and real estate firms to identify newcomers; coordinate distribution of welcome packets	Jeremy Taylor Marcia Nolan Ashley Wilson		100 welcome packets distributed annually
STRATEGY: Focus on Families			
Leverage CMSD planning process and work with residents to spearhead the creation of high quality neighborhood play space	Jenny Spencer		Support the work of Detroit Shoreway Schools Advisory Committee (DSSAC), hold CMSD accountable for its commitments for quality playspaces at Waverly and Gallagher.
Promote Near West Family Network and Near West Recreation League	Ashley Wilson		Cross-promote NWFN events and NWR leagues
Connect children to extracurricular programs hosted by various organizations including, but not limited to, Cleveland Public Theatre, Near West Theatre, and the Near West Recreation League	Ashley Wilson		Monitor for increased participation year over year
Increase emphasis on youth and children, particularly in Southwest Detroit Shoreway.	Ashley Wilson	Community Organizing	Enhanced program offerings, whether recreational, cultural, tutoring, etc.; Identify at least 1 new program opportunity by 2018.
STRATEGY: Focus on Seniors			
Connect seniors to services such as the Hispanic Senior Center and City of Cleveland Office of Aging	Ashley Wilson		10 seniors connected / year
Explore viability of aging-in-place housing models and integrate aging-in-place (universal design) principles into existing housing projects	Anya Kulcsar, Brittany Senger, Marcia Nolan, Jenny Spencer		Integrate Aging in Place elements into Single Family Program

STRATEGY: Use Kresge Climate Resilience Urban Opportunity Initiative to Catalyze Improvements and Social Cohesion

Utilize third and final year of Kresge grant cycle (2018-2019) to maximize neighborhood impact	Adam Davenport	Community Organizing	Goal of 20 homes weatherized; 80 families participating in free programming such as Recess Cleveland; 4 environmental and climate workshops completed
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STRATEGY: Use Racial Equity and Inclusion Lens in Cross-Cutting Program Work

All DSCDO staff required to attend two-day Racial Equity Institute training; Board members to voluntarily participate in two-day Racial Equity Institute training	All		Individual staff able to identify REI goals in their annual performance plans; REI lens regularly used during staff meetings, planning processes
Work with Councilman Matt Zone to increase support for resident-led REI initiatives	Jenny Spencer Ashley Wilson		Support resident-led initiatives and workshops
Utilize Capitol Theatre as a venue and resource to advance REI dialogue within the community	Ashley Wilson Jenny Spencer Liz Weiler		Film series launched in 2018
Increase usage of Neighboring Fund to build and strengthen neighbor-to-neighbor relationships across difference	Ashley Wilson	Community Organizing	\$3,000+ budget/year utilized by residents who wish to strengthen neighbor-to-neighbor relationships

REAL ESTATE DEVELOPMENT AND PROPERTY MANAGEMENT				
GOAL: To Build Upon Real Estate & Development Capacity to Support Core Mission and Values				
STRATEGY: Position for Additional Opportunities				
TACTIC	STAFF LEAD	BOARD COMMITTEE	METRIC: GOAL	TIMELINE
Submit a minimum of one LIHTC application annually	Anya Kulcsar	Housing and Asset Mgmt	Receive one (1) allocation of LIHTC per year	February 2018
Earn \$500,000 in development fees annually	Anya Kulcsar	Housing and Asset Mgmt	Complete one (1) real estate project per year	by Dec. 31st
Complete preliminary underwriting, predevelopment work, and project feasibility analysis on three (3) projects in order to build development pipeline to ensure organizational stability	Anya Kulcsar	Housing and Asset Mgmt	Increase real estate pipeline by 3 projects annually	various submittal deadlines
Explore the use of alternative financing mechanisms in order to stabilize revenue stream and combat increased competition for LIHTC & State Historic Tax Credits	Anya Kulcsar	Housing and Asset Mgmt	Identify 1 project / year that can utilize non-competitive/ alternative financing	3rd quarter
Develop partnerships for multi-family and commercial development	Anya Kulcsar	Housing and Asset Mgmt	Meet with 6 potential development partners	throughout the year
Utilize NMTC financing to develop catalytic anchor project such as the Variety Theatre and El Mercado	Anya Kulcsar	Housing and Asset Mgmt	Identify 1 project / year that can utilize non-competitive/ alternative financing	Assemble financing for Variety in 3rd quarter; Complete predevelopment for Mercado in 2nd quarter
Meet OHFA CHDO requirements: "Adopt strategic development plan that specifically addresses plans for developing HOME-assisted housing in any or all of the service area".	Jeff Ramsey	Housing and Asset Mgmt	Strategic Plan	January 16th board meeting

GOAL: Preserve DSCDO's Affordable Housing Portfolio Through Strong Property and Asset Management

STRATEGY: Maintain and Increase Occupancy

TACTIC	STAFF LEAD	BOARD COMMITTEE	METRIC: GOAL	TIMELINE
Keep vacancy/rent loss at under 5% annually	Kim Royster	Housing and Asset Mgmt	Vacancy rate 5% or better	Annual goal
Achieve 98% rent collection	Kim Royster	Housing and Asset Mgmt	Rent Collection 98% or better	Annual goal
Achieve resident retention rate of 50% or better	Kim Royster	Housing and Asset Mgmt	Resident Retention 50% or better	Annual goal
Lease-up 40 units at Aspen Place	Kim Royster	Housing and Asset Mgmt	Lease-up completed	Dec. 31st or 1st quarter 2019
Maintain and update waiting lists	Kim Royster	Housing and Asset Mgmt	updated waiting lists	on-going
Maintain 100% compliance with all governmental requirements	Kim Royster	Housing and Asset Mgmt	100% compliance	on-going

STRATEGY: Maintain Housing Quality Standards

TACTIC	STAFF LEAD	BOARD COMMITTEE	METRIC: GOAL	TIMELINE
Complete capital needs assessment at 3 properties (consultant funded by grant from Enterprise) and capital improvement plans for all other properties	Kim Royster	Housing and Asset Mgmt	Hire consultant and complete assessments	June 30th
Achieve HUD REAC inspection score of 80% or better	Kim Royster	Housing and Asset Mgmt	REAC score of 80% or better	June 30th
Hire Maintenance Tech	Kim Royster	Housing and Asset Mgmt	Employee hired	January
Ensure routine work orders are completed within 3 - 5 days	Kim Royster	Housing and Asset Mgmt	maintain work order log	3 - 5 days
Respond to emergency requests within 4 hours	Kim Royster	Housing and Asset Mgmt	maintain work order log	
Complete move-out inspection within 2 days and complete make ready within 5 days	Kim Royster	Housing and Asset Mgmt	maintain work order log	Complete inspection within 2-days and make-ready within 5 days

Complete training and implement Yardi maintenance module	Kim Royster	Housing and Asset Mgmt	complete training	2nd quarter
<i>STRATEGY: Increase Property Management Staff Capacity and Skills and Monitor Performance</i>				
TACTIC	STAFF LEAD	BOARD COMMITTEE	METRIC: GOAL	TIMELINE
Provide additional training for Yardi and become proficient	Kim Royster	Housing and Asset Mgmt	Training	1st quarter
As portfolio grows, increase staff capacity	Kim Royster	Housing and Asset Mgmt	Add FTE for customer service and leasing agent	January
Obtain and maintain Low Income Housing Tax Credit Specialist certification and Certified Occupancy Specialist certification	Kim Royster	Housing and Asset Mgmt	certifications for 3 employees	June 30th
Produce monthly budget variance reports and review	Kim Royster	Housing and Asset Mgmt	Produce reports from Yardi	monthly
Provide "dashboard" reports to board	Kim Royster	Housing and Asset Mgmt	Meet with other organizations to review reports	Quarterly
Create performance management reports (i.e. make ready days, turn-around time, days vacant)	Kim Royster	Housing and Asset Mgmt	Produce reports from Yardi	monthly
Make periodic deposits and monitor reserve fund balances	Kim Royster	Housing and Asset Mgmt	monitor reserve fund balances	monthly
Analyze opportunities for cost savings for insurance, water and sewer, real estate taxes, and maintenance	Kim Royster	Housing and Asset Mgmt	1. install W & S submeters 2. file Board of Revision complaints for R.E. taxes by March 31st	First quarter

ACCOUNTING AND HUMAN RESOURCES			
<i>GOAL: Maintain Strong Organizational Accounting</i>			
<i>STRATEGY: Optimize Cashflow Management</i>			
TACTIC	STAFF LEAD	BOARD COMMITTEE	METRIC: GOAL
Submit funding disbursement requests in a timely manner and monitor Accounts Receivable	Sharon Parks	Finance	A/R report
Pay all invoices within 10 days	Sharon Parks	Finance	A/P report
Complete 1099 reports by Jan. 31st	Sharon Parks	Finance	completed 1099
Evaluate opportunities for cost savings, increased earnings and staff efficiency by utilizing payroll service, sweep accounts, reserve fund	Sharon Parks	Finance	proposal from payroll service; meet with banks to discuss sweep accounts; meeting with Cleveland FDN to review performance of reserve fund
<i>STRATEGY: Maintain Reporting for CDBG and Other Grants</i>			
TACTIC	STAFF LEAD	BOARD COMMITTEE	METRIC: GOAL
Submit CDBG budget by August 31st	Sharon Parks	Finance	Completed CDBG budget
Submit CDBG disbursement requests by the 5th day of each month	Sharon Parks	Finance	CDBG disbursement request
100% compliance for A-133 audit	Sharon Parks	Finance	A-133 audit
Submit timely reports to CNP, Enterprise, HEAP, and other funders	Sharon Parks	Finance	Reports submitted
<i>STRATEGY: Prepare Annual Budget and Monitor Budget</i>			
TACTIC	STAFF LEAD	STAFF ASSIST	METRIC: GOAL
Compile and analyze YTD and historic data in September	Sharon Parks	Finance	
Complete property management, real estate development, and departmental budgets in October	Sharon Parks	Finance	Completed departmental budgets
Present draft budget to Finance Committee by the end of October	Sharon Parks	Finance	draft budget
Submit draft operating budget to DSCDO board for approval at November board meeting	Sharon Parks	Finance	Completed budget

<i>STRATEGY: Complete Audits and Tax Returns in Timely Manner</i>			
TACTIC	STAFF LEAD	BOARD COMMITTEE	METRIC: GOAL
Complete audits of 5 tax credit subsidiaries by Feb. 15th	Sharon Parks	Finance	audits completed for 5 LIHTC subsidiaries
Complete audits of 5 non-tax credit subsidiaries by March 31st	Sharon Parks	Finance	audits completed for 5 non-tax credit subsidiaries
Complete draft DSCDO audit and present to Finance Committee by June 30th	Sharon Parks	Finance	draft audit
Distribute draft audit for approval to DSCDO board at July meeting	Sharon Parks	Finance	final audit approved
Circulate RFP for audit services every 3 years	Sharon Parks	Finance	RFP distributed
<i>STRATEGY: Increase Capacity and Improve Operations and Procedures</i>			
TACTIC	STAFF LEAD	BOARD COMMITTEE	METRIC: GOAL
Develop Financial Procedures Manual	Sharon Parks	Finance	completed financial procedures manual
Increase capacity of accounting department	Sharon Parks	Finance	Hire controller
Form Finance Committee and have meetings at least quarterly	Sharon Parks	Finance	Treasurer request board members to volunteer
Analyze risk management protocols and maintain insurance for Officers & Directors liability, Employee Theft & Dishonesty, Professional Property Manager's Liability, Fidelity Bond, etc.	Sharon Parks	Finance	Asset management consultant review and prepare RFP
<i>STRATEGY: Build Additional Human Resources and Personnel Infrastructure</i>			
TACTIC	STAFF LEAD	BOARD COMMITTEE	METRIC: GOAL
Add staff support for Human Resources and benefits management	Sharon Parks	Finance	
Consider payroll service as an opportunity to reduce staff time	Sharon Parks	Finance	Request proposals
Review Personnel Policy and identify and necessary modifications	Sharon Parks	Finance	Review TAMS group recommendations
Submit all payroll tax and benefits reports in a timely manner including OBES, FICA, FIT, 403(b) retirement program, and health care	Sharon Parks	Finance	timely submittals

GOAL: To Realign and Empower Key Staff to Support Strategic and Fundraising Efforts			
TACTIC	STAFF LEAD	BOARD COMMITTEE	METRIC: GOAL
<i>STRATEGY: Evaluate Organizational Chart to Meet Strategic Needs</i>			
Increase capacity for grant writing and fundraising	Jeff Ramsey	Finance	
Meet with major funders and partners a minimum of one-time annually	Jeff Ramsey	Finance	12 meetings/year
Increase board involvement in fundraising	Jeff Ramsey	Finance	100% board participation to individual's capacity

GOVERNANCE			
GOAL: To Better Align Board and Corporate Model, and to Investigate Benefits of Adopting Industry Standards for Governance			
TACTIC	STAFF LEAD	BOARD COMMITTEE	METRIC: GOAL
<i>STRATEGY: Perform Due Diligence / Best Practices Evaluation</i>			
Review Cleveland Neighborhood Progress CDC standards. Standards to achieve in 2018 - 2020:	Jeff Ramsey	Governance	Complete review; identify gap; establish goals
1) Complete evaluation for executive director	Jeff Ramsey	Executive	evaluation
2) clear, measurable goals for executive director	Jeff Ramsey	Executive	annual performance plan
3) Form Finance Committee	Sharon Parks	Finance	Committee meets in February
4) Conduct board orientation	Jeff Ramsey	Governance	Orientation for new board members in March/April
5) Establish board diversity statement	Jeff Ramsey	Governance	Statement approved by board at May meeting
6) Create code of ethics	Jeff Ramsey	Governance	Code of Ethics approved at May meeting
7) Develop charters for all board committees	Jeff Ramsey	Governance	Ask each committee to submit charters to governance comm by March 31st; submit charters to board for approval at May meeting
8) Create crisis communication plan and have staff attend training	Jeff Ramsey	Marketing	Complete plan and conduct training
9) succession plan for board and executive director including emergency succession plan	Jeff Ramsey	Executive	succession plan
10) update board manual	Jeff Ramsey	Governance	updated board manual
11) annual retreats for board and staff	Jeff Ramsey	Governance	staff retreat in June; board retreat in October
12) review bylaws and recommend changes to board by November	Jeff Ramsey	Governance	Gov. Comm. review bylaws at Oct. and recommend changes at Nov. board meeting

STRATEGY: Ensure that the Composition of the Board Reflects the Diversity of the Neighborhood

Meet CHDO regulations for Board composition	Jeff Ramsey and Anya Kulcsar	Governance	Regulations met annually
Complete annual Board Profile and identify gaps (diversity, geographic, need for specific professional skill). Recruit new Board members to address these gaps.	Jeff Ramsey and Jenny Spencer	Governance	Annual Board Profile completed
Recruit diverse neighborhood residents to leadership opportunities - such as participation in Board committees or leadership in community initiatives - in order to foster new leadership	Jeff Ramsey and Jenny Spencer	Governance	2 neighborhood residents recruited annually

STRATEGY: Support Metro West stakeholders in Launching new 501c3

Support Metro West stakeholders in establishing new governance structure	Keisha Gonzalez	Executive	Amend code of regulations for MW. Elect new board for MW. Amend articles of Incorporation
Clarify new relationship between MW and DSCDO	Jeff Ramsey and Keisha Gonzalez	Executive	create contract

STRATEGY: Investigate Benefits of Collaboration with Other Organizations

Execute contract for services with Cudell Improvement, Inc.	Jeff Ramsey and Jenny Spencer	Executive	contract executed
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STRATEGIC VISION UPDATE STEERING COMMITTEE

Anna Perlmutter

Christina Znidarsic

Edwardo Muñoz

Patty Jurca

Millie Caraballo

Jeff Ramsey, DSCDO Executive Director

Jenny Spencer, DSCDO Managing Director

Mike Graham, Strategy Design Partners

BOARD OF DIRECTORS

Joe Tegreene (Chair)

Patty Jurca (Vice Chair)

Chris Warren (Treasurer)

Donna Gonyon (Secretary)

Dan Bush

Millie Caraballo

Camillo Villa

Christina Znidarsic

Angela Raffa-Keeling

Lee Fields

Peter Harwood

Anna Perlmutter

Dean Van Farowe

Teresa McCurry

Heather Lazar

Dan McCormick

Moneeke Davis

Dan Petricig

Gloria Ferris

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