



Cleveland Neighborhood Progress



investing for vibrancy

5 year Strategic Plan | Full Report
2017 - 2021

Cleveland Neighborhood Progress, a local community development funding intermediary, moves into 2017 with a renewed vision for vibrant neighborhoods. Through organizational introspection and soliciting the insight of our dynamic partners, we created a new strategic plan for the next five years that reflects our best thinking about the potential of Cleveland's community development system to create stronger and more connected neighborhoods. This plan preserves the essential elements of our philosophical commitment to comprehensive community development—an approach that balances the importance of people and place and people *in place*—and refines our strategies in response to the changing nature of our work.

Through this strategic planning process, three emergent priorities have been intentionally infused into the DNA of our organization: Policy, Advocacy, and Research; Racial Equity and Inclusion; and Thought Leadership. We believe that each of these priorities are interconnected and mutually reinforcing, and are part of a natural evolution for our organization and for Cleveland's community development industry. The strategic planning process for Cleveland Neighborhood Progress has resulted in a revised mission and vision.

Mission: *to foster inclusive communities of choice and opportunity throughout Cleveland.*

Vision: *Cleveland's neighborhoods are attractive, vibrant, and inclusive communities where together, people from diverse incomes, races, and generations thrive, prosper, and choose to live, learn, work, invest, and play.*

In fulfilling our mission, we are committed to:

RESULTS—Achieve transformative outcomes throughout Cleveland's neighborhoods

INTEGRITY—Maintain honest, transparent, and ethical conduct

EQUITY—Champion equal access to opportunity for people of all races and income levels

ACCOUNTABILITY—Accept responsibility for actions, results, and transformation

EXCELLENCE—Expect outstanding quality in everything we do

COLLABORATION—Accomplish more by working together

INNOVATION—Take informed risks to find new solutions

Cleveland Neighborhood Progress utilizes a comprehensive approach to community development. The following principles reflect our values and define our culture:

1) The central role of cities, neighborhoods, and people in place:

We believe Cleveland's contributions to our economy and quality of life are the building blocks of our regional stability. We also believe that neighborhoods of choice and opportunity are essential to a thriving city, and that people are the life-blood of thriving neighborhoods. Involvement in significant county and regional discussions, initiatives, and investments will be pursued with an eye on how Clevelanders, and Cleveland neighborhoods, can contribute and benefit. We embrace a holistic vision for neighborhood revitalization that infuses "people-based strategies" within traditional "bricks-and-mortar" community development practice. This comprehensive approach is essential to fostering the development of vibrant neighborhoods that meet the needs of its residents.

2) Race matters:

We believe racial inequality and the persistence of structural barriers that prevent people of color from accessing opportunities can no longer be tolerated and must be addressed. We must work with a diverse range of partners to rectify the disparate impacts of social, economic, political, and climate-related stressors on communities of color. In order to advance our mission of fostering neighborhoods of choice and opportunity for all Cleveland residents, we must approach community development using a racial equity and inclusion lens, and build coalitions to reduce racial disparity.

3) Equity for all people:

We are committed to advancing equity as a fundamental design principle for our work. In order to truly accomplish our vision for Cleveland's neighborhoods, we must ensure that all residents—especially the most marginalized members of the community—feel connected to the fabric of their neighborhoods, have equal access to opportunities, and are engaged in decision-making processes that affect their lives. We will promote community development policies and practices that intentionally address concentrated poverty and the legacies of historic and current inequality.

4) High-capacity Community Development Corporations:

We believe effective and efficient community development corporations play a unique and critical role in transforming every neighborhood and fulfilling the values and principles that Neighborhood Progress is committed to pursuing in partnership.

5) Climate Resiliency and Sustainability:

We believe that increasing access to urban green spaces will benefit everyone, and that it is essential for communities to have the resources and tools needed to address climate change and its associated environmental stresses. By embracing sustainable approaches and practices, investing in vacant land reclamation, advancing mitigation programs, and fostering social cohesion, we believe we will create healthier, more adaptable neighborhoods for Cleveland's residents.

6) Broad-based collaboration, resident empowerment and partnerships:

We believe that together with our governmental, institutional, and neighborhood partners we can achieve far more than any one nonprofit, philanthropic, public, or private enterprise can accomplish on its own. We also believe that the expertise, influence, and capacity of local anchor institutions—such as hospitals and universities—must be leveraged to significantly (and positively) impact proximate communities. Furthermore, we acknowledge that local participation and resident empowerment are indispensable to our work. In an era of scarcity, maximizing existing resources, network efficiency, and scale all matter. Neighborhood Progress works to break down silos, share best practices, and foster collective impact through long-term relationships with community groups and anchor institutions, government, private enterprise, faith-based organizations, and philanthropy to capitalize on Cleveland neighborhoods' substantial assets. Ultimately, lasting change occurs only when dynamic organizations work collaboratively with a diversity of residents and leaders for positive neighborhood outcomes.

7) Transparent and informed decision-making:

We believe analyzing and sharing data, information, and insights about our most pressing community needs—and what does, and does not work to address them—provides a common body of knowledge and experience upon which organizations and their leaders must draw. As a thought-leader and convener, Neighborhood Progress encourages outcomes-driven practices, innovation, and risk-taking, using data to focus efforts on what will have the greatest impact.

8) Access to quality affordable housing, education, and retail, artistic, & cultural amenities:

We believe that the built environment is the foundation of a neighborhood. The quality of schools, housing, and retail greatly impacts the decision to move into a neighborhood. The affordability of amenities and its proximity to multi-modal transit connections ensures that—regardless of income—residents are able to stay in their community of choice. Educational attainment is an essential element of community building and inextricably bound to neighborhood success, job readiness, and wealth building. We also believe that creative spaces and cultural institutions are essential to preserving the unique character of our neighborhoods, and greatly contribute to the spiritual, emotional, and intellectual wellbeing of its residents. Increasing access to high-quality schools for all students, safe and affordable housing for all families, and a diverse mix of attractive amenities for all residents, fosters a sense of ownership and belonging that is essential to creating stronger, more vibrant, and more connected communities. When thoughtfully developed, inclusive neighborhoods provide a launching pad for families and individuals to advance socially and economically.

9) Catalytic Public & Private Investments:

We believe that Cleveland neighborhoods have suffered from decades of disinvestment, which has resulted in a lack of quality assets, amenities, and opportunities for residents. We are committed to reversing these trends and working to attract increased resources for community development. We provide, promote, and broker access to responsive and responsible investment capital, as well as, development services to build and strengthen neighborhood markets. We will work with private and public sector leaders to ensure that urban investment is a top priority.

10) Advocacy for equitable policies:

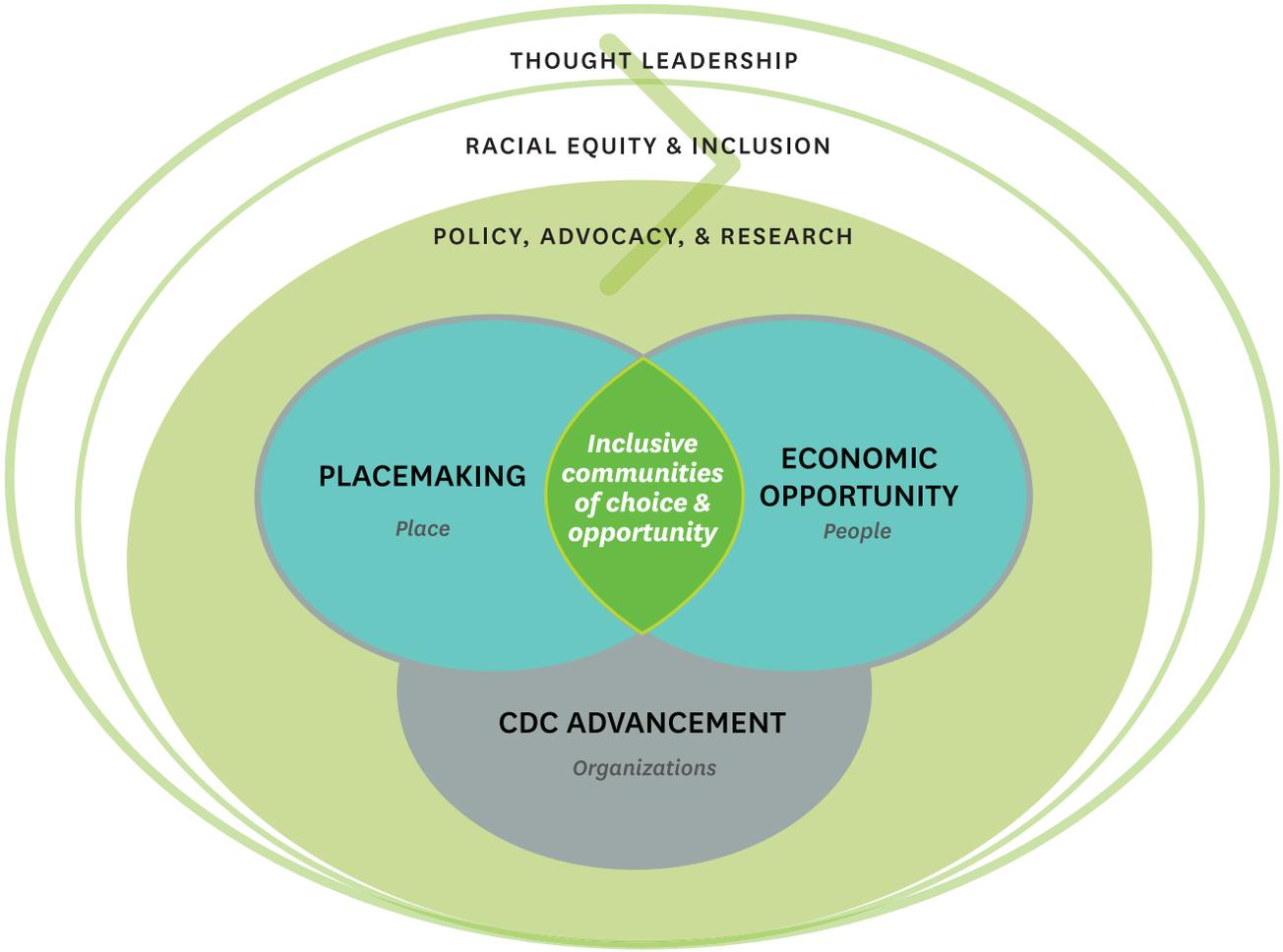
We believe that there is a vital need for a unified voice to advocate for the most pressing policy priorities of Cleveland's community development industry. Considering the complexity and urgency of the need for stronger, more vibrant neighborhoods, we will advance a robust and multidimensional policy and advocacy agenda to catalyze local, state and federal investments in the urban core, and to spur equitable, innovative solutions. We will work in partnership with legislators to support and prioritize issues such as: public infrastructure and transit-oriented development projects, neighborhood economic development, innovative vacant land reuse strategies, mobility, economic opportunity, and protecting equity for homeowners through housing preservation and rehabilitation support.

Decision Making Criteria:

In addition to the organization's mission, vision, values and guiding principles, clear decision-making criteria was established by our organization in determining the final scope of this plan.

This 2017 – 2021 Strategic Plan:

- Must align with our mission & values and guiding principles, and help achieve our strategic goals
- Considers available internal and external financial & human resources
- Maximizes opportunity to address racial disparities
- Considers our local ecosystem: market & competitive landscape, need for and benefits of, collaboration and strategic partnerships
- Informs and advances systemic and policy solutions
- Strategic Positioning: leverages our distinct expertise & connection to neighborhoods
- Has potential to impact a range of CDCs, neighborhoods, and residents
- Considers costs and benefits, anticipated results, and impact on marginalized populations



Cleveland Neighborhood Progress Progress Index – City of Cleveland

Median Sales Price of Residential Parcels	+33%	2010: 519,400 2014: 525,750	Median Household Income	+1%	2000: 525,928 '09-'13: 526,217
Median Gross Rent	+42%	2000: 5465 '09-'13: 5659	Poverty Rate	+26%	2000: 122,479 (26%) '09-'13: 135,926 (35%)

Progress Index	Progress Metrics								
	Population	Racial/Ethnic Diversity	Safety	Stabilization	Community	Health	Education	Workforce	Economy
Progress Drivers	Total Population: -18% 2000: 478,403 '09-'13: 394,335	White (Non Hispanic): -27% 2000: 185,541 '09-'13: 136,072	Part 1 Crime: -2% 2010: 7,429/100k 2014: 7,283/100k	Residential Occupancy Rate: -1% 2010: 87% 2014: 86%	Perceptions & Experience: TBD	Life Expectancy: 74 years 2008-2012 5-Year Average	3 rd Grade Reading Proficiency: +6% '09-'10: 56% '13-'14: 60%	Employment Rate: -10% 2000: 180,459 (89%) '09-'13: 147,556 (80%)	Jobs In The City: -4% 2007: 282,479 2011: 271,633
		Black (Non Hispanic): -16% 2000: 241,512 '09-'13: 203,146	Part 2 Crime: +1% 2010: 8,331/100k 2014: 8,399/100k				3 rd Grade Math Proficiency: +33% '09-'10: 36% '13-'14: 48%		
Strategic Systemic Outcomes	<ul style="list-style-type: none"> Increase in total # of high performing CDCs 511 CDCs progress on deliverables Resized CDCs 	<ul style="list-style-type: none"> Increase rates of: <ul style="list-style-type: none"> Housing Population Decrease rates of: <ul style="list-style-type: none"> Foreclosure Vacancy 	<ul style="list-style-type: none"> High quality schools in neighborhoods Literacy Rates Quality out of school time Asset poverty reduced Increase access to capital 	<ul style="list-style-type: none"> Increased public funding for Community Development Decreased vacancies Increased public funding for greening, rehab, & demolition Strong tax credit infrastructure 					
					<ul style="list-style-type: none"> Other (Non Hispanic): -1% 2000: 6,407 '09-'13: 6,344 Hispanic: +12% 2000: 34,728 '09-'13: 38,739 				
	CDC Services	Placemaking	Economic Opportunity	Policy & Advocacy					

CDC ADVANCEMENT

At its core, the purpose of Cleveland Neighborhood Progress’ CDC Advancement work is to support and elevate Cleveland’s community development system. It is our belief that through a strong system of community development corporations, Cleveland’s neighborhoods are best equipped to make change and become communities of choice and opportunity. With one of the oldest and most mature community development systems in the United States, we see Cleveland as a model of highly effective and results-driven community development and seek to highlight this work on a national scale.

To accomplish this goal, CDC Advancement will support CDCs through industry alignment, continued professionalization of CDC leaders and staff, and by connecting our partners to new, cutting-edge tools and resources to deepen their work in neighborhoods. Over the next five years, we will continue to ally with community development funders and share our model for inclusive comprehensive community development and transparent grant-making. We are committed to evidence-based practices and data-informed decision-making, and we will continue to research and disseminate best practices through our Performance Standards and share neighborhood data and indicators through our Progress Index. We will host and sponsor trainings and workshops in Cleveland to help broaden and deepen our industry’s knowledge, while also sharing local community development innovation with the rest of the country through research, opinion papers, and presentations at national conferences. Finally, as our field changes and evolves, we will explore options for shared services, alliances, and mergers, and advocate for new funding sources and investments in our community development system.

We know our charge - *bolstering and highlighting Cleveland’s community development industry.*
 We have our roadmap and course - *our strategic plan will keep us on pace and help us achieve our goal.*

CDC Advancement Goal: Cleveland is nationally-recognized as a model for its highly effective and results-driven community development network.

- Timeline for most strategic objectives spans life of the plan (2017-2021) unless otherwise called out in tactics
- Achieving Goal 1 and accomplishing each strategic objective will require multiple partners – most specifically the City of Cleveland, CDCs and our Legacy Funders

What continues in pursuit of this goal:

1. Commitment to organizational (CDC) and individual (staff person) capacity development
2. Focus on transformative and transparent grantmaking practices
3. Support of alliances, collaborations and mergers
4. Funder alignment as related to CDC and neighborhood investments

What is new and different:

1. Continued refinement and better usage of Progress Index and Performance Standards as shared measures for investment
2. Integration of Racial Equity and Inclusion lens
3. More specific and measurable strategic objectives and tactics

Strategic Objective 1: More Cleveland neighborhoods are receiving high-quality and efficient community development services

Tactic 1A	Align public and private sector funders around need for, and approach to network adjustment and reconfiguration
Activities	<ul style="list-style-type: none"> · Funding community will continue to participate on CDC Advancement advisory committees · CDC Adv. staff will continue to participate in/on funder committees (City of Cleveland, ECP)
Performance Measures	<ul style="list-style-type: none"> · # of Funders on CDC Advancement Advisory Committee · # of Funders on SII Advisory Committee · # and type of Committee mtgs held · # and position held by public and private sector funders participating on committee · # of CDC Advancement Staff participating on/in Funder committees/activities re: CDC support · Community development funders and leaders are better aligning their priorities and strategies, thus maximizing their impact in Cleveland neighborhoods

Tactic 1B	Encourage public and private funders to align grantmaking decisions with CDC Operating Performance Standards, Progress Index, and/or other shared measurements of CDC impact
Activities	<ul style="list-style-type: none"> • CDC Adv. Staff will provide colleague grantmaking organizations with CDC Operating Standards • CNP will provide colleague grantmaking organizations with access to Progress Index information as well as metrics for all grant review processes
Performance Measures	<ul style="list-style-type: none"> • # of grantmaking organizations using Progress Index as part of their decision matrix for funding decisions • # of alliance and merger conversations facilitated by CNP • # of alliances and mergers • Funders recognize the Progress Index as a measurement tool when considering where to make investments in the city • Adjustment of the CDC network results in shared services, fewer overlapping service areas, as well as fewer gaps in service delivery

Tactic 1C	Encourage and support CDCs exploration of alliances and mergers
Activities	<ul style="list-style-type: none"> • CNP will provide resources that assist in expanding conversations and examinations of new models of operating among CDCs
Performance Measures	<ul style="list-style-type: none"> • # of alliance and merger conversations facilitated by CNP • # of alliances and mergers • Adjustment of the CDC network results in shared services, fewer overlapping service areas, as well as fewer gaps in service delivery

Tactic 1D	Support CDCs that are requesting assistance in analysis of the structures and systems in the communities they serve to illuminate places of under, absent or over representation
Activities	<ul style="list-style-type: none"> • CNP will scan and identify best practice models to develop template for Power Analysis (referred by some as a “power” analysis) (2017) • CNP will provide template/process and resources for CDCs to regularly engage in analysis. (2018) • CNP will assist CDCs in analysis as requested
Performance Measures	<ul style="list-style-type: none"> • # of CDCs requesting assistance with analysis of their neighborhood’s structures and systems • # of CDCs completing an analysis process • CDCs have (increased) understanding of power dynamics in their respective neighborhoods • CDCs are better serving their residents by integrating learning from power analysis into their work • Decision-making authority and responsibility for what gets done and for whom, is distributed more equitably

Tactic 1E	Assist CDCs (Staff and Boards) in understanding and integrating best practices (from most recent version of Performance Standards for Successful Community Development) as standard modes of operating
Activities	<ul style="list-style-type: none"> • CDC Advancement staff will assess and analyze SII grantees Performance Standards self-evaluation to arrive establish baseline of CDCs performing at standard. (2107) • CDC Adv staff will provide opportunities for learning and capacity-building around attainment of Performance Standards. (2017-2021)
Performance Measures	<ul style="list-style-type: none"> • # of CDCs that CDC Advancement staff work with to reach standard • # of CDCs performing at standard • # of learning and capacity-building opportunities provided to CDCs • CDCs are better serving their residents by integrating best practices into their operations

Tactic 1F	Connect CDCs to opportunities to increase resources to support effective operations
Activities	<ul style="list-style-type: none"> • CDC Advancement staff will scan and review current and potential funding sources for community development operating support • CDC Adv staff will scan and review current and potential funding sources for community development projects and programs • CDC Adv staff will advocate for increased and/or new funding sources for community development in Cleveland
Performance Measures	<ul style="list-style-type: none"> • # of new dollars/funding opportunities identified • # and types of grants awarded to CDCs (opportunity identified by CNP) • % increase in current funding • CDCs are better resourced for operating to their full potential

Strategic Object 1 - Opportunities for Integration:

- *Work with CEO and Policy/Advocacy staff to align public/private funders (1a and 1b)*
- *Work with EO and Policy/Advocacy staff to develop analysis template for CDCs (1d)*
- *Work with EO, PM, Policy/Advocacy and Finance staff on annual review of Performance Standards to confirm best principles and racial equity and inclusive practices are employed*
- *Work with Fund Development/Grant Management staff to connect CDCs to grant opportunities (1f)*

Strategic Objective 1 - Key External Partners:

- *CDCs (Board and Staff)*
- *Legacy Funders*
- *City of Cleveland & Cleveland City Council*
- *Enterprise Community Partners*
- *Research Partners (CWRU – MSASS)*

Strategic Objective 2: More CDCs are led and staffed by high-talented and skilled community development professionals

Tactic 2A	Help CDCs recruit and retain a diverse cadre of great people, both staff and board, that are representative of neighborhoods they serve
Activities	<ul style="list-style-type: none"> • CDC Advancement staff will post open CDC positions on its website, share open positions throughout its network, and refer qualified candidates to open CDC positions • CDC Adv staff will provide or connect CDC staff with mentoring, coaching, professional development, and leadership opportunities in order to enrich their work and experience within Cleveland's community development network • CDC Adv staff will encourage CDC grantees and non-grantees to monitor and report demographic information related to staff and board composition
Performance Measures	<ul style="list-style-type: none"> • # of positions posted to CNP's website • # of referrals made to open CDC positions • # of professional development and/or leadership opportunities CDC staff are connected to • Baseline demographic information related to staff and board composition is established and reported • CDCs have a diverse and highly qualified candidate pool for open positions • CDC staff have an exceptional professional experience and are more likely to stay and/or grow within their organization and within Cleveland's community development system • CDCs have a higher staff retention rates and levels of staff satisfaction

Tactic 2B	Continue executive coaching and mentoring matching for CDC executive and senior-level management
Activities	<ul style="list-style-type: none"> • CDC Advancement staff will meet with CDC executive and senior-level management staff to get a sense of the coaching and/or mentoring needs and match staff with coaches and mentors when requested/necessary
Performance Measures	<ul style="list-style-type: none"> • # of CDC executive and senior-level management staff matched with coaches and mentors • CDC staff are better prepared to lead and tackle difficult situations within their position, organization, and neighborhood

Tactic 2C	Encourage and support participation in leadership development programs (NLI, NLDP, CLC, CSU/CWRU/TRI-C, NeighborWorks)
Activities	<ul style="list-style-type: none"> • CDC Advancement staff will actively promote leadership development programs and make referrals when appropriate • CNP will pursue partnerships to align comprehensive community development strategy with Leadership Development program curriculum
Performance Measures	<ul style="list-style-type: none"> • # CDC staff and board members who participate in leadership development programs • # and type of formal partnerships established • CDC staff build upon their leadership skills and are better prepared to lead within their position, organization, and neighborhood

Tactic 2D	Develop the skills of future of community development leaders by further developing and promoting internship programs
Activities	<ul style="list-style-type: none"> • CDC Advancement staff will support the development of CNP's internship program • CDC Adv staff will recruit and provide meaningful leadership and professional development opportunities to interns • CDC Adv staff will provide interns with projects that build upon their skills and interest and provide them with meaningful learning opportunities • CDC Adv staff will refer and connect interns to other internship, volunteer, or career opportunities in Cleveland's community development sphere • CDC Adv staff will recruit AmeriCorps VISTA members • CDC Adv staff will explore model for development of paid internship program • CDC Adv staff will explore opportunities to network interns working in the community development field
Performance Measures	<ul style="list-style-type: none"> • # of interns and VISTAs working with CDC Adv staff • # of projects supported and completed by CDC Adv interns • # of referrals and connections made between interns and outside opportunities • CDC Adv staff serving as task and/or field supervisors to interns • Demographic data on interns monitored and reported • Cleveland's community development industry has the best and brightest talent contributing to its advancement

Strategic Objective 2 - Opportunities for Integration:

- *Work with all staff to share job opportunities with individual and professional networks (2a)*
- *Work with CEO, EO and Policy/Advocacy on elevating importance of increased diversity of staff and boards (2a)*
- *Work with CEO to explore paid internship program (2d)*

Strategic Objective 2 - Key External Partners:

- *CDCs (Board and Staff)*
- *Legacy Funders*
- *City of Cleveland & Cleveland City Council*
- *NLI, NLDP, CLC, CSU/CWRU/TRI-C, NeighborWorks*
- *Leadership/Executive Coaches*
- *Local and Regional Colleges and Universities*

Strategic Objective 3: Build and maintain a CDC Industry learning environment, where everyone feels valued, included and provided the opportunity to thrive

Tactic 3A	Performance standards for CDC operations are refined and continually modernized
Activities	<ul style="list-style-type: none"> • CDC Advancement staff will continue to research nonprofit and community development practices, compiling and analyzing this information, and integrating it into the CDC Performance Standards manual • CDC Adv Staff will research and evaluate community engagement activities as related to CDC community organizing practices and approaches • As the CDC Performance Standards are updated and best practices are reviewed/integrated, CDC Adv. staff will share relevant articles, publications, and case studies to be shared with CDCs (Staff and Board) • CDC Adv staff will also share updated Performance Standards with CDCs (Staff and Board) on a routine basis
Performance Measures	<ul style="list-style-type: none"> • # of new best practices integrated into CDC Performance Standards manual • # of Performance Standards being met by CDCs • Yearly update of CDC Performance Standards • Cleveland CDCs (Staff and Board) are meeting Performance Standards best practice and integrating these practices into their work

Tactic 3B	Succession Planning: Research best practice models nationally and document successes in leadership transition in the Cleveland community, in order to prepare guidelines and/or set of recommendations to include in CDC Performance Standards
Activities	<ul style="list-style-type: none"> • CDC Advancement staff will compile case studies and best practices in nonprofit succession planning (2017) • CDC Adv staff will document CDC leadership succession planning processes occurring locally (2017) • Case studies and best practices will be shared with CDC staff (2018) • CDC Adv staff will support CDC leadership succession planning processes when requested
Performance Measures	<ul style="list-style-type: none"> • # of new best practices integrated into CDC Performance Standards manual • # of Performance Standards being met by CDCs • Yearly update of CDC Performance Standards • Cleveland CDCs (Staff and Board) are meeting Performance Standards best practice and integrating these practices into their work

Tactic 3C	Hard skills knowledge of relevant and necessary content (e.g., housing & physical redevelopment of a neighborhood; effective planning and community engagement and empowerment)
Activities	<ul style="list-style-type: none"> • CDC Advancement staff will support the ongoing learning and professional development of CDC staff by bringing in experts and trainers to lead workshops and trainings on relevant "hard skills" subjects • CDC Adv staff will survey CDC staff to gain a sense of what "hard skills" topics they would like to learn about • CDC Adv staff will compile a list of available trainings and workshops and develop a calendar of learning and professional development opportunities of interest to CDC staff • CDC Adv staff will look for and host peer-to-peer learning opportunities • CDC Adv staff will look for opportunities to mentor match more seasoned/veteran CDC leaders/ organizations with those emerging in the CDC industry • Yearly, CNP will host a Progress Institute, which will bring CDC staff together for workshops, trainings, presentations, and discussion around a variety of topics (hard and soft skills) • Yearly, CNP will host a Progress Index event, which will bring CDC leaders together to discuss the newest iteration of Progress Index data and indicators, and help them better integrate the Progress Index into their work through peer-to-peer learning

Tactic 3C	Hard skills knowledge of relevant and necessary content (e.g., housing & physical redevelopment of a neighborhood; effective planning and community engagement and empowerment)
Performance Measures	<ul style="list-style-type: none"> • # of workshops and trainings held • # of peer-to-peer learning events • # of mentor matches among CDCs • Progress Institute held • Progress Index event held • Calendar development • Survey development and implementation • CDC staff members have the skills and knowledge necessary to better work in their neighborhood, organization, and Cleveland's community development system

Tactic 3D	Soft skills development that supports personal growth (e.g., Racial equity and inclusion, emotional intelligence, appreciative inquiry, effective communications, conflict resolution)
Activities	<ul style="list-style-type: none"> • CDC Advancement staff will support the ongoing learning and professional development of CDC staff by bringing in experts and trainers to lead workshops and trainings on relevant "soft skills" subjects • CDC Adv staff supports the organizational working group structure by coordinating and/or staffing organizational working groups (e.g. Code Enforcement Partnership, Code Enforcement and Housing Working Group, and Organizers and Allies) • CDC Adv staff will survey CDC staff to gain a sense of what "soft skills" topics they would like to learn about • CDC Adv staff will compile a list of available trainings and workshops and develop a calendar of learning and professional development opportunities of interest to CDC staff • CDC Adv staff will look for and host peer-to-peer learning opportunities • CDC Adv staff will look for opportunities to mentor match more seasoned/veteran CDC leaders/organizations with those emerging in the CDC industry • Yearly, CNP will host a Progress Institute, which will bring CDC staff together for workshops, trainings, presentations, and discussion around a variety of topics (hard and soft skills)
Performance Measures	<ul style="list-style-type: none"> • # of new best practices integrated into CDC Performance Standards manual • # of Performance Standards being met by CDCs • Yearly update of CDC Performance Standards • Cleveland CDCs (Staff and Board) are meeting Performance Standards best practice and integrating these practices into their work

Strategic Objective 3 - Opportunities for Integration:

- *Work with all staff to host high quality capacity building workshops and events (3c and 3d)*
- *Work with all staff to develop curriculum for CNP led trainings (3c)*
- *Work with CEO and REI team as well as Senior Staff as related to REI Awareness Building for CDC Staff and Boards (3d)*

Strategic Objective 3 - Key External Partners:

- *CDC Staff and Board*
- *CDC Advancement Advisory Committee and SII Advisory Committee*
- *Legacy Funders*
- *City of Cleveland & Cleveland City Council*
- *Janus Small & Associates*
- *BVU*
- *Racial Equity Institute*
- *Consultants/Trainers*

Strategic Objective 4: Further develop and refine how success will be measured and reported through the use of the Progress Index

Tactic 4A	Continue to provide annual data-driven profiles of each neighborhood (SPA) and CDC service area
Activities	<ul style="list-style-type: none"> • CDC Advancement staff will work with partners at CWRU to routinely update and review the Progress Index (ensuring that neighborhood data is disaggregated by race/demographics) • CDC Adv will share the Progress Index and provide technical assistance and trainings for CDCs on how to best use the Progress Index in their work
Performance Measures	<ul style="list-style-type: none"> • Progress Index is updated yearly • Progress Index is shared yearly • Progress Index training/learning event held annually • # of Progress Index Technical Assistance requests received and filled • CDC staff are equipped with the data and data tools necessary to develop and implement data-informed strategies for their neighborhood

Tactic 4B	Routinely review indicators and make modifications when necessary
Activities	<ul style="list-style-type: none"> • CDC Advancement staff will finalize the Progress Index, ensuring that all indicators are quantified/qualified and disaggregated by race (2017) • CDC Adv staff will stay up-to-date with neighborhood change and wellbeing indicators, making revisions to the Progress Index when and where necessary • CDC Adv staff will support data-sharing and data democratization endeavors, especially those that will directly impact the Progress Index (e.g. data-sharing between Poverty Center and local administrative sources)
Performance Measures	<ul style="list-style-type: none"> • Progress Index Community Well being/Perception Indicator is identified and integrated into Index (2017) • Community Wellbeing survey is developed and implemented • Cleveland's community development industry has the best neighborhood change data and tools to assess impact and develop strategies • Cleveland's community development industry considers CNP's report as a high-level and reputable source for neighborhood wellbeing information

Tactic 4C	Monitor trends of change in progress drivers and the success metrics in each neighborhood and provide annual reports to the industry on progress in their neighborhoods – paying special attention to disparities by race
Activities	<ul style="list-style-type: none"> • CDC Advancement staff will analyze Progress Index data and developed reports on the state of Cleveland's neighborhoods to be shared with Cleveland's community development industry • CDC Adv staff will keep up-to-date with other metrics and tools for evaluating neighborhood change • CDC Adv staff will highlight other complementary tools and datasets/sources (such as the Opportunity Index) and work with developers of those tools to find common points for integration into Progress Index
Performance Measures	<ul style="list-style-type: none"> • Progress Index data is analyzed • Progress Index report is created and shared and CDC Adv staff will support CDCs in determining data usage and interpretation • Cleveland's community development industry has the best neighborhood change data and tools to assess impact and develop strategies • Cleveland's community development industry considers CNP's report as a high-level and reputable source for neighborhood well-being information

Tactic 4D	Create an online system (and other collateral) for the public and others (media, realtors, etc.) to access high level information on neighborhood progress and vitality
Activities	<ul style="list-style-type: none"> • CDC Advancement staff will work with partners to develop, launch, and maintain an online platform for the Progress Index
Performance Measures	<ul style="list-style-type: none"> • Progress Index site developed • # of individual users accessing the Progress Index site • CDC staff have a user friendly tool for accessing neighborhood data that can be considered when developing strategies for their neighborhood

Strategic Objective 4 - Opportunities for Integration:

- *Work with CEO and all Senior and Program staff on refining Progress Index (4a-4d)*
- *Work with all Senior Staff and Directors on preparation of neighborhood profiles (4c)*
- *Work with all staff to disaggregate all Progress Index data by race when possible (4a-4d)*

Strategic Objective 4 - Key External Partners:

- *CDC Staff and Boards*
- *CWRU*
- *City of Cleveland and Cleveland City Council*
- *Legacy Funders*
- *Enterprise Community Partners*

Strategic Objective 5: Increase extent to which Cleveland’s community development model helps inform national thinking and comprehensive community development

Tactic 5A	CNP and/or members of the CDC network contribute to conversation about comprehensive community development through attendance and presentations at conferences and development of research and opinion papers
Activities	<ul style="list-style-type: none"> • CDC Advancement staff will present at and attend conferences to elevate and share models of comprehensive community development from Cleveland's CDC network (2/yr) • CDC Adv staff will prepare/conduct/sponsor opinion papers and/or research on community development topics (2/yr) • As opportunities arise, CDC Adv staff will encourage national or outsider organizations to host conference and events in Cleveland • As opportunities arise, CDC Adv staff will encourage the exploration of research around community development in Cleveland
Performance Measures	<ul style="list-style-type: none"> • # of presentations given by CDC Adv staff • # of conferences attended locally, nationally, and internationally • Cleveland's community development system is learning from and contributing to the national conversation about community development, attracting new resources, and piloting innovative models for neighborhood change • # of research and opinion papers developed

Tactic 5B	CNP and/or members of the CDC network serve on local, state-wide and national boards and committees focuses on community development
Activities	<ul style="list-style-type: none"> • CDC Advancement staff will participate and/or refer CDC leaders to participate in local, state-wide, and national boards and committees on community development
Performance Measures	<ul style="list-style-type: none"> • # of boards and committees that CDC Adv staff are sitting on • # of referrals made to CDC leaders • Cleveland's community development system is learning from and contributing to the national conversation

Strategic Objective 5 - Opportunities for Integration:

- *Work with CEO and Sr Director of Policy and Advocacy on CNP thought leadership efforts to inform national thinking (5a)*
- *Support Portfolio Staff (PM and EO) in their thought leadership efforts to inform national thinking about comprehensive community development (5a)*

Strategic Objective 5 - Key External Partners:

- *CDC Staff and Boards*
- *City of Cleveland and Cleveland City Council*
- *Legacy Funders*
- *Ohio CDC Association and other US Comm/Econ Dev Orgs*
- *The Funders Network*
- *Greater Ohio*

Strategic Objective 6: Ensure high-quality, transparent, inclusive and equitable standards for grantmaking and management activities are the criteria by which Cleveland Neighborhood Progress invests in CDC activities and operations

Tactic 6A	Encourage and support organizations to participate in feedback regarding the grant-seeking process
Activities	<ul style="list-style-type: none"> • CDC Advancement staff will create collection tool and method for grant-seeker input (2017-2018) • CDC Adv staff will hold focus groups with grant seekers to learn more about the grant application process (Yearly as related to NSA. 2017 & 2021 for SII)
Performance Measures	<ul style="list-style-type: none"> • # of responses to survey • # of focus groups • # of grant seekers attending focus groups • Capture and be responsive to current/on-going feedback and data from grantees and applicants to drive necessary changes to granting processes

Tactic 6B	Integrate an Operating Standards Performance assessment protocol into grant-seeking processes
Activities	<ul style="list-style-type: none"> • CDC Advancement Staff will create an external process for evaluating performance as related to operating standards (2017-2018) • Align/integrate CDC Operating Performance Standards with development of Racial Equity and Inclusion Framework (2017-2018)
Performance Measures	<ul style="list-style-type: none"> • % of CDCs performing at standard • % of CDC performing below standards • Unbiased, third party data regarding status of industry as related to Operating Performance Standards is collected and used by CNP

Tactic 6C	Determine strategies to increase equity in grantmaking process /distribution of CNP resources
Activities	<ul style="list-style-type: none"> • CDC Advancement staff will assess historic and current grantmaking activity (CNP and CDBG) within the CDC industry (indicating \$ per CDC service area) • CNP will align grantmaking strategy with Racial Equity and Inclusion Framework
Performance Measures	<ul style="list-style-type: none"> • Produce/commission report on distribution of SII and other CNP related grant dollars per CDC service area • CNP will intentionally move to provide investments in areas historically under- resourced

Tactic 6D	Provide timely responses to grant seeking organizations regarding grant decisions - funded or not
Activities	<ul style="list-style-type: none"> • CDC Advancement staff will create a format for providing grant decisions that accurately describes pros, cons, strengths and weaknesses of grant request (2017-2018)
Performance Measures	<ul style="list-style-type: none"> • Decision memos for grant seeking organizations • CNP will improve transparency of grantmaking decisions made by the organization

Strategic Objective 6 - Opportunities for Integration:

- *Work with CEO, Senior Staff to develop an REI grantmaking framework (6c)*
- *Work with CEO, Senior and Program staff in review of grant applications/requests and in providing feedback to grant-seekers (6a and 6d)*

Strategic Objective 6 - Key External Partners:

- *CDC Staff and Boards*
- *Legacy Funders*
- *City of Cleveland and Cleveland City Council*
- *CDC Advancement Advisory and SII Advisory Committees*

Strategic Objective 7: Expand CDC opportunities for participation in shared services opportunities

Tactic 7A	Establish baseline for shared services currently used by CDC network
Activities	<ul style="list-style-type: none"> • CDC Advancement staff will create and vet definition of "shared services" • CDC Adv staff will review shared programming, staff and projects currently operating within the network
Performance Measures	<ul style="list-style-type: none"> • # of examples of shared services at present • Better understanding of collaboration and alignment via shared services

Tactic 7B	Scan for new shared services nationally and locally
Activities	<ul style="list-style-type: none"> • CDC Advancement Staff will undertake a process of reviewing examples of aligned programming within the Non-Profit sector
Performance Measures	<ul style="list-style-type: none"> • # of shared services considered • Better understanding of collaboration and alignment via shared services

Tactic 7C	Continue annual CDC Industry Survey (currently referred to as Salary and Benefits survey)
Activities	<ul style="list-style-type: none"> • CDC Advancement staff will conduct annual survey relating to CDC Industry (salary and benefits), which will also include component that informs CDCs of shared service opportunities and solicits their level of interest in pursuing these services
Performance Measures	<ul style="list-style-type: none"> • # of participants in the survey • Report of opportunities for shared services within the CDC network

Tactic 7D	Implement new shared service programs to CDC industry
Activities	<ul style="list-style-type: none"> • CDC Advancement Staff will research, fundraise (if necessary) and offer new programs within the network
Performance Measures	<ul style="list-style-type: none"> • # of new shared services offered to industry • More collaboration among CDCs and possible reduction in duplication of services

Strategic Objective 7 - Opportunities for Integration:

- *Work with CFO on exploring opportunities related to Accounting and Finance shared services*
- *Work with PM staff on exploring opportunities for PM shared services*
- *Work with EO staff on exploring opportunities for EO shared services*
- *Work with Sr. Director of Policy and Advocacy on understanding CDC needs as related to policy/advocacy*

Strategic Objective 7 - Key External Partners:

- *CDC Staff and Boards*
- *Legacy Funders*
- *City of Cleveland and Cleveland City Council*

PLACEMAKING

The Placemaking team for Cleveland Neighborhood Progress works to improve the design and construction of the physical landscape across the city’s neighborhoods. The portfolio’s scope of work touches neighborhood planning and stabilization, housing, greenspace and vacant land, climate resilience, neighborhood promotion, and real estate development, financing, and lending. This includes the work of our two subsidiaries: Village Capital Corporation (a Community Development Finance Institution that provides construction and development lending to catalytic development projects across Cleveland) and New Village Corporation (a not-for-profit developer that engages in new construction, property rehabilitation, asset management, land assembly, and consulting services).

The 2017 - 2021 Strategic Plan positions the Placemaking staff to aggressively pursue a full complement of measurable goals that focus on improving the quality and value of housing in city neighborhoods and leverages our collective staff expertise. The Placemaking team will be purposeful in its actions and will work to ensure that its efforts complement and reinforce the work of our staff colleagues (also detailed in the strategic plan) and community partners. By setting our sights on goals such as rehabilitating a thousand units of housing, increasing the climate resilience of neighborhoods, and growing Cleveland’s population, the Neighborhood Progress Placemaking team will help sustain and enhance our vibrant city.

Placemaking Goal: More Clevelanders are living in vibrant, inclusive, and climate resilient neighborhoods.

What continues in pursuit of this goal:

1. *Integration of VCC and NVC in placemaking work*
2. *Emphasis on housing*
3. *Focus on areas where current staff are strong*

What is new and different:

1. *More specific, measurable objectives and tactics*
2. *Integration of racial equity and inclusion lens*
3. *Selection of fewer, more targeted areas of focus; i.e., going deeper vs. wider*
4. *Intentional focus on areas of potential thought leadership (e.g., addressing displacement)*

Strategic Objective 1: Maintain residential market values in all Cleveland neighborhoods and increase residential values by 15% in 3 weak-market neighborhoods

Tactic 1A	Work with partners to facilitate and/or develop 1,000 units of strategically rehabbed vacant homes in CLE by 2022, and implement programming throughout CNP’s portfolio that positively effects neighborhood residential values
Activities	<ul style="list-style-type: none"> • Research, develop, and implement market-appropriate rehab models, resources, and policies (unilaterally and/or in partnership) • Identify programming and/or standards to address cost-effect lead paint treatment and energy efficiency approaches to each rehab
Performance Measures	<ul style="list-style-type: none"> • No depreciation in residential values of any Cleveland neighborhood • 15% increase in residential values in 3 weak-market neighborhoods • 1,000 units of vacant houses rehabbed by CNP or partners by 2022

Tactic 1B	Work with partners to develop, facilitate, and/or implement programming that deters displacement and eliminates housing insecurity
Activities	<ul style="list-style-type: none"> • Identify partners and existing knowledge base on displacement and housing insecurity in Cleveland; form partnerships where appropriate • Research, identify, and define: optimal housing cost mix/availability by neighborhood compared to actual availability; barriers to developing adequate affordable housing; causes and variables influencing housing insecurity in Cleveland • Develop and implement programming and policies to address identified displacement and housing insecurity, where appropriate
Performance Measures	<ul style="list-style-type: none"> • Increased knowledge base and partnerships around displacement and housing insecurity issues • Increased adherence to yet-to-be-identified optimal housing-cost mix at neighborhood level, particularly in "hot markets" • Avoidance or reduction in yet-to-be-identified displacement rates at neighborhood level, particularly in "hot markets"

Tactic 1C	Execute the New Village Strategic Plan
Activities	<ul style="list-style-type: none"> • Position NVC to diversify role and include joint-ventures and fee for service activities • Effectively develop and implement the project screening tool • Position NVC to be less dependent on CNP annual subsidy • Identification and commencement of at least 2 catalytic projects in weak-market neighborhoods
Performance Measures	<ul style="list-style-type: none"> • Increase in number of joint-venture and fee-for-service projects • Significant reduction in CNP annual subsidy to NVC • Commencement of 2 catalytic projects in weak-market neighborhoods

Tactic 1D	Execute the Village Capital Strategic Plan
Activities	<ul style="list-style-type: none"> • Explore potential of adding consumer lending product • Introduce enhanced technology to improve operations • Improve visibility locally and nationally • Document how VCC's investments improve the lives of low-income people in northeast Ohio
Performance Measures	<ul style="list-style-type: none"> • Double loan deployment by 2020 • Achieve 80-85% deployment of capital • Identify two neighborhoods in which to target investments

Tactic 1E	Establish a Public Safety Task Force with relevant partners to identify, assess, develop, facilitate, and/or implement programming that positively affects neighborhood safety issues
Activities	<ul style="list-style-type: none"> Identifying appropriate role, partnerships, and programming for CNP in neighborhood safety issues Implementation of yet-to-be identified programming Achievement of yet-to-be identified appropriate programming outcomes Establishment of a targeted fund for small safety and crime prevention programs aimed at addressing high crime areas
Performance Measures	<ul style="list-style-type: none"> Significant reduction in crime level at neighborhood levels Increase in effectiveness of CNP-funded safety initiatives Increased coordination between community development industry and safety/police forces

Strategic Objective 1 - Opportunities for Integration:

- Working with CNP's Economic Opportunity and CDC Advancement to develop and advance strategies aimed at deterring displacement and reducing housing insecurity; Lessons learned in both those areas will provide fertile data for thought-leadership.

Strategic Objective 1 - Key External Partners:

- CDCs
- City of Cleveland, especially CD and CPC
- Cuyahoga County Land Bank
- OHFA
- Foundation/funders
- Developers
- Realtors
- Marketing professionals

Strategic Objective 2: Proactively support and promote sustainable land use patterns

Tactic 2A	Facilitate increase in development activity within 1/2 mile of GCRTA Rail Stations and Bus Rapid Transit (BRT) stops and 1/4 mile from primary bus corridors ("TOD Buffer")
Activities	<ul style="list-style-type: none"> Consensus buffer is defined around transit service lines with high development potential, with deference to TOD Scorecard Overlay zoning applied to TOD buffer, on basis of urban transect (form-based or urban overlay) Preferential lending mechanisms are defined and enacted with VCC and partner financial institutions NVC prioritizes its development activity within this area
Performance Measures	<ul style="list-style-type: none"> 20% increase in development activity and improved bike/walkability within the TOD Buffer; revised NVC scoresheet

Tactic 2B	Increase population density and jobs within the TOD Buffer through myriad efforts, including the adoption of live near your work (LNYW) incentives and programs
Activities	<ul style="list-style-type: none"> Author CBA on Clevelanders living near[er] work, including specific focus on communities of color and climate impact Work with employers and philanthropies (and collaborations thereof) to author and implement housing incentive program(s) that benefit all quintiles of income earners Work with economic development staff to incent employer attraction within buffer
Performance Measures	<ul style="list-style-type: none"> 10% increase in population density and jobs within TOD Buffer; decline in city commute statistics

Tactic 2C	Explore the feasibility of additional vacant land reuse efforts that emphasize equity and innovation and build on the historic success of “Reimagining Cleveland”
Activities	<ul style="list-style-type: none"> Disseminate C4CP economic impact study Analyze racial and economic equity in previous awards, define ways to address any discovered insufficiency Develop project proposal and accompanying scoresheet that defines priority project types and possible focus areas Financial inquiries with new and historic partners Execute program or disburse funding/resources
Performance Measures	<ul style="list-style-type: none"> Funding sourced identified and secured for citywide vacant land reuse projects Implementation of additional projects across Cleveland neighborhoods

Tactic 2D	Define and share best practices around sustainable and equitable land use, TOD incentives, and community bike/walkability
Activities	<ul style="list-style-type: none"> Review bibliography Conduct EBP evaluation of initiative results Develop unique proposal for publication or online resource, with feedback from project participants Collaborate with implementers to develop and submit presentation proposals Publish and deliver presentations
Performance Measures	<ul style="list-style-type: none"> Development of materials, research papers and presentations

Strategic Objective 2 - Opportunities for Integration:

- Integration with CDC Advancement will enhance the efficacy of this objective; thought leadership to occur with sharing of best practices (per tactic D)
- Integration with Economic Opportunity will ensure effectiveness and advocacy surrounding equitable development, workforce development, and LNYW incentive efficacy (tactics A/B/C)
- Working closely with the Sr. Director of Advocacy, Policy, and Research will be imperative to institutionalize focus and create necessary legal frameworks for implementation and incentives (A/B)

Strategic Objective 2 - Key External Partners:

- CDCs
- City of Cleveland (B&H, CD, ED, CPC, etc.)
- NOACA
- GCRTA
- VAPAC
- GCP
- Fund for Our Economic Future
- CUDC
- MSASS and its National Initiative on Mixed-Income Communities
- Reimagining Working Group
- Center for Community Progress

Strategic Objective 3: Advance effective community planning so every Cleveland neighborhood has a preferred vision for its future

Tactic 3A	More Cleveland CDCs have a resident-driven master plan and implementation strategy that address the core tenets of sustainable communities
Activities	<ul style="list-style-type: none"> • Define “resident-driven”, "vibrant", "core tenets", and "engagement" • Integrate with City - CPC, CD and ED • Implement recommendation for current master plan in 2017-2020 SII funding agreements • Provide capacity building in charrette facilitation • Employ RFP to develop list of approved consultants • Fund financial assistance pool • Provide planning/facilitation services directly to CDC clients
Performance Measures	<ul style="list-style-type: none"> • Half of all CDCs have a master plan similar to that described, the consultant list is utilized, and NVC is actively providing services to the CDC community

Tactic 3B	Work toward every Cleveland Neighborhood having equitable access to comprehensive recreational amenities
Activities	<ul style="list-style-type: none"> • Define consensus buffers for recreation typologies • Rate quality and efficacy of existing amenities • Identify underserved areas • Work with partners to develop recreational equity plan, consensus project prioritization • Identify funding source(s), fundraise • Begin implementation activities
Performance Measures	<ul style="list-style-type: none"> • There is a plan for every Cleveland neighborhood to achieve equitable access to comprehensive recreational amenities

Tactic 3C	Facilitate creation of inclusive neighborhood goals and implementation strategies and prioritization plan, including economic, health, and climate resilience concerns
Activities	<ul style="list-style-type: none"> • Literature review of effective housing equity efforts and inclusive community standards across the nation, interview topical experts and consultants (visit if necessary) • Analysis of neighborhood demographics, real-estate trends, and visitor surveys • Consensus categorization of neighborhood inclusiveness • Define and enact policies and intervention programs
Performance Measures	<ul style="list-style-type: none"> • Every SII Impact Program fundee has a strategy to make their neighborhoods more inclusive; 50% are in active implementation

Tactic 3D	Facilitate creation of community supportive retail strategies and nodal prioritization plan that analyzes access to arts and cultural amenities
Activities	<ul style="list-style-type: none"> • Prioritize 2-3 retail focus areas for each participating area • Define adaptive reuse options for obsolete storefront commercial space, citywide • Develop retail recruitment/retention strategies that promote local commerce and weed out predatory business models • Identify appropriate funding resources • Pilot 3-5 retail focus area sites to test model(s)
Performance Measures	<ul style="list-style-type: none"> • Every SII Impact Program fundee has a strategy for community supportive retail; 2-3 districts are being piloted

Strategic Objective 3 - Opportunities for Integration:

- *Integration with CDC Advancement is our most effective avenue to institutionalize the importance of planning and motivate/assist CDC partners to complete plans (all tactics)*
- *Integration with Economic Opportunity will ensure effectiveness and advocacy surrounding equitable planning, prioritizing tangible resident needs, and identifying barriers to communal and resident self-sufficiency (all tactics)*
- *Work directly with the Fund Development Manager to identify funding sources for planning assistance (tactic A) and with the Director of Advocacy, Policy, and Research to promote successes with city, state, and federal officials (all tactics)*

Strategic Objective 3 - Key External Partners:

- CDCs
- City Planning Commission
- Office of Sustainability
- City Storefront Program staff
- LAND Studio
- Community Partnership for Arts and Culture/CPAC
- Cleveland Metroparks
- Trust for Public Land
- EPA District 5
- Kent State CUDC
- NHS

Strategic Objective 4: Improve climate resiliency in Cleveland’s neighborhoods, with a particular focus on the 4 targeted neighborhoods in the Cleveland Climate Resilience and Urban Opportunity Initiative

Tactic 4A	Complete weatherization improvement to 1,000 homes in 4 targeted Climate Resilient & Urban Opportunity Initiative (CRUOI)* Cleveland neighborhoods and 3,000 citywide
Activities	<ul style="list-style-type: none"> • Map high-energy users in 4 neighborhoods • Recruit and train 20 volunteers to door-knock and attend community, school (PTA) and faith-based events and meetings • Apply lessons learned in CRUOI to create a citywide marketing plan to promote weatherization city-wide
Performance Measures	<ul style="list-style-type: none"> • 1,000 homes weatherized in 4 targeted CRUOI neighborhoods; 3,000 homes weatherized across Cleveland neighborhoods

Tactic 4B	Increase Cleveland's tree canopy -based on goal set by City of Cleveland
Activities	<ul style="list-style-type: none"> • Work closely with the City of Cleveland's Tree Coalition on tactics and approaches to this objective • Identify neighborhoods that have a very low tree canopy • Work with CDC's to recruit participation in a proactive tree planting campaign • Align CNP's work with the agenda of the City's Tree Coalition
Performance Measures	<ul style="list-style-type: none"> • # of new trees planted in the City of Cleveland

Tactic 4C	Increase number of vacant land reclamation projects by 25% in 4 CRUOI neighborhoods
Activities	<ul style="list-style-type: none"> • Proactively work to raise additional funding for vacant land reclamation projects • Hold community stakeholder meetings • Issue RFP "Reimagining Cleveland, Round Four" (if funded), or similar, with focus on racial equality & inclusion • Work with ioby to leverage funding with crowd-raised sources and profile/promote projects that address environmental sustainability
Performance Measures	<ul style="list-style-type: none"> • At least 16 new Reimagining projects in the 4 neighborhoods

Tactic 4D	Implement Kresge Climate Resilience Urban Opportunity work into a city-wide information sharing strategy
Activities	<ul style="list-style-type: none"> • Documenting successful strategies from the Kresge Climate Resilience Urban Opportunity Initiative targeted neighborhoods • Create a playbook/toolkit that all Cleveland neighborhoods could learn and implement • Develop a workshop and key resources guide with the University of Buffalo and Kent States CUDC
Performance Measures	<ul style="list-style-type: none"> • Creation of a playbook/toolkit that all Cleveland neighborhoods could learn and implement; development of a workshop and key resources guide with the University of Buffalo and Kent State CUDC

Strategic Objective 4 - Opportunities for Integration:

- *Integration of climate resilience lessons and opportunities will be beneficial to both CNP as an organization and particularly with CDC Advancement where opportunities exist to export the Climate Resilience and Urban Opportunity Initiative to other CDCs.*

Strategic Objective 4 - Key External Partners:

- *CDCs in general*
- *BBC*
- *DSCDO*
- *SVD*
- *Famicos*
- *City of Cleveland – especially Office of Sustainability, CD, CPC, etc.*
- *Cleveland Housing Network*
- *Cuyahoga Land Bank*
- *City Land Bank*
- *Cleveland Tree Coalition*
- *Climate Ambassadors*
- *Kresge Foundation & Gund Foundation*

Strategic Objective 5: Achieve a 2% increase in new residents to the City of Cleveland by 2022 through retention and attraction strategies

Tactic 5A	Continue to manage and grow the LiveCleveland! neighborhood marketing campaign
Activities	<ul style="list-style-type: none"> • Develop process/platform for understanding African American and minority experiences and decision making concerning living in urban neighborhoods • Produce annual publication for CLE neighborhoods • Manage online resource promoting CLE neighborhoods • Coordinate Social Media activity for CLE neighborhoods • Schedule regular e-communications • Host series of public & private neighborhood tours • Proactive outreach to real estate/relocation/recruiter professionals
Performance Measures	<ul style="list-style-type: none"> • minimum 5 focus groups • 25% increase in production and distribution of the LiveCleveland! magazine by 2021 • 25% increase per year in LiveCleveland! web traffic • Grow LiveCleveland! social media audience by 40% each year • 20% increase each year in LiveCleveland! E-News audience • Continue CLE City Life tour program and be responsive to community partner needs; serve 400 guests per year • Meet/convene with 50 real estate/relocation/recruiter professionals annually

Tactic 5B	Ensure every Cleveland neighborhood has a compelling and functional brand* that is promoted through LiveCleveland! and measured against CDC Advancement performance standards
Activities	<ul style="list-style-type: none"> • CNP marketing team will meet with a minimum of 5 CDCs each year to conduct a neighborhood marketing audit
Performance Measures	<ul style="list-style-type: none"> • 5-6 CDCs per year are assessed via destination marketing audit and provision of consultation on how to improve neighborhood marketing tactics by CDCs <p style="text-align: right;"><i>*Brand defined as how the neighborhood's image is portrayed and perceived</i></p>

Tactic 5C	Identify 5 weak-branded neighborhoods and provide marketing assistance
Activities	<ul style="list-style-type: none"> • From the results of marketing audits, 1 CDC per year will be selected to receive marketing/communications assistance; CNP staff to provide consultation, design and communications services that improve neighborhood brand
Performance Measures	<ul style="list-style-type: none"> • 1 CDC each year with improved marketing portfolio; CNP staff to provide consultation, design and communications services that improve neighborhood brand

Tactic 5D	Identify three bold, new neighborhood marketing initiatives to enhance the LiveCleveland! campaign
Activities	<ul style="list-style-type: none"> • Implement first new initiative within 18 months of strategic plan launch • Introduce second initiative in 2019 • Introduce third initiative in 2020
Performance Measures	<ul style="list-style-type: none"> • 2% increase in new residents in the City of Cleveland, utilizing data that is disaggregated by neighborhood, race and age <p style="text-align: right;"><i>NOTE: This outcome will really be a measurement of the collective impact of all of CNP's work to foster communities of choice and opportunity, as well as the entire community development network and infrastructure</i></p>

Strategic Objective 5 - Opportunities for Integration:

- *Greater collaboration with CDC Advancement Team, especially as it relates to CDC Performance Standards (Neighborhood Marketing and Promotion)*
- *Increased cultural awareness will enable the organization to more effectively and meaningfully engage with historically-marginalized, minority populations*

Strategic Objective 5 - Key External Partners:

- *CDC Partners*
- *City of Cleveland*
- *Destination Cleveland*
- *Global Cleveland*
- *Refugee Response*
- *Real estate professionals*
- *Recruiters/relocation experts*
- *CSU Center for Population Dynamics*

ECONOMIC OPPORTUNITY

Economic Opportunity is the critical link between Placemaking and CDC Services. We know that communities are not just the sum of the buildings within a defined geographic location; communities are places where people live, learn, work, and play. The Economic Opportunity portfolio keeps the organization focused on improving the lives of residents as an essential strategy to holistically strengthen communities. As this portfolio has continued to be refined, we have begun to understand its role as a set of design principles, rather than programmatic activities. The efficacy of our comprehensive approach to community development depends on the integration of Economic Opportunity within the core functioning and strategic thinking of the organization.

As our most explicitly people-centric goal, the strategies included in the Economic Opportunity implementation section are designed to intentionally address structural racism and advance diversity, racial equity, and inclusion through our work. These themes greatly influence our efforts to increase opportunities for all Cleveland residents. We believe that Cleveland’s neighborhoods are strongest when more residents contribute to the local economy. When residents are empowered to open businesses, spend money in the neighborhood, and invest in their futures, the community benefits. When race and socioeconomic status do not determine a person’s opportunity to contribute to their community’s future, neighborhoods are more vibrant. We work to accomplish our vision for Cleveland’s neighborhoods by advancing strategies intended to:

- Leverage the intersections between community and economic development
- Build community wealth and support residents in attaining financial security
- Increase access to good jobs and high-quality education
- Address housing insecurity and preserve affordability
- Ensure an equitable digital economy
- Support community

Economic Opportunity Goal: More Cleveland residents have the education, income, skills and networks to thrive.

What continues in pursuit of this goal:

1. *Emphasis on people*
2. *Refinement & growth of asset building strategy (CFC)*
3. *Racial equity, inclusion and integration*

What is new and different:

1. *Shift from largely programmatic interventions to research, policy & advocacy*
2. *People AND place and people IN place framework to integrate strategies organization-wide*
3. *Focus on digital inclusion and economy*

Strategic Objective 1: Develop an informed and aligned approach to advance equitable community economic development (CED)

Tactic 1A	Define equitable community economic development within local context
Activities	<ul style="list-style-type: none"> • Scan local, national and int'l scholarly research & case studies on CED • Network analysis
Performance Measures	<ul style="list-style-type: none"> • # and type of partners who reviewed definition • # of focus groups held with attendees • CED defined within local context

Tactic 1B	Align partners, funders & grantees around equitable CED
Activities	<ul style="list-style-type: none"> • Convene partners to determine strategies to advance CED in greater Cleveland • Produce content/thought leadership (blogs, white papers, op-eds, etc.) related to equitable CED • Determine and set shared equitable development goals & reporting framework
Performance Measures	<ul style="list-style-type: none"> • # and type of partners, grantees, funders & stakeholders convened • # and type of partners adopting/committing to equitable development goals & reporting framework • # and type of equitable development goals; Progress towards goals • System-wide, city-wide acknowledgement of equitable development goals & reporting framework/ infrastructure • Normalize focus on equitable "people & place" AND "people in place" in CED framework/approaches

Tactic 1C	Increase understanding of the unique conditions & assets at the neighborhood level to enable CDCs & partners to reverse the trend-line on racial inequality & inequity
Activities	<ul style="list-style-type: none"> • Conduct/commission (ethnographic) neighborhood research (e.g. Integrating Inner Cities, effective neighboring etc.) • Ensure neighborhood data (Progress Index/Opportunity Index) is disaggregated by race • Internal/system-wide audit of organizational projects, programs, priorities, initiatives • Integrate/align neighborhood data w/ ethnographic research • Publish disaggregated neighborhood data
Performance Measures	<ul style="list-style-type: none"> • # and type of partners, grantees, funders, and stakeholders using disaggregated neighborhood data • Increased understanding of racial disparities & neighborhood assets (internally & system-wide) • Analysis of evaluation and reflection (mini org assessment) • Annual dissemination of findings (e.g. CED scorecard)

Tactic 1D	Create and adopt racial equity tools & approaches within CED (continued/ongoing evaluation of racial equity tools)
Activities	<ul style="list-style-type: none"> • Scan local, national, and int'l scholarly research & case studies re: racial equity tools, approaches & best practices • Deep analysis of 2013-2016 "People & Place" approach (2015 organizational assessment) • Create racial equity & inclusion framework to organizational priorities & assess decision-making • Publish audit of CNP racial equity & inclusion performance & REI framework
Performance Measures	<ul style="list-style-type: none"> • # and type of partners, grantees, funders and stakeholders utilizing racial equity tools • Racial Equity & Inclusion framework created • Racial Equity & Inclusion tools, approaches and best practices adopted by CNP & partners • Racial disparities reduced

Strategic Objective 1 - Opportunities for Integration

- *Creation & adoption of racial equity tools & approaches organization wide & w/ key partners (e.g. FFEF)*
- *Adoption of tools & approaches through CDC's in targeted geographies (e.g. Opportunity Corridor)*
- *Policy priorities & platform created w/ Policy & Advocacy*

Strategic Objective 1 - Key External Partners

- *CDCs*
- *Racial Equity Institute*
- *City of Cleveland Departments of Community & Economic Development*
- *Fund for Our Economic Future*
- *PolicyLink*
- *Research Partners (Case MSASS/CSU Econ/Levin)*
- *Forward Cities*

Strategic Objective 2: Support Cleveland families and neighborhoods in building financial security

Tactic 2A	Develop a strategy to grow the CFC model aligned w/ Village Capital Corporation
Activities	<ul style="list-style-type: none"> • Refresh CFC business plan to continue growth of model Analyze CWRU & CFE evaluations • Renew contracts w/ existing clients • Create customer satisfaction survey • Secure new fee for service clients
Performance Measures	<ul style="list-style-type: none"> • # of new clients • # of FTE's • Business plan updated/refined • Adoption of plan by key partners, stakeholders & funders • Resolution on CNP direct service provision

Tactic 2B	Collaborate w/ local organizations to align & optimize network of financial access providers
Activities	<ul style="list-style-type: none"> • Local training & professional development (two annual training & professional development offerings/year) • Assess feasibility & quality impact of 2016 training & professional development offerings • Continue to explore strategic alignment w/ partners • Continue to refine training curriculum • Execute MOUs w/ partners
Performance Measures	<ul style="list-style-type: none"> • # of successful trainings • # & type of professional development offerings • # & type, & quality of strategic alignment • # of people trained and service delivery enhanced thru CFC offerings • Executed MOUs

Tactic 2C	Increase access to safe & affordable mainstream financial products, tools & services
Activities	<ul style="list-style-type: none"> • Scan & analysis of safe & affordable financial products, tools & services • Explore opportunities to connect residents/customers to safe & affordable mainstream financial institutions • Determine strategy for implementing earn, save, invest, protect approaches in greater Cleveland
Performance Measures	<ul style="list-style-type: none"> • # of CFC clients using safe & affordable products, tools & services • Customer debt-deduction • Customer savings • Increase in customer credit score • Customer credit building

Tactic 2D	Identify, monitor & lift up barriers to asset building & wealth creation
Activities	<ul style="list-style-type: none"> • Update 2012 CFED report & review CFED state scorecard • Conduct CRA audit • Create advocacy roadmap • Establish legislative priorities • Produce annual thought leadership of local barriers to asset building & wealth creation
Performance Measures	<ul style="list-style-type: none"> • Increased understanding of the benefits and shortcomings of CRA • CNP is better prepared to determine programmatic interventions & policy priorities to remove barriers to asset-building & wealth creation for Cleveland residents

Strategic Objective 2 - Opportunities for Integration:

- *Alignment with Village Capital Corporation*
- *Increase service utilization among CDCs*
- *Establish & drive legislative priorities w/ policy & advocacy*

Strategic Objective 2 - Key Partners:

- *Clients/Customers*
- *CDCs*
- *Village Capital Corporation*
- *City of Cleveland*
- *Neighborhood Housing Services of Greater Cleveland*
- *Enterprise Community Partners*
- *Cleveland Public Library*
- *Cuyahoga Metropolitan Housing Authority*
- *Corporation for Enterprise Development*
- *Cities for Financial Empowerment*
- *Federal Reserve of Cleveland*

Strategic Objective 3: Determine the role of the community development system in increasing economic mobility for Cleveland residents

Tactic 3A	Define "upward economic mobility" to develop policy platform & identify targeted programmatic interventions
Activities	<ul style="list-style-type: none"> • National, regional & local literature review of definitions & best practices to advance upward economic mobility • Identify local, regional & national partners to advance upward economic mobility • Convene taskforce/working group to vet definition, prioritize best practices, & advise in determining CNP roles & strategies
Performance Measures	<ul style="list-style-type: none"> • # & type of stakeholders & partners engaged through working group/taskforce & focus groups • # of best practices adopted • Established definition of upward economic mobility • Prioritization of best practices • Policy platform & programmatic interventions adopted • Alignment w/ CNP partners, funders, grantees & stakeholders around shared definition of upward economic mobility

Tactic 3B	Increase understanding & share insights on barriers/factors preventing LMI residents from achieving upward economic mobility
Activities	<ul style="list-style-type: none"> • Define & create framework to advance economic justice • Analyze current socioeconomic conditions of Cleveland residents (disaggregate data by race/demographics) • Perform scan to identify & determine rationale & feasibility of collaboration w/ anti-poverty economic justice advocates • Research & evaluate local, state & federal benefits/cash support policy proposals (e.g. TANF, Ellwood Poor Support Recommendations, etc.) • Better understand barriers to opportunity for residents connected to the criminal justice system (LegalWorks)
Performance Measures	<ul style="list-style-type: none"> • CNP partners, funders, grantees & stakeholders better understand the scope & impact of poverty on Cleveland residents & neighborhoods • Increased understanding of benefit & cash support environment • CNP will use economic justice framework as criteria to determine, assess & evaluate policy positions & programmatic interventions • CNP has confirmed policy positions & adopted programmatic interventions to address the effects of poverty in Cleveland

Tactic 3C	Identify partners w/ whom to collaborate & align around shared approach to advancing upward economic mobility through community economic development
Activities	<ul style="list-style-type: none"> • Perform network analysis/ecosystem mapping to identify opportunities to align & collaborate • Perform scan of local, regional & national partnerships, initiatives & coalitions to determine roles or opportunities to support/leverage efforts • Convene partners if/when feasible & appropriate • Join/participate in existing efforts
Performance Measures	<ul style="list-style-type: none"> • # & type of local partnerships, initiatives &/or coalitions CNP participates in or supports • # & type of CNP convenings around upward economic mobility • # & type of partners, stakeholders, etc. engaged • # & type of formal partnerships &/or strategies & alliances established • CNP meaningfully contributes to existing efforts to advance upward economic mobility for Cleveland residents • Cleveland community development system aligned around strategies to support upward economic mobility

Tactic 3D	Increase understanding of workforce ecosystem of supports for LMI residents
Activities	<ul style="list-style-type: none"> • Literature review of 2012-2016 workforce development reports • Identify research partners • Perform network/ecosystem mapping • Frame & commission (ethnographic) assessment of workforce development programs & strategies
Performance Measures	<ul style="list-style-type: none"> • # & type of workforce development approaches & programs evaluated • # & type of stakeholders engaged • Policy position(s) established & adopted • Programmatic interventions determined • CNP & partners have increased understanding of workforce development ecosystem & approaches • Community development system pursuing alignment around strategies to support/implement best practices in workforce development

Tactic 3E	Increase understanding of low wage work provision, job quality proposals & the economic impact of raising minimum wage
Activities	<ul style="list-style-type: none"> • Identify partners to frame & commission research to increase understanding of economic impact of minimum wage & economic impact analysis of minimum increase (local, state, federal) on residents, business owners & neighborhoods • Establish baselines for # of residents at minimum wage, companies paying minimum & company profit margins • Determine categorization of job classifications & wages • Perform power analysis & network/ecosystem analysis to better understand position of local organizations & stakeholders • Host focus groups w/ diverse stakeholders, partners, & residents to share findings & solicit feedback
Performance Measures	<ul style="list-style-type: none"> • # & type of stakeholders engaged • Research & nonprofit partners identified • Baseline data established (disaggregated by race/demographics) • Deeper, more nuanced understanding of impact of minimum wage increase on residents, small businesses, neighborhoods; Policy position established and adopted

Tactic 3F	Advocate for expansion of EITC Plus
Activities	<ul style="list-style-type: none"> • Assess 2012-2016 EITC adoption & relationship to CFC support • Identify & evaluate complementary/supportive services to EITC • Explore & evaluate feasibility of family crisis accounts & prioritize best practices • Analyze (quantitative & qualitative) impact of EITC on residents & businesses • Identify local partners w/ whom to determine shared strategies & advocate for expansion of EITC plus
Performance Measures	<ul style="list-style-type: none"> • # & type of partners convened • # & type of complimentary/supportive services considered/proposed • # & type of legislators engaged • # & type of proposals submitted • # & type of proposals adopted • Establish policy position & programmatic approaches to expand EITC w/ possible crisis accounts

Strategic Objective 3 - Opportunities for Integration:

- Research & alignment w/ Village Capital Corporation via CFC integration
- Policy priorities & platform created w/ Policy & Advocacy
- Strategic partnerships w/ external partners (e.g. PolicyMatters, Enterprise, County JFS/Office of Reentry, etc.)

Strategic Objective 3 - Key Partners:

- Center for Community Solutions
- PolicyMatters
- Towards Employment/New Growth/WIB
- Enterprise Community Partners
- Federal Reserve of Cleveland
- Research Partners (Case MSASS/CSU)
- Cuyahoga County (JFS, HHS, Office of Reentry, etc.)

Strategic Objective 4: Help ensure every child has access to high quality education in every neighborhood

Tactic 4A	Support increase of high-quality pre-k-12 seats in Cleveland
Activities	<ul style="list-style-type: none"> • Evaluate, monitor & report data related to high need neighborhoods for high quality pre-k seats • Identify & lift up high need neighborhoods • Explore & evaluate best practice approaches to support efforts to increase access to high quality seats w/ special emphasis on community development & CBO's • Explore partnership with The Intergenerational School
Performance Measures	<ul style="list-style-type: none"> • # of high quality pre-k seats & mapping of seats • # & type of high need neighborhoods • # & type of best practice approaches evaluated • # & type of partnerships &/or strategic alliance established • Policy position established/adopted • Programmatic approach confirmed to increase high-quality seats throughout Cleveland neighborhoods • Board & leadership meeting between The Intergenerational School & CNP

Tactic 4B	Explore strategic school/partnership models & determine appropriate role for community development
Activities	<ul style="list-style-type: none"> • Assess & monitor relationship between neighborhood schools & community (residents, parents & CDCs/CBOs) • Monitor racial disparities & perceptions • Identify & evaluate "cradle-to-career" models/approaches in Greater Cleveland • Identify & evaluate "out-of-school time" models/approaches in Greater Cleveland • Create inventory/database of "cradle-to-career" models/approaches • Identify & evaluate best practices to bridge divide between schools & community; best practices for schools as anchor models
Performance Measures	<ul style="list-style-type: none"> • # of "cradle-to-career" approaches in Greater Cleveland • # & type of best practices to bridge school-community divide evaluated • Qualitative perceptions survey of residents & stakeholders re: school relationship by neighborhood (aligned w/ progress index & community perceptions survey) • Policy position established CNP advancing best practice strategy to bridge school-community divide • Increase availability of high-quality out-of-school time options

Strategic Objective 4 - Opportunities for Integration:

- *Explore strategies to increase high quality seats w/ Placemaking, Finance & Fund Development*
- *Research strategies on how neighborhoods support schools w/ CDC Advancement & residents building on 2014 Mandel Foundation report*

Strategic Objective 4 - Key Partners:

- *Parents & families*
- *CDCs*
- *CMSD*
- *The Intergenerational School*
- *Transformation Alliance*
- *Broadway P-16*
- *Purpose Built Communities*
- *Strive*
- *Say Yes to Education*
- *Research Partners (MSASS)*

Strategic Objective 5: Ensure an Equitable Digital Economy

Tactic 5A	Establish/formalize relationship between CNP & HackCLE
Activities	<ul style="list-style-type: none"> • Explore opportunities for integration & determine relationship & governance structure (program, subsidiary, etc.) • Determine role of social justice technology in community development • Explore role of social justice tech in rapidly evolving digital economy • Support & advance HackCLE research agenda • Explore feasibility of HackCLE direct service & growth model through business planning
Performance Measures	<ul style="list-style-type: none"> • CNP & community development system gains increased understanding/knowledge of social justice tech in rapidly evolving digital economy • New business plan & growth model for HackCLE

Tactic 5B	Support & assist efforts to connect more Cleveland residents to high speed broadband & digital literacy
Activities	<ul style="list-style-type: none"> • Define & assess access to high speed broadband in Cleveland neighborhoods (disaggregated by race) • Analyze existing programmatic & policy approaches to expanding access to high-speed broadband • Prioritize best practice approaches • Identify & assess opportunities to collaborate or strategic alignment w/ existing organizations and initiatives
Performance Measures	<ul style="list-style-type: none"> • # of Cleveland residents w/ access to high-speed broadband (disaggregated by race) • # & type of high need disconnected neighborhoods • # & type of best practice approaches evaluated • # & type of partnerships and/or strategic alliances established • Policy position & programmatic intervention established

Tactic 5C	Help ensure equitable access to jobs in the digital economy
Activities	<ul style="list-style-type: none"> • Define & adopt definition of equitable digital economy • Support HackCLE & Gallup digital economy workforce research • Analyze & present findings of research study
Performance Measures	<ul style="list-style-type: none"> • Policy position established/adopted • Programmatic approach to ensuring access to quality jobs in the digital economy established/adopted • Digital tech workforce data (disaggregated by race/demographics)

Strategic Objective 5 - Opportunities for Integration:

- *Formalize relationship with HackCleveland*
- *Identification of high need areas for broadband investment w/ Placemaking & CDC Advancement using Racial Equity rubric*
- *Policy priorities & platform created w/ Policy & Advocacy & HackCle governance*

Strategic Objective 5 - Key External Partners:

- *Residents*
- *Cleveland Civic Tech Collaborative*
- *Connect Your Community*
- *Gallup*
- *Towards Employment/New Growth*
- *City Departments of Economic Development & Planning*
- *DigitalC*
- *RITE Board*

Strategic Objective 6: Increase Resident Social Capital (Power Dynamics)

Tactic 6A	Ensure residents have voice & influence in the decisions that shape their neighborhoods
Activities	<ul style="list-style-type: none"> • Perform (w/ CDCs) power analysis within neighborhoods • Frame & conduct research to evaluate block club model through racial equity & inclusion lens/framework • Identify & examine best practice models & approaches to community building & resident engagement
Performance Measures	<ul style="list-style-type: none"> • # of power analyses performed & location • # & type of best practices models & approaches identified & evaluated • Increased community power, voice & capacity

Tactic 6B	Evaluate & reconcile organizing approaches
Activities	<ul style="list-style-type: none"> • Define & assess organizing types (e.g. Alinsky, Gandhian, Civil Rights etc.) & organizations (Neighborhood Connections, GCC, OCC) for greater alignment within community economic development • Produce/update history of community organizing in Cleveland • Create inventory of organizing types & organizations
Performance Measures	<ul style="list-style-type: none"> • # & type of organizing approaches evaluated & documented • # & type of organizing organizations in inventory • Greater understanding of organizing approaches & historical context • Foster alignment of organizing approaches

Tactic 6C	Increase sustainability of funding for neighborhood-driven initiatives including citizen-driven philanthropy
Activities	<ul style="list-style-type: none"> • Analyze/evaluate feasibility & effectiveness of CNP micro-grant program for greater alignment with other neighborhood/community-based funding approaches (e.g. Neighborhood Connections/ioby) • Determine & assess feasibility & opportunity to strategically align and collaborate with resident power enhancing organizations (Neighborhood Connections, ioby, etc.) • Define neighborhood based initiatives Identify & evaluate neighborhood-based initiatives to prioritize best practices
Performance Measures	<ul style="list-style-type: none"> • Solidify neighborhood funding approach • # & type of neighborhood-based initiatives evaluated • \$ invested in neighborhood-based initiatives

Strategic Objective 6 - Opportunities for Integration:

- Power analyses conducted with CDC Advancement, Placemaking & Policy & Advocacy
- Policy priorities & platform created w/ Policy & Advocacy

Strategic Objective 6 - Key External Partners:

- CDCs
- Organizers & Allies
- Racial Equity Institute
- BlackLivesMatter
- Social Justice Institute
- Neighborhood Connections
- Greater Cleveland Congregation
- Ohio Organizing Collaborative
- Elected Officials
- Research partners (MSASS)

Strategic Objective 7: Increase understanding & awareness of the effects of housing insecurity on Cleveland residents & determine strategies to address housing insecurity, quality & affordability

Tactic 7A	Research & evaluate the impact of concentrated poverty/high poverty neighborhoods on people & neighborhoods (economic vitality) to enhance community development approaches
Activities	<ul style="list-style-type: none"> • Literature review of local, regional, & national scholarly/academic research on concentrated poverty & create resources database/repository • Engage local, regional & national thought leaders to increase awareness/understanding of research & best practices • Frame & commission research (sociological, ethnographic if possible, public policy) to contextualize impact of concentrated poverty in Cleveland to better inform approaches • Share research w/ funders, CDC's residents, & stakeholders through publishing, blogging, focus & discussion groups & caucuses
Performance Measures	<ul style="list-style-type: none"> • # & type of thought leadership disseminated • # & type of stakeholders engaged through research and discussion forums • Baseline data established • CNP, partners, grantees, & funders have increased understanding of the impact of concentrated poverty in Cleveland • Strategies identified to address concentrated poverty through development practices, planning & policy

Tactic 7B	Research & evaluate housing quality, availability, & affordability and impacts on children & families
Activities	<ul style="list-style-type: none"> • Establish working definitions of housing quality, availability & affordability • Literature review on lead poisoning, connection between housing & infant mortality, affordable housing insecurity on families & children • Engage local, regional, national thought leaders to increase understanding of research & best practices • Frame & commission research on the impact of housing quality, availability and affordability • Share research widely
Performance Measures	<ul style="list-style-type: none"> • # & type of thought leadership disseminated • # & type of stakeholders engaged through research and discussion forums • Baseline data established • CNP, partners, grantees, & funders have increased understanding of the impact of concentrated poverty in Cleveland • Strategies identified to address concentrated poverty through development practices, planning & policy

Tactic 7C	Convene internal taskforce to determine CNP's role & strategies to address housing insecurity organization wide
Activities	<ul style="list-style-type: none"> • Identify staff members in PM, EO, CDC Adv & Policy & Advocacy • Determine work plan & meeting frequency • Review research commissioned & best practices to prioritize approach • Identify board, committee, and external partners to engage & advise research and strategies • Perform network analysis to identify potential partners & assess/ evaluate existing initiatives to align with • Propose research agenda, strategies, policy positions, programmatic interventions
Performance Measures	<ul style="list-style-type: none"> • # & type of partners engaged • # & type of proposed solutions • CNP has identified partners w/ whom to collaborate/align to, to address housing insecurity • CNP adopts proposed strategies, policy positions, & programmatic interventions to address housing insecurity

Tactic 7D	Convene (or align with existing) external taskforce to address housing insecurity through community development
Activities	<ul style="list-style-type: none"> • Engage local thought leaders, industry partners, & CDCs to increase awareness/understanding & develop strategies to address housing insecurity • Identify areas of alignment w/ existing housing & economic opportunity organizations, councils, initiatives • Create (or align w/ vetted) policy & advocacy platform &/or propose programmatic interventions
Performance Measures	<ul style="list-style-type: none"> • # & type of partners engaged • # & type of policy/advocacy priorities proposed • # & type of policy/advocacy priorities adopted • # & type of programmatic interventions proposed • # & type of programmatic interventions adopted • # & type of formal partnerships established • Cleveland's community development system is mobilized to address housing insecurity

Strategic Objective 7 - Opportunities for Integration:

- *Research & analysis conducted w/ Placemaking & CDC Advancement*
- *Policy priorities & platform created w/ Policy & Advocacy*

Strategic Objective 7 - Key External Partners:

- *CDCs*
- *Environmental Health Watch*
- *Greater University Circle Initiative*
- *Racial Equity Institute*
- *Research Partners (Case/CSU)*
- *Fund for Our Economic Future*
- *City of Cleveland Departments of Community, Economic Development & Health*

ORGANIZATIONAL CAPACITY

Cleveland Neighborhood Progress is a local community development funding intermediary with nearly thirty years of experience investing in community revitalization work in the city of Cleveland. It serves a unique function as the only local intermediary in the region and is proud to be nationally highlighted as a leader for engaging in best practices in various facets of nonprofit programming. The Board and staff will strive to enhance the reputation of the organization by improving internal capacity and leading industry partners on new and existing initiatives to improve the quality of Cleveland's neighborhoods and the quality of life for Cleveland's residents.

Since its inception in 1988, our organization has leveraged and fortified its capacity to serve as a Convener, Investor and Thought Leader. The organization plays a vital role in bringing together dynamic partners to build coalitions, facilitate collaboration, and create new solutions to persistent challenges. Though the organization has proven successful in this role, there exist opportunities to improve. We aspire to be an adaptive, learning organization that is even better prepared to strengthen the citywide community development system.

Cleveland Neighborhood Progress will continue to invest in the operating capacity of community development corporations (CDCs) and in the development of data-driven measurement tools to optimize their work. Through its wholly-owned subsidiaries New Village and Village Capital, we also invest in catalytic real estate projects intended to reignite residential and commercial development, and attract additional investment into the city of Cleveland.

Over the next five years, we will work to elevate our important role as an industry Thought Leader, which we believe will be immeasurably valuable to our capacity to serve as Convener and Investor. We will continue to promote best practices in the field of community development and advocate for the priorities of the industry. We understand that our unique positioning provides us with an opportunity to raise awareness for the many innovative strategies created by community development practitioners throughout Cleveland. However, considering the complexities and urgency of our work, there is a vital need for a unified voice to advocate for the most pressing policy priorities of the local community development industry. Going forward, evolution of the agenda will include: clear and concise goals for addressing the challenges within community development; engaging a stronger base of supporters; activating our robust network of organizers to respond to calls to action; and regular research produced by Cleveland Neighborhood Progress and shared locally and nationally.

Finally, as an integral thought leader and investor in the community development industry, it is incumbent upon Cleveland Neighborhood Progress to lead the way in addressing structural racism—the root cause of racial inequality—through comprehensive community development. We must develop strategies that take into account all relevant factors—historical, social, economic, etc.—that influence the interaction between people and places. We must think intentionally about how we can create and sustain racial equity—the systematic fair treatment of people of all races, which results in equitable opportunities and outcomes for everyone—through our work. We must also consider the ways that our industry can facilitate meaningful inclusion for residents of color.

Organizational Capacity Goal: Cleveland Neighborhood Progress is a high performing intermediary that attracts and leverages intellectual and financial resources to achieve our goals citywide.

What continues in pursuit of this goal:

1. *Ensuring that CNP maintains and strengthens capacity to serve as an investor, convener, and thought leader for the local community development system*
2. *Promoting system-wide best practices and innovative strategies to advance the field of comprehensive community development*
3. *Monitoring and evaluating the effectiveness of Cleveland's community development system to identify opportunities build capacity*

What is new and different:

1. *Increased emphasis on advancing racial equity and inclusion through comprehensive community development*
2. *Ensure that data used to monitor and evaluate progress is disaggregated by race/demographics*
3. *Continue to build and strengthened Policy & Advocacy efforts*
4. *Increased collaboration and engagement with external partners*
5. *Elevated role of thought leadership*
6. *Expanded use of research to inform strategy and decision-making, and to connect partners to industry best practices*
7. *Greater emphasis on engaging and mobilizing partners to increase resources for Cleveland's community development system*

Strategic Objective 1: Lead Cleveland’s network of community development stakeholders in advancing racial equity & inclusion through thought leadership, grantmaking, convening, and awareness building

Tactic 1A	Launch Year of Awareness Building
Activities	<ul style="list-style-type: none"> • Launch year of Awareness Building in 2017 • Develop calendar of events, including (but not limited to): Racial Equity Institute Workshops and half-day Groundwater Training; lectures and panel discussions (hosted by CNP and/or partners); Roundtable Discussions • Actively and intentionally develop strategies to engage marginalized residents as thought partners, collaborators, and stakeholders in neighborhood revitalization
Performance Measures	<ul style="list-style-type: none"> • # and type of Awareness Building events • # and type of attendees • Increased awareness and understanding of structural racism and racial inequality (internally & externally) • Increased awareness of the impact of structural racism and racial inequality on community development in Cleveland (internally & externally)

Tactic 1B	Regularly convene partners, stakeholders, and residents to continue awareness building and increase understanding of the ways systemic and structural racism impact Cleveland’s neighborhoods
Activities	<ul style="list-style-type: none"> • Develop calendar of events to continue awareness building, including (but not limited to): Racial Equity Institute Workshops and half-day Groundwater Training; lectures and panel discussions (hosted by CNP and/or partners); Roundtable Discussions • Consider hosting Year-End Racial Equity & Inclusion Summit to share lessons learned, best practices, and next steps for CNP • Actively and intentionally engage marginalized residents as thought partners, collaborators, and stakeholders in neighborhood revitalization • Convene External Racial Equity and Inclusion Taskforce to advise and inform CNP strategy to increase awareness and address racial disparities through comprehensive community development • Creation of survey (or other assessment tool) to monitor awareness building
Performance Measures	<ul style="list-style-type: none"> • # and type of Awareness Building events • # and type of attendees • Change in internal and external awareness of racial inequality • Increased awareness and understanding of structural racism and racial inequality • Increased awareness of the impact of structural racism and racial inequality on community development in Cleveland

Tactic 1C	Build, adopt, and refine Racial Equity & Inclusion Framework to evaluate internal decision-making, strategy, investments, and impact
Activities	<ul style="list-style-type: none"> • Scan/literature review of best practices to develop framework and decision-making criteria to monitor the impact of our work to address racial disparities • Conduct audit of CNP work (e.g. investments, programs, projects, etc.) • Ensure that Progress Index metrics/indicators are disaggregated by race • Ensure that mechanisms are in place to monitor and document the impact of our work on communities of color • Use demographic data to assess impact of programs and activities on communities of color • Develop and adopt Racial Equity & Inclusion Performance Measures (outcomes and impact) • Capture and share insights/lessons learned
Performance Measures	<ul style="list-style-type: none"> • Baseline data established • # and type of policies changed (internal) • # and type of practices changed (internal) • Increased awareness and understanding of structural racism and racial inequality (internal) • Increased awareness/understanding of racial disparities in Cleveland • Increased awareness of the ways in which CNP’s policies, practices, and investments impact Racial Equity & Inclusion • CNP is better prepared to target its strategies to address racial disparities

Tactic 1D	Support development of innovative, data-driven solutions to advance Racial Equity & Inclusion through grantmaking, Policy & Advocacy, collaboration, and technical assistance
Activities	<ul style="list-style-type: none"> • Leverage research and best practices developed and/or identified through work in CDC Advancement, Placemaking, Economic Opportunity, and Policy & Advocacy program areas to address racial disparities • Apply Racial Equity & Inclusion Framework to inform and evaluate CNP strategy and decision-making • Host focus groups and roundtable discussions with partners, funders, grantees, and stakeholders to identify and promote best practices to address racial disparities
Performance Measures	<ul style="list-style-type: none"> • # and type of best practice models and strategies identified and evaluated • # and type of best practice models and strategies adopted • # and type of discussions • # and type of attendees • Cleveland’s community development system works to advance Racial Equity & Inclusion and reduce racial disparities through collaboration and co-creation of innovative solutions

Tactic 1E	Aggregate, analyze, produce, and/or disseminate research and insights related to advancing Racial Equity & Inclusion
Activities	<ul style="list-style-type: none"> • Scan local, national & int'l scholarly research & case studies on racial inequality & inequity • Commission research on racial inequality in Cleveland (topics TBD) • Engage local and national thought leaders • Produce share insights (e.g. blog posts, presentations, white papers, policy briefs, etc.) • Create online resource repository on CNP website
Performance Measures	<ul style="list-style-type: none"> • # and type of research commissioned • # and type of thought leadership produced by CNP • # and type of local and national thought leaders/partners engaged • # and type of resources in CNP Racial Equity & Inclusion online database • CNP supports efforts of partners, funders, grantees, and non-CDC stakeholders in building awareness and increased understanding of racial inequality and the most innovative solutions to address racial disparity in Cleveland

Strategic Objective 1 - Opportunities for Integration:

- *Increased awareness of systemic and structural racism across*
- *Application of Racial Equity and Inclusion Framework to monitor and evaluate implementation of Strategic Plan (Goals 1 – 3)*
- *Integration of Racial Equity and Inclusion Framework with CDC Performance Standards (Goal 1)*
- *Use of disaggregated data to monitor and evaluate CNP projects, programs, and investments*

Strategic Objective 1 - Key External Partners:

- *CDCs*
- *Racial Equity & Inclusion Internal Taskforce*
- *Research Partners (CWRU – MSASS; CSU)*
- *Racial Equity Institute*
- *Legacy Funders*
- *Policy Link*
- *Center for Social Inclusion*
- *National League of Cities*

Strategic Objective 2: Advance a data-driven, research-informed urban policy agenda

Tactic 2A	Prioritize and advocate for the most pressing comprehensive community development issues to advance the urban policy agenda
Activities	<ul style="list-style-type: none"> • Develop process to identify policy priorities of local community development system, and regularly update policy agenda as needed • Convene Policy & Advocacy Advisory Committee • Design and circulate survey of Sr. Leadership Team and CDC leadership to ensure alignment of CNP and industry policy priorities • CNP will use Racial Equity and Inclusion Framework to assess/evaluate and revise (as needed) policy positions • Produce and share Policy Agenda (short and long versions) with partners, funders, grantees, stakeholders, and legislators, digitally and in print • Create a written policy related to issue and candidate endorsements • Host focus groups of key partners and stakeholders to share and vet evolving Policy Agenda
Performance Measures	<ul style="list-style-type: none"> • # of Policy & Advocacy Advisory Committee meetings • # of partners, grantees, funders, stakeholders, and legislators engaged via survey • # of partners, grantees, funders, stakeholders, and legislators engaged via focus group • # of policy, legislative, administrative and/or budgetary changes • CNP has created, updated (as needed), and will advance an urban policy agenda responsive to the needs and priorities of the local community development industry • CNP will strategically focus and impact the most pressing policy issues to support and advance comprehensive community development

Tactic 2B	Produce, synthesize, and/or commission research to inform policy position(s), strategies and best practices for comprehensive community development
Activities	<ul style="list-style-type: none"> • Create and regularly convene internal research advisory taskforce/working group to prioritize and frame research based on policy agenda and Racial Equity and Inclusion Framework • Survey CDC leaders, partners, and stakeholders to determine research agenda • Identify research partners with expertise related to Racial Equity and Inclusion, public policy, comprehensive community development, placemaking, and economic opportunity • Conduct quarterly literature review • Conduct scan of past research commissioned and produced by CNP
Performance Measures	<ul style="list-style-type: none"> • # of Research Advisory Taskforce/Working Group meetings • # and type of past research produced and commissioned by CNP (baseline) • # and type of research commissioned • # and type of research produced by CNP • # and type of strategies and best practices identified • CNP Policy positions and strategies will be better informed • CNP Policy Agenda is aligned with research priorities

Tactic 2C	Prioritize engagement with key legislators and government officials to most effectively support and advance the policy priorities of CNP and the local community development system
Activities	<ul style="list-style-type: none"> • Create, review, and update contact list of relevant legislators and government officials • Monitor outreach to legislators and government officials to advance urban policy agenda • Identify opportunities to align Policy & Advocacy efforts with local, regional, and national partners • Host and visit legislators and government officials to raise awareness for CNP and local community development system policy priorities
Performance Measures	<ul style="list-style-type: none"> • # and type of legislators and government officials that visit CNP and/or Cleveland (county, state, federal) • # and type of CNP visits in Columbus • # and type of CNP visits in DC • CNP will increase its base of supporters and will be widely-acknowledged as a thought leader/partner advancing comprehensive community development policy priorities

Tactic 2D	Inform and influence equitable community development policies through administrative, budgetary, regulatory and legislative processes
Activities	<ul style="list-style-type: none"> • Influence policy change by providing testimony, drafting language, lobbying key decision-makers and processes, and/or providing endorsements for ballot initiatives/issues • Organize and convene decision-makers on an annual basis (e.g. annual legislative breakfast) • Organize and host annual community and economic development lobby day in Columbus
Performance Measures	<ul style="list-style-type: none"> • # of legislative breakfasts • # and type of attendees (legislative breakfasts) • # of community and economic development lobby days in Columbus • # and type of attendees (lobby days) • Increased awareness of community development issues • Increased awareness of CNP with legislators and government officials (state and federal)

Tactic 2E	Produce and disseminate Policy & Advocacy insights to and for the local community development system
Activities	<ul style="list-style-type: none"> • Host annual Policy Roundtable with CDC Executive Directors and relevant CNP staff • Provide Policy & Advocacy e-briefings • Create Policy & Advocacy resources database on CNP website • Produce blogs, white papers, policy briefings, etc. • Present at conferences, local convenings, and webinars • Produce and publish annual Policy & Advocacy report
Performance Measures	<ul style="list-style-type: none"> • # and type of thought leadership produced • # and type of presentations • # of annual reports • # of e-briefings • # and type of attendees at Policy Roundtable • Cleveland's community development system gains deeper understanding of Policy priorities and opportunities to engage in the legislative process • County, state, and federal legislators and officials gain increased awareness of CNP and the local community development system

Strategic Objective 2 - Opportunities for Integration:

- *Engage with senior leadership team and directors to ensure continuous alignment to advance urban policy and research agendas*
- *Apply the racial equity and inclusion lens as it relates to the advancement of the urban policy agenda*
- *Continue to serve as a thought leader; more intentionality when it comes to the dissemination of policy briefs, white papers and online articles/blogs*

Strategic Objective 2 - Policy Priorities (Goal Nos. 1-4):

- Alignment of Public and Private Funds:
 - *Exploration of New Funding Opportunities, Development Tools (i.e. Tax Credits & Reform) and Bank Mergers & Settlements*
- Neighborhood Stabilization & Revitalization:
 - *Rehabilitation Strategies, Quality Affordable Housing (Including Rent Affordability), Public Safety, Land Use Patterns, Lead Abatement, Absentee Landlords, Fair Housing, Brownfields, Redlining & Gentrification and Transportation (including Transit-Oriented Development)*
- Social & Economic Mobility:
 - *Asset Building & Wealth Creation, Access to Quality Jobs, Engaged Citizenry, Minimum Wage, Public Benefits (i.e. EITC, SNAP & TANF) Quality Education, Digital Economy, CRA, Lending Options (Consumer and Small Business), Predatory Lending, Community Benefit Agreements, Local Hiring Provision; Asset Limits and Public Benefits*

Strategic Objective 2 - Key External Partners:

- *City of Cleveland Administration and Council*
- *Cuyahoga County Administration and Council*
- *State of Ohio Departments and General Assembly*
- *Federal Government Departments & Legislators*
- *Government Affairs, Research and Policy Organizations (local and national)*
- Research partners:
 - *Case Western Reserve University (various departments)*
 - *Center for Community Progress*
 - *Cleveland State University (various departments)*
 - *Enterprise Community Partners*
 - *Federal Reserve Bank of Cleveland*
 - *Greater Ohio Policy Center*
 - *Policy Link*
 - *Policy Matters*
 - *National Housing Conference*
 - *National Low Income Housing Coalition*
 - *The Center for Community Solutions*

Strategic Objective 3: In partnership with key stakeholders, support an engaged citizenry for the advancement of our urban policy agenda

Tactic 3A	Leverage the knowledge and connectivity of our Organizers and Allies to support the advancement of our urban policy agenda
Activities	<ul style="list-style-type: none"> • Formalize partnership with Organizers & Allies to develop a shared Policy Agenda • Provide technical assistance, where needed to support voter engagement efforts • Identify partnership opportunities with local neighborhood leadership programs • Explore and increase opportunities related to learning about different forms of organizing and civic engagement
Performance Measures	<ul style="list-style-type: none"> • # and type of Policy & Advocacy-related meetings with Organizers & Allies • # and type of formal partnerships • # and type of technical assistance provided • CNP has activated a base of neighborhood and resident leaders to advance the urban policy agenda

Tactic 3B	Explore the opportunity of leveraging and/or incorporating the non-partisan voter engagement model currently operated by Cleveland VOTES
Activities	<ul style="list-style-type: none"> • Convene a meeting with the Co-Directors of Cleveland VOTES to better understand the model • Convene a meeting with the current funders to explore alignment of funding • Assess the current needs of the CDCs as it relates to building capacity to have a more engaged citizenry • Explore the question of how a more engaged citizenry may help to advance the urban policy agenda
Performance Measures	<ul style="list-style-type: none"> • Consensus from Board and Legacy Funders on incorporating this model • Agreement on Strategic Objectives Nos. 3b-d • Completion of a MOU outlining the terms of the partnership • Completion of a training by all staff involved as it relates to non-partisan voter engagement • Completion of any and all necessary IRS forms to reflect this work

Tactic 3C	Based upon consensus of 3b - Increase voter engagement and turnout for all elections
Activities	<ul style="list-style-type: none"> • Establish baseline of registered voters in each CDC Service Area • Provide technical assistance and training to support CDC voter engagement efforts (*Cleveland VOTES current capacity) • Create and issue RFP to non-partisan voter engagement and organizations (*Cleveland VOTES current capacity) • Engage at least two non-profit voter engagement organizations to conduct voter registration and GOTV activities (*Cleveland VOTES current capacity)
Performance Measures	<ul style="list-style-type: none"> • # and % of registered voters in Cleveland (disaggregated by race/demographics) • # and % of registered voters by CDC Service Area (disaggregated by race/demographics) • % change in voter turnout by election (city-wide) • % change in voter turnout by election (CDC Service Area) • Cleveland has a more civically engaged electorate

Tactic 3D	Based upon consensus of 3b - Increase the awareness of voter engagement as a tool to advance an engaged citizenry among CDCs and their respective neighborhoods
Activities	<ul style="list-style-type: none"> • CNP will conduct at least 2 non-partisan voter engagement trainings and at least 1 webinar annually (*Cleveland VOTES current capacity) • CNP will leverage electronic platforms (i.e. website and social media) for ongoing education and engagement year-round (*Cleveland VOTES current capacity) • Convene and assist partners participating in National Voter Registration Day (*Cleveland VOTES current capacity)
Performance Measures	<ul style="list-style-type: none"> • # and type of CDCs participating in National Voter Registration Day • # and type of voter engagement trainings • # of webinars • Cleveland has a more civically engaged electorate

Objective 3 - Opportunities for Integration:

- *Engage all staff to leverage an engaged citizenry for the advancement of our urban policy agenda*
- *Leverage the existing Organizers and Allies working group; build upon their knowledge and expertise as it relates to the residents*

Strategic Objective 3 - Key External Partners:

- Cleveland VOTES
- CDCs
- Residents via Organizers & Allies
- Cuyahoga County Board of Elections
- Ohio Secretary of State
- Nonprofit VOTE
- Neighborhood Connections
- Greater Cleveland Congregation
- Ohio Organizing Collaborative

Strategic Objective 4: Attract the resources necessary for Cleveland Neighborhood Progress and its partners to achieve goals and maintain the highest standards of fiscal responsibility

Tactic 4A	Increase alignment between Finance/Accounting and Fund Development/Grants Management to ensure sufficient resources are available to support successful implementation of Strategic Plan
Activities	<ul style="list-style-type: none"> • Hold monthly meetings between Fund Development, Finance, and Policy & Advocacy staff • Align grants management and reporting with financial management and accounting system • Annual financial audits
Performance Measures	<ul style="list-style-type: none"> • # and type of grant reports produced • # of exemplary annual financial audits • Increased fiscal management efficiency • Detailed, accurate, and timely reporting

Tactic 4B	Increase funding for CNP programs by maintaining relationship with Legacy Funders, identifying new funding opportunities, and prioritizing funding requests (internal operating capacity)
Activities	<ul style="list-style-type: none"> • Scan of local, statewide, and national funders and funding opportunities to attract resources to support CNP strategic priorities • Develop and update criteria for evaluating funding opportunities • Create, update, and utilize Fund Development Plan aligned with Policy & Advocacy strategy • Regularly meet with CNP program staff to prioritize and produce funding requests
Performance Measures	<ul style="list-style-type: none"> • # and type of proposals submitted annually • # and type of grants received • # and type of grants received from new sources (public and private; local and national) • Funding for CNP operations maintained and/or increased • Increased investment in CNP programs • Increased alignment between Fund Development and Policy & Advocacy efforts

Tactic 4C	Convene taskforce led by Legacy Funders to determine strategy for attracting and increasing available funding to support Cleveland’s community development system
Activities	<ul style="list-style-type: none"> • Work with Legacy Funders to identify and recruit Taskforce members • Commission study/scan of available funding for Cleveland’s community development ecosystem to determine baseline • Disseminate study findings to increase understanding of financial resources invested in community development (public, private, nonprofit) • Engagement and relationship building with local civic leaders to establish shared priorities • Regular Taskforce meetings to align funding priorities and determine strategy for attracting increased resources
Performance Measures	<ul style="list-style-type: none"> • \$\$ invested in local community development system (baseline) • # and type of public and private sources identified • # and type of partners and funders engaged • \$\$ attracted from new sources (public and private) • # and type of formal collaborations and strategic alliances (between funders) • Funding for local community development system increased through greater alignment of local funding streams and funders

Strategic Objective 4 - Opportunities for Integration:

- *Prioritization of funding requests to support CNP Programs (Goals 1-4)*
- *Increased alignment between Finance, Fund Development, and Policy & Advocacy*
- *Work with CDC Advancement to encourage public and private funders to align grantmaking decisions (Goal 1)*
- *Work with CDC Advancement to connect CDCs to opportunities to increase resources to support effective operations*

Strategic Objective 4 - Key External Partners:

- *Legacy Funders*
- *City of Cleveland*
- *Cuyahoga County*
- *State of Ohio*
- *Enterprise Community Partners*
- *Greater Cleveland Partnership*
- *Community Development Funding Taskforce (working title)*
- *Legislative Consultant(s)*

Strategic Objective 5: Promote Cleveland’s comprehensive community development system and proactively engage stakeholders to strengthen relationships, elevate local and national profile, and advance best practices

Tactic 5A	Market and promote all aspects of CNP and the local community development system
Activities	<ul style="list-style-type: none"> • Maintenance of CNP website • Scheduled communications • Management of social media accounts • Production of CNP promotional materials
Performance Measures	<ul style="list-style-type: none"> • # of CNP website hits per month • # of social media followers • # of e-news subscribers • Marketing and Communications operational capacity and effectiveness increased • CNP nationally-recognized as a leader in community development • Cleveland’s community development system serves as a national model

Tactic 5B	Host special events and convenings to raise awareness for organization and community development system
Activities	<ul style="list-style-type: none"> • Host Vibrant City Awards Luncheon • Host Progress Institute • Host Annual Progress Index release event • Outreach to realtors • Explore and leverage partnerships to promote the work of CNP, the community development system, and Cleveland’s neighborhoods
Performance Measures	<ul style="list-style-type: none"> • # of attendees at Vibrant City Awards Luncheon • # of attendees at Progress Institute • # of attendees at annual Progress Index release events • CNP’s audience and national profile has increased • CNP nationally-recognized as a leader in community development • Cleveland’s community development system serves as a national model

Tactic 5C	Elevate CNP position as Thought Leader by presenting insights, and producing publications and web content to advance the field of community development
Activities	<ul style="list-style-type: none"> • CNP staff sharing insights and best practices from Cleveland’s community development system at local, regional, and national conferences • CNP website features blogs, editorials, policy briefs, glossary of community development terms, case studies, and community development-related scholarly research (produced by CNP staff and by partners) • Production and dissemination of CNP Annual Report, as well as annual Year-End reports by program/program area
Performance Measures	<ul style="list-style-type: none"> • # and type of written content produced (e.g. blog posts, policy briefs, etc.) • # and type of presentations • # of CNP website hits per month • Cleveland’s community development system has increased access to valuable insights and research to inform its work • CNP has strengthened position as a thought leader • CNP nationally-recognized as a leader in community development • Cleveland’s community development system serves as a national model

Strategic Objective 5 - Opportunities for Integration:

- Formalizing/standardizing process for providing thought leadership across CNP Program Areas
- CNP Website features insights, case studies, reports, and best practices sourced by CNP staff (Resources Database)

Strategic Objective 5 - Key External Partners:

- CDCs
- Neighborhood Marketing Working Group
- Destination Cleveland
- Global Cleveland
- Fresh Water Cleveland
- Cleveland Plain Dealer/Cleveland.com
- Crain's Cleveland
- Funders' Network for Smart Growth and Livable Communities
- Ohio CDC Association
- Legacy Funders

Strategic Objective 6: Monitor and evaluate Cleveland Neighborhood Progress' and its partners' impact on neighborhood outcomes

Tactic 6A	Refine Progress Index and encourage adoption of shared metrics for success industry-wide (see Goal 1)
Activities	<ul style="list-style-type: none"> • Staff and research partners will regularly update/manage Progress Index data • Data to be disaggregated by race/demographic • CNP will regularly solicit feedback from CDCs and community partners re: use of Progress Index (frequency) • Create online platform for Progress Index • Host annual Progress Index release event • Identify opportunities to align Progress Index with other methods of measurements of neighborhood data used by partners
Performance Measures	<ul style="list-style-type: none"> • # of industry-wide convenings to share Progress Index data and updates to the tool • # of CDCs using Progress Index • # and type of non-CDC community development stakeholder using Progress Index • # of users of online platform • Progress Index is widely-adopted as common measurement tool for evaluating impact of community development efforts in Cleveland

Tactic 6B	Identify and assess best practice models to develop tool(s) to evaluate the effectiveness of Cleveland's community development system
Activities	<ul style="list-style-type: none"> • Conduct scan of best practice models and methods for evaluating impact of community development system • Identify components of best practice models that complement CDC Performance Standards and Progress Index • Engage partners, funders, CDC grantees and non-grantees, researchers and community stakeholders to inform the development of equitable evaluation method • Frame and commission external evaluation of Cleveland's community development ecosystem
Performance Measures	<ul style="list-style-type: none"> • # and type of best practice models identified and evaluated • # and type of partners engaged • Creation of assessment tool to evaluate CDC Performance, monitor improvement over time, and quantify impact of capacity building support and investment • Effectiveness of Cleveland's community development system is monitored and continuously improved

Tactic 6C	Monitor Implementation of 2017-2021 Strategic Plan and make adjustments as needed
Activities	<ul style="list-style-type: none"> • Create, monitor, and update (as needed) Internal Implementation Section Work Plan • Refine and regularly update Strategic Plan Performance Dashboard • Work with Legacy Funders to commission external evaluation of the Strategic Plan
Performance Measures	<ul style="list-style-type: none"> • Per the Dashboard • CNP successfully implements Strategic Plan

Tactic 6D	Develop process for meaningfully engaging grantees, funders, community stakeholders, and current (and potential) partners to foster co-creation of ideas, transparency, and accountability
Activities	<ul style="list-style-type: none"> • Create effective system/method for reporting to aggregate the most useful information to advance the comprehensive community development practice • Regularly solicit input on the most pressing issues facing Cleveland's neighborhoods from diverse stakeholders • Identify opportunities to engage residents (in partnership with CDCs) and non-CDC stakeholders
Performance Measures	<ul style="list-style-type: none"> • # and types of engagement with external partners • # and type of attendees/participants • Increased transparency between CNP and partners • Residents are empowered to meaningfully engage in the decision-making process • CNP's work advances equity

Strategic Objective 6 - Opportunities for Integration:

- *Work with CDC Advancement staff (input needed from Placemaking & EO) to update and refine Progress Index*
- *Work with CDC Advancement to encourage public and private funders to align grantmaking decisions with CDC Operating Performance Standards, Progress Index, and/or other measurements of CDC Impact*
- *Work with CNP Program staff, CDCs, and research partners to create evaluation tool to monitor and assess CDC Quality*
- *Apply Racial Equity & Inclusion Framework to evaluation tools and/or methods*
- *Ensure that evaluation/assessment data is disaggregated by race/demographic*

Strategic Objective 6 - Key External Partners:

- *CDCs*
- *City of Cleveland*
- *Enterprise Community Partners*
- *Research Partners (CWRU – MSASS; CSU)*
- *PolicyLink*

Strategic Objective 7: Deepen connections and investment of Board members’ time, talent and treasure to help Cleveland Neighborhood Progress identify and optimize opportunities, and mitigate risks

Tactics currently under review

Strategic Objective 8: Ensure Cleveland Neighborhood Progress maintains staff capacity to support successful implementation of our strategic objectives

Tactic 8A	Support CNP staff development
Activities	<ul style="list-style-type: none"> • Determine staff expertise and competencies needed to successfully implement strategic plan (skills map) • Implement annual performance review process • Hire new staff members as needed to increase operating capacity and effectiveness • Establish an aligned staff professional development program
Performance Measures	<ul style="list-style-type: none"> • # and type of CNP staff members/positions • # and types of professional development opportunities staff participated in • \$\$ invested in professional development • Increased efficiency and integration

Tactic 8B	Recruit and retain talent that possesses the skills and expertise to successfully implement the Strategic Plan and advance the field of comprehensive community development
Activities	<ul style="list-style-type: none"> • Recruit and retain racially-diverse staff • Determine staff expertise and competencies needed to successfully implement strategic plan • Skills map reviewed and updated annually • Create detailed job descriptions based on organizational need • Use research to inform staffing needs
Performance Measures	<ul style="list-style-type: none"> • CNP staff diversity (by demographics) • CNP is best prepared to address the unique needs of Cleveland residents and neighborhoods

Tactic 8C	Cultivate an integrated and inclusive organizational culture focused on continuous learning, innovation, efficiency, and impact
Activities	<ul style="list-style-type: none"> • Regularly convene staff to share insights and best practices • Encourage shared calendars and workplans between program staff • Convene annual year-end review to share and discuss key wins and lessons learned (internal) • Identify and pursue opportunities for collaboration between CNP and subsidiaries • Commission Organizational Assessment (External Perceptions)
Performance Measures	<ul style="list-style-type: none"> • # and type of projects involving cross-program staff (e.g. EO & PM) • # of type of projects involving CNP and VCC and/or NVC • CNP operates in a more effective, efficient, and integrated manner • Successful implementation of Strategic Plan

Tactic 8D	Review and optimize impact of intern program (summer & seasonal)
Activities	<ul style="list-style-type: none"> • Annually assess need for interns based on strategic plan • Create detailed job descriptions • Participate in Summer on the Cuyahoga program • Recruit diverse cohorts of interns (demographic and skill sets)
Performance Measures	<ul style="list-style-type: none"> • # of interns (annual) • # of interns hired by CNP • Recruiting pipeline for CNP and community development industry established • Increased innovation and organizational capacity

Strategic Objective 8 - Opportunities for Integration:

- *Creation of staff expertise and skills map*
- *Co-creation shared work plans (across CNP Program Areas)*
- *Annual Year-End Review to share and discuss key wins and lessons learned*
- *Prioritize need for interns (annual)*
- *Launch of expanded CNP Intern Program*
- *Regular CNP Programming Meetings*

Strategic Objective 8 - Key External Partners:

- *CDCs*
- *Research Partners (CWRU – MSASS; CSU)*
- *Local Colleges & Universities*

Cleveland Neighborhood Progress would like to thank the numerous community partners and stakeholders that participated in this strategic planning process. Specifically, we extend our gratitude to our Strategic Planning Task Force. The members listed below dedicated much of their time throughout 2016 to crafting this important plan.

Strategic Planning Task Force

Austin Boxler, Community Organizer, Detroit Shoreway Community Development Organization

Mark Chupp, Assistant Professor, Mandel School of Applied Social Sciences of Case Western Reserve University, Director of the International Education Program at the Mandel School.

John Corlett, President & Executive Director, The Center for Community Solutions

Michael Cosgrove, Assistant Director, Dept. of Community Development, City of Cleveland

Tom Coyne, Partner, ThompsonHine

Michael Fleming, Executive Director, St. Clair Superior Development

Karen Gahl-Mills, Executive Director, Cuyahoga Arts and Culture

Grace Gallucci, Executive Director, NOACA

Anne Goodman, President & CEO, Saint Luke's Foundation

Bob Jaquay, Associate Director, The George Gund Foundation

Mark Joseph, Associate Professor, Mandel School of Applied Social Sciences at Case Western Reserve University, Director of the National Initiative on Mixed-Income Communities

Linda Kane, Principal, Geraldine Financial Consulting

Mark McDermott, Vice President, Ohio, Enterprise Community Partners

Anthony Moore, Esq.

India Pierce Lee, Program Director for Neighborhoods, Housing, and Community Development, Cleveland Foundation
The Very Reverend Tracey Lind, Dean, Trinity Cathedral

Richey Piiperinan, Senior Research Associate, Lead at Center on Population Dynamics, Cleveland State University

Jeanetta Price, Executive Director, Union-Miles Development Corp.

Terrell Pruitt, Councilman (Ward 1), City of Cleveland

Joel Ratner, President & CEO, Cleveland Neighborhood Progress

Jenny Spencer, Managing Director, Detroit Shoreway Community Development Organization

Michael Taylor, Sr. Vice President, West Territory Executive, PNC

Tim Tramble, Executive Director, Burten Bell Carr Development

Michael White, Program Officer, Mandel Foundation

Brian Zimmerman, CEO, Cleveland Metroparks

Planning Consultant: Amy Main Morgenstern, President, Main Stream

***We will not be satisfied until all
Cleveland residents live
in a Neighborhood that meets
their needs. That is how we
measure Progress.***