



WPKND Strategic 2021 Strategic Plan

Introduction

With new organizational leadership and the last strategic plan nearly five years old, West Park Kamm's Neighborhood Development initiated a new strategic planning process at the end of 2020.

The goal was to develop a forward-looking plan that allowed for specific focus on building organizational strategy and capacity through 2023.

The Board and staff each participated in surveys to provide feedback on the organization and solicit input on priorities. Consultant Keith Laschinger conducted an additional 26 stakeholder interviews selected by the committee to gain insight from a wide range of community institutions, businesses, and residents.

The responses from surveys and interviews were used to produce a SWOT analysis. Key strengths and opportunities identified out of that process included the number of neighborhood assets West Park has along with the opportunities to better leverage them and connect them to all residents, the passion and skills of the Board, and the knowledge and relationships of the CDC industry of the executive director. Cleveland Metroparks Rocky River Reservation, the RTA rapid line, and retail and development opportunities along the neighborhood's commercial corridors were also specifically highlighted. Challenges and areas for improvement that were highlighted included increasing diversity in the organization, marketing the neighborhood to the broader Cleveland community, advocating for funding as a middle neighborhood, and limited institutional knowledge.

Through feedback, several prominent themes arose around building connections to the Cleveland Metroparks, environmental sustainability as an opportunity for WPKND to distinguish itself and deepen the community's understanding of WPKND's community role. Another prominent theme emerged around the concept of challenging the status quo. The summary definition of status quo, gathered through feedback, was an "we've always done it that way" mentality surrounding the organization. Feedback showed the Board,

Committee Co-Chairs

Nick Aylward, board member, resident

Diane Dunleavy, board member, resident

Members

Todd Sheppard, board chair, resident, neighborhood business owner

Rosemary Mudry, executive director

Melinda Gigante, neighborhood resident, community development professional

Nancy Mendez, neighborhood resident, non-profit executive

KC Petraitis, neighborhood resident, real estate and community development professional

Plan Consultant

Keith Laschinger, North Coast Initiative

staff, and community were eager to set a new tone for the organization and neighborhood while building on existing assets and strengths.

The Committee reviewed themes and stakeholder input as well as provided feedback on how this work might form goals and objectives. Committee chairs shared the themes and the proposed goal clusters of **development, internal capacity, and community building** with the Board before addressing objectives and strategies.

Using the above three goal areas, WPKND staff participated in two working sessions with the consultant engaging in dialogue around organizational values and long-term neighborhood visioning. In the sessions, staff considered long-term objectives that would extend to 2030 and what strategies should be employed to put the organization on a path to achieving those objectives. Staff also weighed in on the level of impact and ability to execute on these possible strategies and tactics. Through work by the committee and staff, objectives and strategies emerged, which the Executive Director and plan consultant presented to the Committee in early April. Committee chairpersons introduced this portion of the plan at the April Board meeting.

The plan set forth on the following pages is the result of the hard work of the committee, staff, and full Board who provided two rounds of feedback through comments and a working session. The new vision statement and articulation of values, along with an updated mission statement provide a bold foundation for the organization's work in the coming years. Focusing on the three goal areas of **development, internal capacity, and community-building** articulated below will allow WPKND to align capacity and build exciting momentum toward long-term impactful work.

Vision

West Park Kamm's is a vibrant, livable, and multi-generational neighborhood, known for its welcoming people, thriving businesses, and connection to the environment.

Mission

To cultivate a neighborhood where the diverse needs of its people are met through community-building, stewardship, and development initiatives.

Core Values

Ambition – WPKND leads with ambition to ensure the sustainability and vitality of West Park Kamm's.

Stewardship - WPKND stewards the neighborhood's unique assets and develops partnerships to achieve its vision.

Inclusion - WPKND welcomes all to West Park Kamm's, and nurtures a diverse community of inclusion, belonging, and equity.

Goals

Development Goal: Propel Sustainable Development	Internal Goal: Align for Success	Community-Building Goal: Nurture Trusting Relationships
Propel sustainable business, housing, and infrastructure development.	Identify and implement best practices and align resources to achieve mission-centered success.	Nurture confidence and trust with the community.

OBJECTIVES & STRATEGIES

<h3>Propel Sustainable Development</h3>
<p>Objective: Champion diverse housing options to promote equity, inclusion, and the well-being of all residents.</p>
<p>Strategies:</p> <ol style="list-style-type: none"> 1. Appeal to future residents and modern homebuyers. 2. Support families interested in growing in WPK. 3. Enable residents to age-in-place. 4. Leverage existing assets, like the RTA rapid transit, to encourage density where appropriate.
<p>Objective: Promote West Park Kamm’s as a welcoming place for businesses.</p>
<p>Strategies:</p> <ol style="list-style-type: none"> 1. Celebrate, support, and retain WPK businesses - especially those owned by residents or historically marginalized communities. 2. Attract, recruit, and assist new businesses. 3. Maintain and develop positive relationships with property owners. 4. Develop long-term placemaking visions for important commercial nodes. 5. Collaborate with Special Improvement District stakeholders and ensure its ongoing viability.
<p>Objective: Shape and inspire future-focused large-scale real estate and infrastructure projects.</p>

Strategies:

1. Cultivate relationships with key institutional anchors, government officials, and developers.
2. Develop and maintain a dynamic and comprehensive matrix of all potential development sites.
3. Evaluate and Reestablish WPKND standards for both projects and developers.
4. Facilitate infrastructure planning projects and advocate for their need and implementation.

Objective: Demonstrate WPKND's commitment to the environment while improving resident quality of life.

Strategies:

1. Provide a broad range of community education, programs, and initiatives to create a more climate resilient neighborhood.
2. Enhance access to the Cleveland Metroparks.
3. Promote community infrastructure that encourages residents to walk, bike, and utilize mass transit.
4. Boost investment in and maintenance of parks and green spaces.

Align for Success

Objective: Advocate for West Park Kamm's and its "middle neighborhood" needs.

Strategies:

1. Leverage and strengthen relationships with the City of Cleveland, Cleveland City Council, and Cleveland Neighborhood Progress.
2. Raise awareness of the middle neighborhood needs of WPK businesses and residents and identify opportunities for existing programs to better serve those needs.
3. Create a comprehensive and ever-evolving funding plan.

Objective: Grow internal capacity and WPKND's ability to achieve mission-centered impact.

Strategies:

1. Regularly review best governance practices and update Code of Regulations as necessary.
2. Foster a culture of continuous learning and professional development among Board and staff with particular emphasis on enhancing CDC-specific knowledge, racial equity and inclusion, and environmental sustainability.
3. Identify, recruit, and develop a network of neighborhood leaders with diverse skill sets and perspectives.
4. Evaluate current programs and events and their alignment with WPKND's values.
5. Maintain and evaluate the assets of Kamm's Area Realty Management, LLC.

Objective: Build collective-impact-focused partnerships with organizations that share WPKND's values.

Strategies:

1. Cultivate relationships with institutional anchors and employers to learn more about their priorities and challenges and how WPKND can work with them for the benefit of all.
2. Identify and develop partnerships with those who possess experience and expertise in racial equity and inclusion.
3. Identify and develop partnerships with those who possess experience and expertise in environmental sustainability.
4. Explore potential to partner with institutional anchors to incentivize employees to live in WPK.

Nurture Trusting Relationships

Objective: Educate the community - with the Board serving as key ambassadors - on the evolved role of WPKND.

Strategies:

1. Leverage the relationships of Board members and other influencers to establish personal connections and community networks to the organization.
2. Articulate clearly and consistently WPKND's role and work in the neighborhood.
3. Craft and execute a comprehensive marketing and communications plan.
4. Identify, recruit, and develop a network of neighborhood leaders.

Objective: Prioritize the full inclusion of all members of the community and assist with meeting their economic, physical, and social needs.

Strategies:

1. Review community engagement efforts and implement changes as needed to promote belonging, equity, and inclusion.
2. Invite authentic input from those constituents whose voices have too often not been included - and center those voices in decision-making.
3. Develop deep and lasting relationships with organizations and leaders that serve people from vulnerable populations.
4. Host neighborhood events that align with plan goals and objectives.

Objective: Encourage and celebrate resident initiative, especially actions that promote a sense of community, racial equity and inclusion, and environmental sustainability.

Strategies:

1. Inspire camaraderie amongst neighbors.
2. Highlight examples of diversity, equity, and inclusion in action.
3. Develop and implement incentives to encourage resident participation in sustainability initiatives.