



Elliot Park Neighborhood, Inc. (EPNI)

3-5 Year Strategic Plan

Strategic Plan Adopted by the Board of Directors on July 13, 2011

Work Plan Adopted by the Board of Directors on November 14, 2011

Mission

A mission states the purpose for EPNI's existence. It addresses the questions, what difference will EPNI make to whom?

The Elliot Park Neighborhood, Inc. Mission is to:

Bring people and resources together to preserve and promote the unique urban character of the historic Elliot Park Neighborhood.

How does Elliot Park, Inc. accomplish its mission?

EPNI engages citizens in participatory decision-making and builds effective relationships, resulting in a safe, vital and vibrant community that attracts residents and businesses.

Vision

The following vision seeks to express EPNI's desired results over the next three to five years. A vision inspires EPNI to stretch, it reflects the results of our best efforts over the next three to five years and drives all organizational decisions and activities. In partnership with the Elliot Park community, the following vision can move into reality.

EPNI leads with housing development as a driving force for community, cultural and economic prosperity. With an eye toward the historic nature of Elliot Park and a commitment to economic and cultural diversity, EPNI promotes a unique, vibrant, and thriving neighborhood through a variety of housing options, resulting in:

- *Resident investment and neighborhood stability,*
- *Beautification and greening of the neighborhood,*
- *Resident safety, wellness and vitality,*
- *Cultural amenities and a sense of place, and*
- *Commerce that brings goods, services and jobs into the neighborhood*

Elliot Park Neighborhood, Inc. – Milestones & Work Plan

Areas of Focus

Over the next three to five years, EPNI, in partnership with the community, will strategically focus on the following areas to assure accomplishment of its vision:

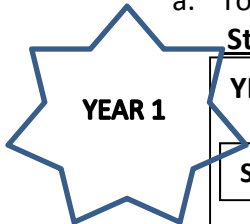
1. Pursue diversified housing development.
2. Increase political capital.
3. Enhance institutional and business partnerships.
4. Develop cultural amenities.
5. Seek and secure a diverse funding base.

Outcomes and Milestones (code: S = Staff; V = Volunteers)

The following Outcomes state the desired result of EPNI’s commitment to its Areas of Focus. In addition, the Milestones can be measured to assess progress. In partnership with the Elliot Park community, the following outcomes are realized.

1. **Elliot Park is home to a diversity of residents through development of mixed market housing that complements the historic nature of Elliot Park.**
 - a. Tools and incentives have been established to advance development.

Strategies and Actions



<p>YEAR 1</p> <p>YEAR 1</p> <p>S - Grant</p> <p>S - V</p> <p>S - V</p>	<ul style="list-style-type: none"> • Conduct GIS mapping of neighborhood housing data to get an accurate picture of housing demographics – Housing Inventory. • Establish neighborhood housing development guidelines (such as price points and owner/rental ratios) to achieve a range of housing opportunities – Housing Development Guidelines. • Create guidelines for development review process in Elliot Park Neighborhood – Development Review Guidelines.
<p>Year 1 and ongoing.....</p> <p>City - S</p> <p>S - City</p>	<ul style="list-style-type: none"> • Work with the city to develop regulatory tools that will encourage the sale and development of strategic properties – Land Use Intensity Study? • Research and utilize Transit Oriented Development (TOD) resources to increase potential for development in the neighborhood.
<p>Year 1 - 2</p> <p>S - City</p>	<ul style="list-style-type: none"> • Identify and map neighborhood commercial/retail corridors and nodes to incentivize housing development.
<p>Year 1 - 3</p> <p>S – City - V</p>	<ul style="list-style-type: none"> • Explore potential for establishing historic/conservation districts to strengthen the identity and character of the neighborhood and increase investments – Preservation/Conservation District(s).

{Continued: 1. Elliot Park is home to a diversity of residents through development of mixed market housing that complements the historic nature of Elliot Park.}

Year 2	
S	<ul style="list-style-type: none"> • Seek counsel and advice from the real estate community on best practices for tools and incentives – What is missing? What might work in this location and economic climate?
S - City	<ul style="list-style-type: none"> • Work with the city and banking community to develop financial incentives for the sale and development of strategic properties.
S -V	<ul style="list-style-type: none"> • Research foundation and corporate resources to identify other incentives that encourage development.

b.

Potential development partners and property owners have been engaged.

Strategies and Actions

Year 1 and ongoing....	
S	<ul style="list-style-type: none"> • Approach selected real estate brokers for counsel and advice on property owner/developer engagement (and tools/incentives).
S - V	<ul style="list-style-type: none"> • Continue advocating for the principles of DEEP by meeting with business, institutional, city/county and private market stakeholders.
S - V	<ul style="list-style-type: none"> • Work with Downtown 2025 group to achieve shared goal of increasing downtown housing.

Year 2-3	
S - City	<ul style="list-style-type: none"> • Prepare the “sell” packets and plan for property owner and developer meetings.
S -City	<ul style="list-style-type: none"> • Approach property owners of strategically identified sites with materials that have been prepared.
S -V	<ul style="list-style-type: none"> • Plan and facilitate stakeholder forums to educate and encourage participation and partnerships.

c. Locations with greatest potential for development have been identified, with parking lots prioritized as key sites.

Strategies and Actions

Year 2-3	
S	<ul style="list-style-type: none"> • Identify sites in strategic locations. • Work with the city to develop property profiles on these sites. • Evaluate content of profiles to determine the most promising sites.
S	
S	

{Continued: 1. Elliot Park is home to a diversity of residents through development of mixed market housing that complements the historic nature of Elliot Park.}

d. Property owners’ perceived land values are in closer alignment with development realities.

Strategies and Actions

<p>Year 1 - 2</p> <div style="border: 1px solid black; padding: 2px; width: 30px; text-align: center; margin: 5px auto;">S</div>	<ul style="list-style-type: none"> • Review 2010 EDC/EPNI Economic Development report for information on land values.
<p>Year 1 - 3</p> <div style="border: 1px solid black; padding: 2px; width: 30px; text-align: center; margin: 5px auto;">S</div>	<ul style="list-style-type: none"> • Conduct additional market and land value research to complete the understanding of actual land values in the district, focusing on the capacity for development.
<p>Year 2 - 3</p> <div style="border: 1px solid black; padding: 2px; width: 30px; text-align: center; margin: 5px auto;">S</div>	<ul style="list-style-type: none"> • Work with developers to do preliminary development pro forma on targeted sites to ground land value perception in development reality. • Prepare summary materials for presentation to land owners. • Conduct educational outreach by doing informed land value presentations to property owners.
S – V - City	
S – City - V	

e. District marketing has occurred.

Strategies and Actions

<p>Year 1 - 3</p> <div style="border: 1px solid black; padding: 2px; width: 30px; text-align: center; margin: 5px auto;">S -V</div>	<ul style="list-style-type: none"> • Work with area businesses/institutions through the East Downtown Council (EDC) marketing committee to expand marketing materials for the district. • Work with the EDC marketing committee and board and EPNI volunteers to develop strategies for distribution of materials. • Work with public and private sectors to broaden exposure for the district and to advocate for DEEP.
S -V	
S -V - City	
<p>Year 2 - 3</p> <div style="border: 1px solid black; padding: 2px; width: 30px; text-align: center; margin: 5px auto;">S -V</div>	<ul style="list-style-type: none"> • Work with EDC and EPNI volunteers to develop and conduct “assets and opportunities” presentations to the real estate and development community to broaden exposure for the district.

2. Elliot Park Neighborhood and EPNI are respected by public officials and staff, and the increased political capital has contributed to accomplishment of the neighborhood vision.

a. The quantity and quality of governmental relationships have been increased.

Strategies and Actions

Year 1 - 3	
S -V	<ul style="list-style-type: none"> • Build the “relationship tree” to better understand who we know, who we need to know and how we get to know them.
S -V -	<ul style="list-style-type: none"> • Set targets for expanding the relationship tree to broaden our connections within political networks.
S -V	<ul style="list-style-type: none"> • Work with city staff on city projects that improve development prospects and opportunities in the district – Land Use Intensity Study?
S -V - City	<ul style="list-style-type: none"> • Work with developers and property owners to align development proposals with community vision and city goals.
S -V - City	<ul style="list-style-type: none"> • Keep communications open and ongoing with elected officials and key city/county staff and with downtown neighborhood organizations. i.e Downtown Neighborhood Group (DNG).

b. Residents are engaged in the political process.

Strategies and Actions

Year 1 - 3	
S -V	<ul style="list-style-type: none"> • Educate volunteers on city projects and invite volunteers to meetings with city to build relationships for advocacy of neighborhood-based city initiatives.
S -V	<ul style="list-style-type: none"> • Engage and educate volunteers in all development reviews through the BLUH Committee and BLUH task forces.
S -V	<ul style="list-style-type: none"> • Set targets for expanding the relationship tree to broaden the participation of volunteers.
S -V	<ul style="list-style-type: none"> • Facilitate opportunities for community and government partners to work together resolving neighborhood issues and concerns related to crime and safety and the public realm. i.e. Liveability Task Force.

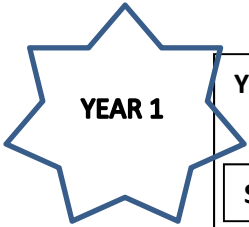
c. Political partners are assisting the neighborhood with development.

Strategies and Actions

Year 1 - 3	
S -V	<ul style="list-style-type: none"> • Educate government officials and their staff about neighborhood vision and development goals.
S -V	<ul style="list-style-type: none"> • Request political advocacy that advances specific development projects.
S -V	<ul style="list-style-type: none"> • Solicit city prioritization of capital improvement projects in the neighborhood.
S -V - City	<ul style="list-style-type: none"> • Partner with the city to ensure that institutional Master Plans advance neighborhood vision and city goals.

- 3. Elliot Park is supported through effective partnerships with neighborhood institutions and businesses.**
- a. Institutional and business leaders have a clear understanding of their role, responsibility and impact in the community and are actively engaged in neighborhood activities and decision-making.

Strategies and Actions



YEAR 1	<ul style="list-style-type: none"> • Prepare education and outreach materials and presentations to institutions/businesses, focusing on shared goals and community impacts of project design. i.e. Master Plan Education Forum
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Year 1 - 3	
S -V	<ul style="list-style-type: none"> • Educate area residents on issues of institutional/community interface.
S -V	<ul style="list-style-type: none"> • Include area residents in education and outreach dialogues with institutions/businesses.
S -V	<ul style="list-style-type: none"> • Participate with business community to ensure ongoing relationship building within the business and institutional community , i.e, EDC Board & Membership meetings.
S -V	<ul style="list-style-type: none"> • Recruit business and institutional representatives to serve on EPNI committees, task forces and the board and to lead neighborhood initiatives. i.e. Night to Unite, Block Clubs.
S -V - City	<ul style="list-style-type: none"> • Conduct education and outreach on the work of EPNI through presentations to the business community at EDC luncheons and other public forums.

{Continued: 3. Elliot Park is supported through effective partnerships with neighborhood institutions and businesses.}

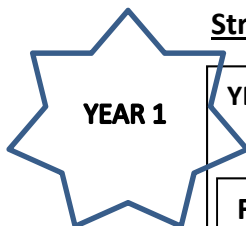
- b. Institutional and business leaders are committed to working with EPNI to ensure that their development and expansion projects positively impact the community, and that existing facilities are more effectively integrated into the public realm.

Strategies and Actions

Year 1 - 3	
S - V	<ul style="list-style-type: none"> Facilitate neighborhood review of expansions, remodels and new-build projects to help create a positive interface between institutions and the community.
S - V - City	<ul style="list-style-type: none"> Identify shared goals, advocate for community vision and provide information on public realm impacts of design during the neighborhood review process.
S - V - City	<ul style="list-style-type: none"> Participate in the development of HCMC and NCU campus master plans to ensure positive impact and interface with community.
S - V	<ul style="list-style-type: none"> Become familiar with plans of other institutions and businesses in the neighborhood such as Benedictine Health Services and Augustana Care Corporation and participate in their planning efforts.
S - V - City	<ul style="list-style-type: none"> Facilitate opportunities for neighborhood institutions to learn about each other's plans, identify shared goals and explore project partnerships. i.e. Elliot Park Leadership Group; 17th Street Design
S - V - City	<ul style="list-style-type: none"> Work with neighborhood businesses and institutions on public realm improvement projects. i.e. Chicago Avenue Enhancements

- c. Institutions and businesses are contributing financially to EPNI.

Strategies and Actions



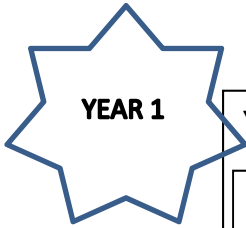
YEAR 1	
FDC	<ul style="list-style-type: none"> Inform businesses and institutions about the work of EPNI and its positive impact on the community, and how the work contributes to their business success and employee and client satisfaction.
FDC	<ul style="list-style-type: none"> The EPNI Fund Development Committee (FDC) creates a fund development plan for approaching businesses and institutions.

Year 1 - 3	
S - V	<ul style="list-style-type: none"> Expose neighborhood residents to issues within the business community and get them engaged through venues such as the EDC luncheons.

{Continued: 3. Elliot Park is supported through effective partnerships with neighborhood institutions and businesses.}

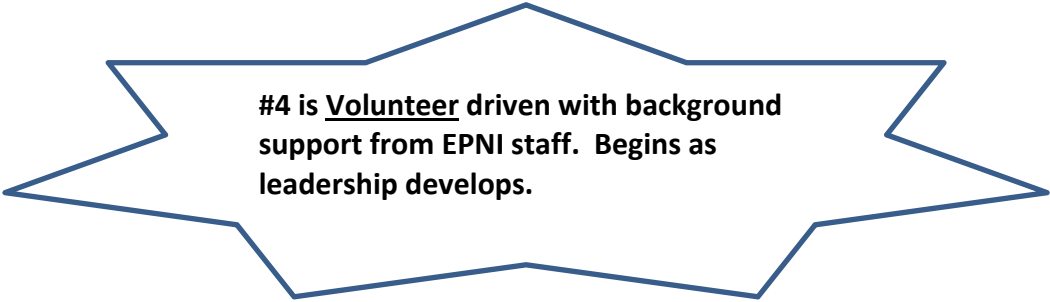
- d. Housing development is supported by neighborhood institutions and businesses that recognize the benefits for their employees

Strategies and Actions



YEAR 1	<ul style="list-style-type: none">• Identify resources for conducting a professional market survey within area institutions to determine housing needs of employees – Internal Market Survey @ HCMC – city lead, EPNI participate.• Locate research on the benefits of co-location of housing, place of employment and transit.
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Year 1 - 3	<ul style="list-style-type: none">• Educate institutions and businesses about the benefits of the proximity of housing, transit and place of employment to encourage them to support (and invest in) housing development.• Locate developers who are interested in partnering with institutions to develop housing.
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#4 is Volunteer driven with background support from EPNI staff. Begins as leadership develops.

4. Elliot Park is host to a variety of cultural amenities that create a sense of place.

a. Resources have been identified for development of cultural amenities.

Strategies and Actions

- Establish a cultural amenities committee of area residents, representatives of the arts community and an effective chairperson to take responsibility for developing cultural amenities in Elliot Park Neighborhood.
- Define the features of cultural amenities (arts, history, culture) within Elliot Park Neighborhood.
- Establish mission, goals and guidelines for developing and promoting cultural amenities in Elliot Park.
- Conduct research on cultural amenity prospects and resources within the neighborhood such as local artists, historical resources and cultural groups and beyond the neighborhood such as arts organizations, artists housing developers and galleries and artists seeking new space and venues.
- Work with interested arts groups and artists to assess space needs.
- Identify spaces that might be available for arts and culture.

b. Cultural amenities have been developed.

Strategies and Actions

- Prepare presentations to approach arts organizations and developers that support community cultural arts projects.
- Approach developers, arts organizations and individual artists and arts investors to share the vision of arts in Elliot Park.
- Research funding opportunities, secure funding and proceed with organizing and implementing small cultural arts projects and programs in the neighborhood.
- Conduct research on prospects for larger cultural arts development projects such as artists housing or an arts center and solicit proposals if research supports viability.
- Work with BLUH committee and staff to review proposals and set up a development review process for cultural arts projects.

c. Neighborhood cultural amenities are marketed and promoted.

Strategies and Actions

- Develop marketing plan to promote cultural amenities in the neighborhood.
- Secure resources to develop marketing materials.
- Gather information on neighborhood cultural amenities and develop brochure, print ads and materials for other media outlets.
- Utilize marketing materials to promote cultural amenities in Elliot Park Neighborhood.
- Organize events that promote cultural amenities in the neighborhood.

5. EPNI is an effective, viable and sustainable neighborhood organization.

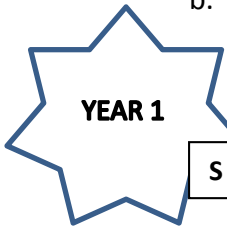
- a. EPNI has the funding and relationships in place to assure the future success of its mission, vision and programs.

Strategies and Actions

Year 1 & ongoing.....	
FDC	• Implement current fund raising strategies such as the annual giving campaign.
FDC	• Identify and recruit new Fund Development Committee (FDC) members.
FDC	• Develop and implement new fundraising strategies.
FDC	• Review and revise EPNI fund raising materials.
Board	• EPNI Board participates in fund development and outreach activities.

- b. EPNI has a succession plan in place to achieve its mission, vision and programs.

Strategies and Actions



Year 1	
S - Board	• Review and revise milestones to ensure that board priorities are grounded.
S	• Develop work plans to ensure implementation of board priorities.
S	• Present proposed work plan to board for final approval.
Exec Director	• Evaluate staff roles in relationship to approved work plan.
S	• Review and sort all program and project archives and store or discard as appropriate for retaining critical and historic documents.
Board	• Review EPNI board roles, responsibilities and development needs.
S - Board	• Define what is best accomplished by volunteers in the work plan.
Exec Director & Exec Committee	• Evaluate current and projected finances related to work plan and develop recommendations for staffing.
S	• Develop the tools and implement the training needed to help volunteers succeed.
S - Board -Committees	• Review committee structure and make changes as needed to increase committee success.
Exec Director & Exec Committee	• Review and update all organizational policies and procedures to ensure staff and committee success.
Exec Director	• Review current and projected space needs and develop recommendations for changes if required.

Year 1-3	
Board	• Conduct board self-assessment at the end of every board meeting.