SCSDC Strategic Plan

DECEMBER 2021

Process Input

Total reach: over 200 people

**171 Survey Respondents**

17 One-on-One Interviews

5 SCSDC Committee Meetings / Board Retreat

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Future Strategic Focus Areas from Scan

- Basic CDC Services
  - Connecting / Convening / Information Distribution
- Marketing / Storytelling
- Placemaking / Beautification
  - More Greenspace
  - Lake Access
- Housing Options
- Corridor Focus / Business Development
- Safety

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Strategic Plan Structure
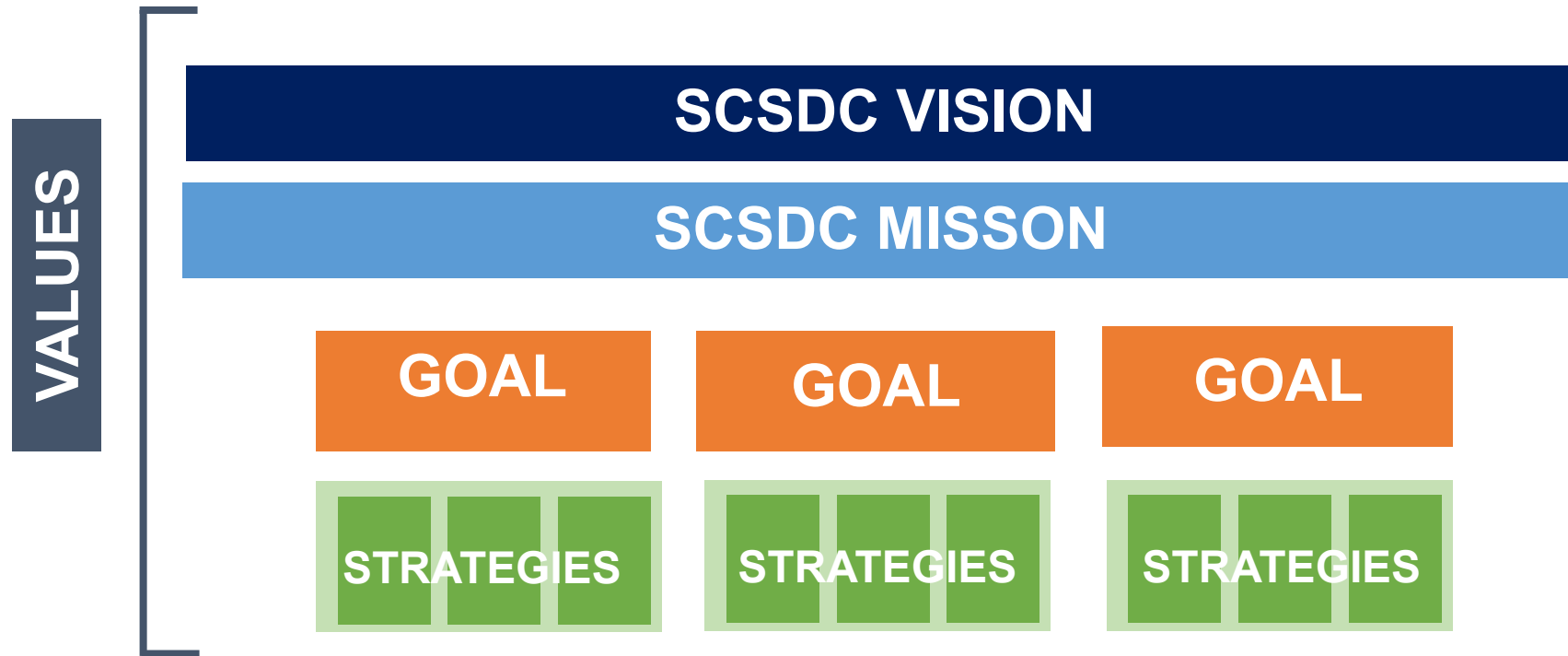
Values

Fundamental principles that guide SCSDC's behavior and work to achieve the vision, mission, and goals.

Accessibility

Collaboration
Equity

Inclusivity

Transparency

Unity

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Vision

A statement to describe what SCSDC would ultimately like to achieve when fulfilling its mission and goals.
It should be concise and aspirational.

St. Clair Superior is an accessible, inclusive, and vibrant community that celebrates and promotes the diversity of its residents and businesses.

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Mission

A statement that clearly delineates SCSDC's purpose, core strategy, and uniqueness.
It should be succinct and present memorable concepts.

SCSDC builds a community where people live, businesses thrive, and visitors explore by connecting people, strengthening the neighborhood, and seeking to always be accountable to the community.

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Strategic Plan Goal Areas

Overarching goals will define the three broad areas of success SCSDC would like to achieve at the end of its three-year strategic planning process.

PEOPLE

SCSDC connects residents and businesses to cultivate ownership and pride in developing a dynamic neighborhood.

PLACE

SCSDC develops a safe, vibrant neighborhood with diverse amenities that residents, businesses, and visitors can access and enjoy.

PERFORMANCE

SCSDC establishes trust with residents and businesses by efficiently providing services and sharing neighborhood stories of success.

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PEOPLE

SCSDC connects residents and businesses to cultivate ownership and pride in the development of a dynamic neighborhood.

Engaging Residents

Promoting a Safe Community

Connecting Businesses

PLACE

SCSDC develops a safe, vibrant neighborhood with diverse amenities that residents, businesses, and visitors can access and enjoy.

Strengthening the Housing Stock

Leveraging Assets & Activity Nodes

Enhancing the Neighborhood

Advocating for Access

PERFORMANCE

SCSDC establishes trust with residents and businesses by efficiently providing services and sharing neighborhood stories of success.

Sharing Our Story

Building Organizational Capacity

Stabilizing Finances

Maintaining Stable Governance

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DEVELOPMENT CORPORATION

PEOPLE

Engaging Residents

Promoting a Safe Community

Connecting Businesses

Engaging Residents

Strategies

- **Convene residents** consistently to build trust and foster relationships by activity listening and discussing neighborhood issues

- Host **community building events** that are designed to celebrate culture and get people out of their homes

- Develop a **calendar of events** (virtual and hard copy) to provide consistent touch points for residents, businesses, and visitors to connect with the organization and community

- Promote visibility for the organization by creating a **welcoming packet** and directly greeting new residents and businesses in the community

- Establish a neighborhood **ambassador program** to enlist residents in communicating and distributing information about organizational and neighborhood developments

- Become a **resource for residents** by gathering information from neighborhood nonprofit organizations and institutions about services for residents and seniors such as programming, social services, and amenities

- Connect residents with neighborhood businesses for **job opportunities** and exploring the idea of a job board

Promoting a Safe Community

Strategies

- Ensure residents feel safe by making connections between neighbors by **hosting safety and block club meetings** and **community building events**

- **Host dialogue sessions with the Third District and 5th District** that address safety or other issues in the community

- **Assess, advocate, and address blight issues,** such as streetlight outages, broken windows, damaged public infrastructure, etc.

- Encourage walkability between neighborhood nodes by **improving and increasing lighting**

- Explore the possibility of creating a **Special Improvement District (SID)** along key main street corridors

Connecting Businesses

Strategies

- Serve the businesses in the neighborhood by **listening and addressing needs**

- Make connections with and between St. Clair Superior businesses by establishing a **business-focused communication line**

- Host **meetings and networking events** that give businesses a regular forum for discussing their concerns and needs and highlighting opportunities or information relevant to the business community.
  - Make connections between business community and the physical improvements in the neighborhood like the Safe Routes to the Lake initiative

- Build a **business membership program** to inform organizational service through business feedback

- Develop a **business directory** for the neighborhood that serves as a resource for businesses and residents

- Assist businesses with making **connections with the City of Cleveland** departments and

PLACE

Strengthening the Housing Stock
Leveraging Assets & Activity Nodes
Enhancing the Neighborhood
Advocating for Access

Leveraging Assets & Activity Nodes

Strategies

- Complete **asset identification and mapping** of neighborhood including a market analysis

- Assess main corridors to identify **nodes of activity and opportunities** for strategic acquisition and tenanting

- Increase **connections to and from AsiaTown** for the residents of the neighborhood

- Build a program that supports existing and future businesses in the community through **small grants or loan programs**

- Attract **key amenities** that can become healthy gathering spaces in the neighborhood such as coffee shop or place to eat

Strengthening the Housing Stock

Strategies

- Conduct a **market analysis** that informs the types of housing available and identifies needs

- Implement a **home repairs program** for homeowners in the neighborhood that includes small grant funds for physical improvements

- Partner to bring housing options to market such as **rehabilitation of existing housing stock**

- Partner with residents to identify block-by-block strategy to **address blighted housing**

- Partner to establish a **point of sale inspection program** for housing in the neighborhood

- Advocate for **affordable housing options** in the neighborhood

- Institute a **first time home-buyers program** so new residents can make connections with one another

Enhancing the Neighborhood

Strategies

- Plan annual **neighborhood-wide clean up days** in the spring and summer to make connections between people and build pride in the neighborhood

- Explore the possibility of a **wayfinding system** in SCS by partnering with existing plans for a system

- Enhance existing **greenspaces or vacant lots** within the interior of the neighborhood through activation by events or beautification with projects such as murals, seating, cleanups, etc.

Advocating for Access

Strategies

- Increase **accessibility and walkability between assets** in the neighborhood like AsiaTown for residents

- Promote **avenues of partnership** with adjacent CDCs to collaborate on planning activities that cross service area boundaries

- Actively partner in the CHEERS effort to make connections and **increase resident access to Lake Erie and lakefront greenspace**

- Advocate for **planned bike infrastructure** such as Safe Routes to Parks and bike lanes in St. Clair Superior

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DEVELOPMENT CORPORATION

PERFORMANCE

Sharing Our Story
Building Organizational Capacity
Stabilizing Finances

Maintaining Stable Governance

Sharing Our Story

Strategies

- Establish **key messages** for the neighborhood that highlight neighborhood strengths and are replicable by other community organizations

- **Broadcast the story** of St. Clair Superior by being proactive about communication opportunities

- Consistently **promote and communicate neighborhood news** and disseminate information to the neighborhood through the New Spotlight newsletter

- Highlight the **residents, unique small businesses, entrepreneurs, manufacturers, and "repurpose" focused businesses** by interviewing them and broadcasting their story or events in the community e-blasts

- Annually **report progress to the community** at an annual meeting and other times by developing a report card for the community

Building Organizational Capacity

Strategies

- Determine the **ideal staff structure** to address community needs in areas such as marketing, economic development, and housing

- Adjust staff structure to align with the strategic plan and community priorities and create a **plan to grow the staff**

- Develop internal infrastructure that includes **annual performance reviews and professional development opportunities**

- Plan to grow **internal capacity for data management** and record keeping to effectively track progress

- Ensure a **risk-free and secure environment** for keeping the data, network and devices guarded against cyber threats.

Stabilizing Finances

Strategies

- Determine the **ideal annual budget** for the organization and plan for funding sustainability

- Diversify SCSDC's **funding sources** through making connections with and developing relationships with philanthropic partners

- Cultivate **long-term relationships** with Cleveland City leaders

- **Increase funding** by developing a thorough development plan that is sustainable over time

- Explore possible fundraising strategies such as **events, giveaways, and auctions**

Maintaining Stable Governance

Strategies

- Engage board members regularly through a **strategic planning dashboard** to monitor the progress of the plan

- Provide **ongoing resources and training** for board members in the areas such as REI, governance, and leadership

- Align and assign **board committees** focus areas from the strategic plan

- Perform **annual evaluations of the board and individual members** to ensure engagement and compliance with the code of regulations