

The Neighborhood Engagement Hub 2023-2025 Strategic Plan

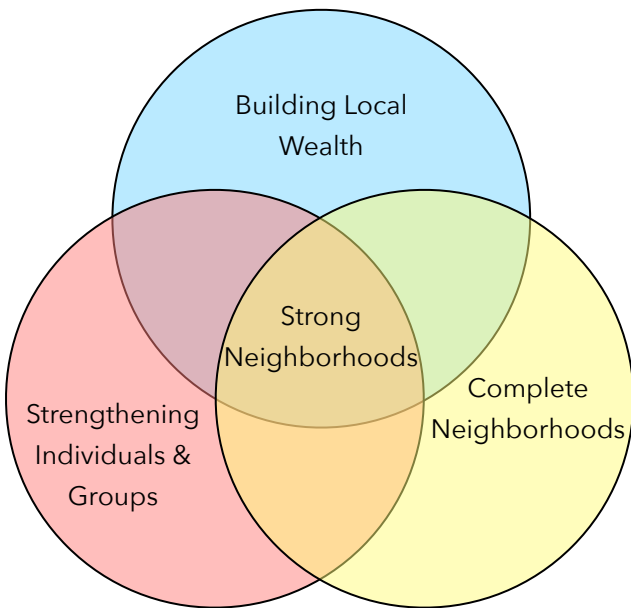
The [Neighborhood Engagement Hub](#) (NEH) began in 2014 when residents pushed for a new non-profit organization to support neighborhood groups and work with other community-based development organizations by building capacity and providing training and technical assistance. In 2022, NEH began a 15-month strategic planning process, including an internal and external assessment of the organization. The Board and staff examined NEH's mission, programming, identity, and operations. As a result, NEH adopted a new mission statement, core values, and areas of focus (see *below*). Additionally, NEH now identifies as a non-profit [community development corporation](#). Finally, NEH staff, board members, and community members began shaping goals, outcomes, and strategies for 2023-2025.

The Neighborhood Engagement Hub is excited to present its three-year strategic plan for 2023-2025. Each page in this plan focuses on a specific department/area of focus and includes a goal and 2-3 objectives with strategies. Most strategies include quantitative (*numeric*) outcomes when applicable. Additionally, each department/area of focus includes overarching qualitative (*narrative*) outcomes.

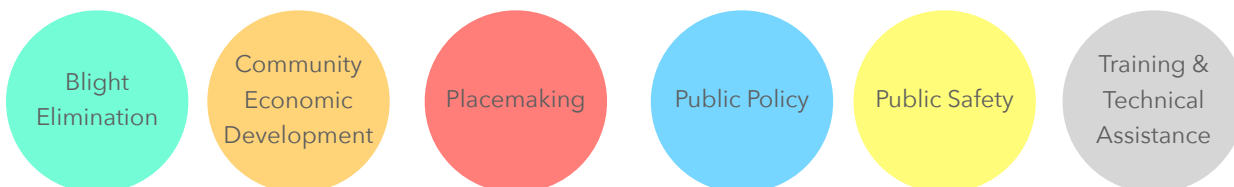
Mission Statement:

The Neighborhood Engagement Hub is a catalyst for positive neighborhood change by supporting neighborhoods to become safe, healthy, and whole.

Our Core Values and Vision:



Our Areas of Focus (*Departments*):



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Administration Department

Goal: Provide accessible, relevant, high-value programming and services.

Objective 1: Build internal organizational capacity to fulfill our mission.

Strategies: (*Collaboration, Operations, Resources, Assets*)

- Codify operations, policies, and procedures throughout the organization and its departments. (2023)
- Create a scalable organization for future growth. (2023)
- Refine the Board of Directors' goals, objectives, and responsibilities. (2023)
- Revise employee handbook and fringe benefits for employee retention and attraction. (2023)
- Develop and implement a fundraising plan. (2023-2024)
- Redefine how the buildings are used (*who, what, and how*) to facilitate our mission, values, and areas of focus. (2023-2024)
- Ensure that NEH has strong financial health, clean audits, oversight, and management. (2023-2025)
- Add (3) new revenue sources to strengthen financial sustainability and resiliency. (2023-2025)
- Establish (10) new partnerships and redefine existing partnerships city-wide. (2023-2025)

Objective 2: Strengthen our marketing, communications, and community relations.

Strategies: (*Information, Relationships*)

- Overhaul the NEH website. (2023)
- Join/network with (5) trade/sector groups. (2023-2024)
- Create community advisory groups to inform NEH strategies and activities. (2023-2024)
- Attend (3) professional gatherings and networking opportunities annually. (2023-2025)
- Create shareable content using various media formats. (2023-2025)
- Engage in (3) public speaking and presentation opportunities annually (*in addition to ongoing neighborhood meetings*). (2023-2025)
- Establish or strengthen relationships with (3) key policy and decision-makers. (2023-2025)
- All staff members participate on at least (2) boards, committees, and other advisory groups. (2023-2025)

NEH Outcomes:

- Clean audit reports.
- Greater capacity to scale up or create new programs.
- Greater employee retention, recruitment, and training.
- Operates efficiently and in compliance with all policies, procedures, and operating standards.
- Stronger financial position, allowing staff growth, capital improvements, and a larger operating reserve.
- Widely known as an honest broker for community development among neighborhoods, businesses, organizations, and beyond Flint.

Community Outcomes:

- Has a clear understanding of NEH's mission, values, area of focus, and programs.
- Regularly utilize the building for community development activities.
- Resources and content created by NEH foster new connections and opportunities.

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Blight Elimination Department

Blight elimination addresses anything that deteriorates the community's physical surroundings and quality of life.

Goal: Support the removal of blight in neighborhoods.

Objective 1: Expand community access to the tool shed program.

Strategies: (Operations, Resources, Locations)

- Modify and expand tool shed operational hours. (2023)
- Revise the tool shed policies and procedures. (2023)
- Launch (3) satellite tool sheds. (2023-2025)
- Support (3) mini-tool sheds. (2024-2025)
- Add additional (*new & replacement*) tools and equipment. (2024-2025)
- Add home repair tools to the tool shed inventory. (2025)

Objective 2: Support existing and new blight elimination strategies.

Strategies: (People, Resources, Programming)

- Partner with (5) existing cleanup efforts and events annually. (2023-2025)
- Develop (5) new partnerships with resident groups and organizations to address blight. (2023-2025)
- Develop (3) neighborhood (or ward-based) blight squads. (2024-2025)
- Create a volunteer system to support NEH projects and neighborhood group projects. (2024)
- Re-establish city-wide neighborhood cleanup days. (2024)

Objective 3: Explore fee-for-service programs.

Strategies: (Revenue, Capacity)

- Explore blight elimination contract services for the City of Flint. (2023-2024)
- Explore a landscaping maintenance service. (2024-2025)

NEH Outcomes:

- Contract/service revenue as a new income source.
- NEH is a hub for connecting residents with blight resources.
- 30% increase in tool shed utilization.

Community Outcomes:

- Faster access to tools
- Higher level of neighborhood maintenance.
- Homes are maintained and repaired.
- Increase in community empowerment.
- Reduction in blight that facilitates criminal activity (*including dumping*).
- Volunteers and paid blight staff support residents.
- Transition from place-based problem solving to place-based enhancements (placemaking).

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Community Economic Development Department

Community economic development deploys and supports strategies that build local wealth and strengthen neighborhoods.

Goal: Identify and support strategies that build local wealth.

Objective 1: Increase community access to capital.

Strategies: (*Partnership, Assets, Resources, Opportunity*)

- Establish (3) partnerships with national, regional, and local funders. (2023-2025)
- Connect (10) emerging developers to programs and partners that include project funding. (2024-2025)
- Launch a commercial property acquisition/rehab/hand-off program. (2025)
- Explore a revolving fund to support investment and improvements. (2025)

Objective 2: Support existing and establish new systems (ecosystem, information, network).

Strategies: (*Planning, Skill Development, Equity, Information*)

- Launch an annual real estate development training and coaching program. (2023)
- Launch meetups about home purchasing, property, land use, zoning, and other relevant topics. (2023)
- Provide opportunities for people of all ages to explore career pathways. (2024)
- Develop a database of neighborhood characteristics. (2024)
- Launch the Flint Design Studio, a cross-sector network that supports emerging developers. (2024)
- Support (2) neighborhood center developments in partnership with neighborhoods. (2024-2025)
- Explore a Flint Training Center in collaboration with other workforce development organizations. (2025)

Objective 3: Provide organizational support.

Strategies: (*Partnership, Investment, Coaching*)

- Assist (10) neighborhoods annually with ideation, planning, and implementation. (2023-2025)
- Partner on more extensive programs that may require NEH organizational resources. (2023-2025)
- Provide (5) small businesses and young non-profits with technical assistance. (2024-2025)
- Assist (2) groups with corridor revitalization work, including special finance districts, coalitions, and corridor planning. (2024-2025)

Community Outcomes:

- Increase literacy and comprehension of economic development, real estate, urban planning, building trades, architecture and design, and property maintenance.
- Increased investment in commercial and residential properties.
- Increase in the number of local entrepreneurs.
- Stronger small businesses, commercial districts, and corridors.
- Increase in the number of amenities in and near neighborhoods.

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Placemaking Department

Placemaking Harnesses ideas and assets from the community to collectively reimagine and reinvent public spaces and improve a neighborhood, district, corridor, or region of the city.

Goal: Identify opportunities to strengthen neighborhoods and their residents.

Objective 1: Develop or support programs for beautification and physical improvements.

Strategies: *(Project management, Revenue, Planning)*

- Facilitate (3) neighborhood place plans that support Imagine Flint plans. (2023-2025)
- Support (5) tactical, creative, and strategic placemaking projects. (2023-2025)
- Identify (3) partnerships to assist with beautification projects. (2024)
- Explore fee-for-service opportunities with the City of Flint. (2024)

Objective 2: Help neighborhoods define their identities and celebrate their work.

Strategies: *(Back-end support, Promotion, Connection)*

- Create a weekly e-newsletter that promotes neighborhood activities and other related content. (2023)
- Launch a neighborhood-centered podcast. (2023)
- Support (3) neighborhood porch fests annually. (2023-2025)
- Create neighborhood profiles and associated map layers. (2024)

Objective 3: Provide relevant project resources to neighborhoods.

Strategies: *(Programming, Resources)*

- Connect (2) neighborhoods to the Flint Neighborhood Oral History Project. (2023)
- Create a library of resources and tools for placemaking. (2023-2024)
- Expand the mobile event tool kit for neighborhood events. (2024)

Community Outcomes:

- Increase in neighborhood assets.
- Increase in the quality of neighborhood assets.
- Increase in permanent placemaking enhancements.
- Greater diversity and depth of neighborhood-led projects.
- Neighborhoods are experimenting with possible solutions to place-based challenges.
- Neighbors have more opportunities for social connection, leisure, and sharing talents and skills.
- Increase in cultural amenities in neighborhoods.
- The community is more aware of neighborhood happenings.
- Neighborhood narratives shift as the strengths balance out or outweigh the challenges.
- An increase in community partnerships participating in neighborhood placemaking.

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Public Policy Department

Public policy uses data to support community participation in policy decisions.

Goal: Support community sustainability through public policy initiatives.

Objective 1: Provide more public access to relevant neighborhood data.

Strategies: *(Resources, Information, Literacy)*

- Participate in (4) environmental projects (climate change, environmental quality, land use). (2023-2025)
- Provide research, reports, and other information to (5) neighborhoods engaged in planning or projects. (2024-2025)
- Create a database of research and strategies relating to issues in Flint neighborhoods. (2024-2025)
- Explore a report card on neighborhoods relative to conditions and the progress of Imagine Flint. (2024-2025)

Objective 2: Develop, research, and promote best practices.

Strategies: *(Problem-solving, Revenue, Partnership)*

- Work with (3) neighborhoods to pursue alternative problem-solving strategies through policy changes. (2023-2024)
- Pursue (2) sponsored-research funding for projects that add benefit to neighborhoods. (2023-2025)
- Advocate for neighborhoods and Flint by acting as an informational hub on neighborhood policy issues. (2024-2025)

NEH Outcomes:

- NEH is frequently approached about policy questions related to neighborhood challenges and opportunities.

Community Outcomes:

- Some long-standing neighborhood issues are resolved through policy changes.
- Neighborhoods gain literacy in subjects that have impacts on neighborhood quality of life.
- Neighborhoods use data to influence policy decisions and actions at the local and state levels.
- Residents and community organizations receive financial support through research grants.

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Public Safety Department

Public safety supports and implements evidence-based public safety strategies focused on violent, property, and drug-related crimes.

Goal: Support public safety strategies in Flint neighborhoods.

Objective 1: Strengthen the public safety ecosystem.

Strategies: (Anchor Partner, Resources)

- Participate in the City's "Community-Based Violent Crime Prevention Initiative" (CVIPI). (2023-2025)
- Participate in (5) city-wide, ward-based, and neighborhood coalitions. (2023-2025)
- Use the SARA (Scan, Assess, Respond, Analyze) model to support (3) crime prevention strategies. (2023-2025)
- Explore data analysis support to the City and (3-5) specific neighborhoods. (2023-2025)
- Solidify NEH as an anchor partner for public safety in Flint neighborhoods. (2024)

Objective 2: Participate in programming & implementation.

Strategies: (Problem-solving, Programming, Resources)

- Work with community stakeholders at all levels to develop strategies. (2023-2025)
- Train (100) community members in CPTED. (2023-2025)
- Launch (3) neighborhood or ward Com-Stat meetings. (2024-2025)
- Secure funding for CPTED intervention projects. (2024)

Community Outcomes:

Training and Technical Assistance Department

Training and technical assistance includes providing community members and organizations with ideas, strategies, programs, content, connections, people, and space to support their goals, needs, and wants.

Goal: Identify opportunities to strengthen neighborhoods and their residents.

Objective 1: Provide planning, admin, and logistical support to residents, neighborhoods, and community organizations.

Strategies: (Subject-matter expertise, Intermediary, Revenue)

- Refine fund development and fiduciary support services. (2023)
- Market our meeting spaces to the community resulting in a (30%) increase in utilization. (2023)
- Provide coaching and 3rd party resources to improve organizational financial literacy for program participants. (2023-2024)
- Assist (5) groups with meetings annually. (2023-2025)
- Broker (10) connections between neighborhoods/residents organizations with resources. (2023-2025)
- Expand fund development and fiduciary support services by (30%). (2024)
- Add administrative, marketing, communication, and technical support services. (2024-2025)

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Objective 2: Provide resources, training, and workshops.

Strategies: (Programming, Resources, Connections)

- Create (6) project guides aligned with NEH's six departments that provide ideas, plans, tools, and other resources for neighborhoods. (2023-2024)
- Host (24) meetups, training, and workshops. (2023-2025)
- Enroll (50) households in the Consumers Energy Helping Neighbors program. (2023-2025)
- Create and implement (3) programs specific to neighborhood needs and community interests. (2024)
- Explore the creation of certification programs for community residents. (2024)
- Relaunch Neighbors Changing Flint as a mini-conference (*occurring every 12-18 months*). (2024-2025)

NEH Outcomes:

- Increase in community partner utilization of NEH facilities.
- 20% increase in community groups and organizations receiving fund development and fiduciary assistance from NEH.

Community Outcomes:

- Increase literacy and comprehension of operations, administration, finance, fund development, project management, and technical writing.
- Greater awareness of community NEH services and community resources.
- Residents forge new connections and enterprises.
- Residents are even more empowered through new resources and information.
- Households experience reduced energy costs and usage.