
Campus District Inc.

Strategic Plan Update, 2017

OVERVIEW

The objective of this project was to update the existing strategic plan for the Campus District Inc. (CDI) in order to help define the organization's **operating priorities** for the next two to three years. Additionally, CDI hoped to answer two strategic questions:

1. What should the **organization's structure** be in the long term in order to sustainably accomplish its operating priorities?
2. What are the appropriate resources and the proper timeframe for **leadership succession planning**?

This work was led by the organization's board members and facilitated by a third party consultant. CDI staff and community stakeholders provided vital feedback and information throughout the process.

GOALS

1. Update the existing strategic action plan
2. Decide on a long term structure for the organization
3. Identify the appropriate resources and timeline for succession planning, in accordance with goals 1 & 2

DELIVERABLES

The following documents are the final deliverables for the strategic plan update for Campus District Inc. Summaries of each are included in the body of this document and the full text versions can be found in the exhibits.

Stakeholder Interviews

A group of key stakeholders were interviewed to gather feedback on the current work of CDI, any unmet needs, and the future of the organization.

SWOT Analysis

A SWOT analysis was completed to summarize the input gathered from the stakeholder interviews. Additionally a brief survey was sent to CDC peers, and feedback was gathered from the CDI board members and staff.

Updated Strategic Action Plan

The Strategic Action Plan identifies the work to be done by CDI over the next two to three years and the necessary staffing required to complete it.

Strategic Alliance Decision Summary

This summary outlines the board’s decision to form a strategic alliance with the Downtown Cleveland Alliance.

Succession Planning Decision Summary

This summary outlines the process for leadership succession planning.

STAKEHOLDER INTERVIEWS

A group of key stakeholders were interviewed to gather feedback on the current work of CDI, any unmet needs, and the future of the organization. The following individuals were interviewed:

1. Robert Jaquay - The George Gund Foundation
2. India Pierce Lee & Lillian Kuri - The Cleveland Foundation
3. Joe Marinucci - Downtown Cleveland Alliance
4. Wendy Hoke - St. Vincent Charity Medical Center
5. Alex Johnson & Michael Schoop - Cuyahoga Community College
6. Ronald Berkman & Stephanie McHenry - Cleveland State University

A complete list of the interview questions asked, as well as the anonymized answers can be found in Exhibit A.

SWOT ANALYSIS

A SWOT analysis was completed to summarize the input gathered from the stakeholder interviews. Additionally, a brief survey was sent to CDC peers, and feedback was gathered from the CDI board members and staff. The SWOT summarizes CDI strengths and weaknesses (internal factors) and threats and opportunities (external factors).

Internal Factors

Strengths	Weaknesses
Very strong leadership and staff. CDI has thrived in recent years and taken on increasingly creative work. Organization is very impactful for its size. Able to accomplish a great deal of work with minimal financial resources	The district consists of three distinct neighborhoods, each home to very different constituencies. The geography seems arbitrary and the district lacks a cohesive identity.
Anchor Institutions are committed to the success of the district and the organization	CDI lacks the capacity to engage in potentially vital real estate projects, can only act as a facilitator
CDI does an outstanding job with authentic community engagement across very diverse stakeholders	Connections tying the communities together via north and south corridors are still weak. E. 22nd and E. 30th must become viable corridors
	The district feels underpopulated, especially in the evenings. A lack of density and vibrancy is prevalent, especially in terms of retail

Internal Factors

Opportunities	Threats
Market forces are changing downtown. Creating significant market pressures in the Campus District. However, Campus District is a prime potential location for new types of real estate products for downtown, such as workforce for-sale housing	Strong likelihood of reduction in funding sources available for community development in the near future (especially public dollars) leading to increased competition for those funds
Critical Real Estate Projects in the District: former Juvenile Court building, Third District Police Station, the Wolstein Center, the Film Building (aka) Norton Furniture property	Foundations are unwilling to contribute to a stand alone organization, unless membership funds 80% of the operating budget
Willingness of sophisticated developers to invest in the district.	Succession planning for the Executive Director in the next few years
The Campus District is viewed as "Greater Downtown" by some stakeholders	

STRATEGIC ACTION PLAN

2017-2019

Goal: Promote and enhance the livability and viability of the Campus District

Strategic Initiatives:

1. Support physical and economic development throughout the Campus District
2. Strengthen communication and connection among Campus District stakeholders
3. Develop sufficient organizational capacity and a sustainable organizational structure

Support Physical and economic development throughout the Campus District

Action	Leader	Helper
Act as a facilitator for investors & developers in the Campus District	CDI Staff	Board
Support the creation of a Business Improvement District.	CDI Staff & Board	DCA
Capitalize on CDI's foundational economic development focus on increasing walkability and safety throughout the district. This will allow private sector investment such as housing, retail, and office to occur organically. Create and Implement: <ul style="list-style-type: none">• Placemaking & Greenspace Strategy	CDI Staff Lead Staff: Executive Director & Community Organizer	Consultant

<ul style="list-style-type: none"> Connectivity Plan to include connection to eastside lakefront 		
Advocate for the implementation of East 22 nd street Innerbelt exit and expanded bridge by ODOT	<p>CDI Staff and Board</p> <p>Lead Staff: Executive Director</p>	Midtown, DCA
Adopt and implement the recommendations of the E. 22nd Street Economic Development Plan	CDI Staff and Board	

Strengthen communication and connection among Campus District stakeholders

Action	Leader	Helper
Create a resident advisory committee to the board and engage residents in various project committees of CDI, ensuring that the organization is inclusive of all community stakeholders	CDI Staff	Board
Continue ongoing marketing work/strategy	<p>CDI Board and Staff</p> <p>Lead Staff: Executive Director & Economic Opportunity Coordinator</p>	DCA
Plan and execute targeted community building events and programs.	<p>CDI Staff and Board</p> <p>Lead Staff: Community Organizer</p>	DCA
Develop a safety strategy and a communication channel to understand safety concerns and coordinate with appropriate agencies	CDI Staff	Board
Assist anchor institutions in facilitating their community benefit strategies to impact the entire neighborhood	CDI Staff	Board

Act as a convenient and accessible repository of neighborhood information for community stakeholders	CDI Staff	
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Develop sufficient organizational capacity and a sustainable organizational structure

Action	Leader	Helper
Create a succession plan for current staff leadership	CDI Board	
Develop a sustainable funding strategy to support appropriate organizational structure	CDI Staff and Board Lead Staff: Executive Director	DCA
Encourage Racial Equity Training for board and staff	Lead Staff: Executive Director and Director of Programming and Community Engagement	
Determine administrative support needs in the following areas and develop strategies for each: <ol style="list-style-type: none"> 1. Office Administration /Management 2. Accounting, Payroll, IRS Reporting 3. Fundraising & Development 4. Board Management 5. HR 6. Technology 	CDI Staff and Board	DCA

STRATEGIC ALLIANCE DECISION SUMMARY

One of the key goals of the strategic plan update was to determine a sustainable organizational structure for the Campus District Inc. A strategic planning committee was formed, consisting of CDI board members and community stakeholders. Based on the work outlined in the Strategic Action Plan approved by the board, the committee began to work on drafting possible long-term organizational structures. The following proposed structures were evaluated:

1. Adding organizational capacity in real estate to drive additional revenue;

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2. Keeping CDI in its current form with no changes,
 3. Exploring a strategic partnership with Downtown Cleveland Alliance.

The board reviewed the three possible frameworks and elected to explore a strategic alignment with the Downtown Cleveland Alliance.

The Downtown Cleveland Alliance is a neighboring Community Development Organization, focused on the central business district of Cleveland, Ohio. The goals of the strategic alliance are: building a partnership between the two organizations that allows for close collaboration on projects, reducing operating costs through the sharing of resources, and increasing fundraising capacity through strategic alignment. While the two organizations have not yet (as of the beginning of Q4 2017) created a formal partnership agreement, they have agreed upon guiding principles for the proposed alliance. The guiding principles can be found in Exhibit B.

SUCCESSION PLANNING DECISION SUMMARY

Once CDI's ongoing scope of work (Strategic Action Plan) and a sustainable organizational structure (Strategic Alliance) were agreed upon, the final goal of the updated strategic plan was to determine the appropriate resources and timeline for leadership succession planning. During this process, CDI's Executive Director announced that she would be retiring in Q1 of 2018. The search for a successor is underway, led by the Executive Committee of the CDI board. A timeline for the search process can be found in Exhibit C.

Strategic Alliance Guiding Principles

Guiding Principles of Recommended Campus District, Inc. Strategic Alliance with Downtown Cleveland Alliance Approved at August 11, 2017 Board Meeting

Background:

Campus District Inc. (CDI) has been in a formal collaboration since October 2015 with Downtown Cleveland Alliance (DCA) to bring business attraction, marketing and other important services and capacities to the Campus District. This successful effort has been supported through foundation grants to DCA and additional funding contributions from the three Campus District anchor institutions, Cleveland State University, Cuyahoga Community College and St. Vincent Charity Medical Center.

Value Proposition:

By forming a strategic alliance, DCA can help CDI achieve its strategic action plan goals, including physical improvements, economic development and a business improvement district in addition to operating support. Having a cohesive development plan between CDI and DCA will benefit downtown and surrounding center city neighborhoods. This strategic alliance can expand the range and quality of services CDI provides and help to assure its future viability in the face of a constrained funding climate.

Guiding Principles:

CDI and DCA seek to create a formal strategic alliance that will be established using the following guiding principles:

- 1) **Independence:** The Campus District 501 (c)(3) organization shall remain in existence. The board of directors and staff shall continue as determined by its governance requirements to maintain organizational independence and to preserve its community-based cultures and partnerships with their community stakeholders, property owners, residents, businesses and philanthropic entities. The CDI board and staff will continue to develop and manage their work plan with the input of DCA senior staff. Each partner will manage their respective contractual relationships for their specific programs, projects, and events.
- 2) **Integration:** The partners will develop a joint funding policy and strategies that maximize resources and will develop and manage their respective annual budgets with such coordination as may be appropriate. DCA and CDI will have one board seat on each other's governing board as a mechanism for communication and building relationships at all levels. The CDI board member to DCA Board should be someone not currently serving on the DCA Board. Both board positions should be for a minimum one year term. CDI and DCA will explore together how to elevate resident voices in organizational decision making (e.g. resident seats on board or resident advisory board). With strategic plans in place, the partners will jointly develop a scope of services to allocate responsibilities of each organization that will be reflected in an Operation Activity Matrix as part of the final Memorandum of Understanding.
- 3) **Optimization:** The partners will seek opportunities to promote collaborative relationships between Campus District and Central Business District entities to benefit both. Possible examples include: Cuyahoga Metropolitan Housing Authority's potential involvement in mixed income housing projects in the Central Business District of downtown; marketing and partnership opportunities for St. Vincent Charity Medical Center with downtown businesses; job and internship relationships for CSU and Tri-C students. The partners will explore enhancing community engagement strategies with residents.
- 4) **Efficiency:** To optimize administrative efficiencies, DCA may serve as fiscal agent for certain administrative functions for CDI, limited to administration of information technology, payroll and benefits, human resources, finance, and similar administrative services. CDI will continue to manage current banking relationships that involve its accounts. CDI and DCA will make financial and administrative decisions together. CDI will develop and manage its annual budgets with input from DCA. The partners will continue to explore staffing productivity and

efficiencies related to public events, graphic design, economic development, quality of life, and similar issues as well as measures to evaluate organizational performance.

5) **Open communication and transparency:** In this alliance DCA and CDI will actively clarify expectations, roles and capacity within the partnership/alliance. CDI will retain its ability to uphold its values, mission and commitment to its diverse stakeholders and constituents which includes low income residents and people served by homeless shelters in the district. In the interest of avoiding miscommunication and conflicts, the board representatives to each others boards will deliver quarterly reports to their respective boards and a formal annual report will include specific activities taken on behalf of this alliance. The partners will be proactive in resolving any conflicts or grievances between them with the goal of resolving such issues efficiently and amicably.

6) **Shared acknowledgement:** In an effort to promote the strength of the alliance between DCA and CDI, the partners will acknowledge each other's role and participation in projects, whenever relevant, in their marketing materials, public relations, and at public events.