



Strategic Planning Committee's Collaboration + Advocacy Workgroup CHARTERS – ACTION PLANS

Collaboration / Care Workgroup Team:

SPC Leads: Brad Neuman, Chairperson, SPC
John Engeman, Consultant/Facilitator

Collaboration / Care BOD members:

Ray Clark, President / Accessibility Chair
Aneta Tomaszewicz, VP
Beth Burk, HD/PZ Chair
Alan Lougee, NIC Chair
David Montgomery, Safety Chair

Collaboration / Care Volunteers

Phil Graff Workgroup Chair, SPC
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Background

- The Strategic Planning Committee (SPC) is an ad hoc committee of the OTTA Board of Directors, which began its work in August 2022, under the leadership of OTTA Treasurer Brad Neuman.
- An outside consultant, John Engman, was hired to do an assessment of the Old Town Triangle Association, which included 22 interviews, postal mailing survey postcards to 4000+ Triangle residents (using the USPS households addresses, netting 315 respondents).
- On December 10, 2022, John presented the Board with his Assessment Report, which now includes 9 Strategic Issues, neighborhood demographics and an overview of the survey results – including that 50% of the residents of The Triangle are 22-39 years old. Much of John's assessment work was conducted pro bono.
- The OTTA updated/modified its Mission, created a Vision Statement and identified its Core Values. From there, the Strategic Planning Committee (SPC) created workgroups focusing on 3 organizational areas and recruited additional volunteers to explore capacity and growth potentials.
- The SPC expanded its base with additional volunteers to work in 4 Workgroups, tackling the issues presented in the Strategic Issues, and developing Action Plans to report to the OTTA Board at the July 11, 2023 Board Meeting.
- **This deck is about the work of the Collaboration + Advocacy Workgroup. There are 6 volunteer members and 3 assigned Board/staff members of this workgroup. We are tackling four Initiatives in three sub-workgroups.**

9 Strategic Issues (Bolded are the focus of Collaboration + Advocacy Workgroup)

1. Review and gain alignment on its mission / vision – should OTTA grow, maintain or shrink? What are the priorities over the next five years?
2. Create a strategic plan and, moreover, a strategic mindset that honors the past but continually looks to achieve future goals.
3. Define and communicate a re-established “brand” to promote a better understanding of how it serves and supports the Triangle community.
4. Review the Board structure and terms of office to provide better continuity and support for Board work.
5. Create a Board / leadership development / succession plan to build its bench strength and avoid leadership / volunteer burn-out and recycling.
6. OTTA needs to improve and diversify its programming and marketing capacity to increase the participation and membership from a broader range of residents.
7. OTTA needs to determine the role of paid staff and volunteers in its business model and organization and build a volunteer development program that will ensure that it can build a future corps of volunteers as committed and talented as the current group.
8. OTTA needs to make targeted investments to improve its organizational infrastructure and systems (facilities, policies & procedures, technology, training, management, communication, etc.) to assure the organization operates efficiently and effectively and can support future growth.
9. **OTTA needs to reframe and rebuild its role as a responsible and effective steward of the OTT’s “living environment” and expand civic engagement through information, education, and collaboration.**

Mission/Vision/Values (Approved at 4-11-23 Board Meeting)

Mission

We enable all who live and work in the Old Town Triangle to connect, collaborate and care for our neighborhood.

Vision Statement

The Old Town Triangle Association will build on its history of success to become recognized by residents and businesses as the center for engagement, information, collaboration and advocacy to maintain and improve our quality of life. We will foster a sense of community and belonging by connecting neighbors, collaborating on issues of common concern and promoting safety, culture and preservation.

Values

Community

Welcoming People & Ideas

Stewardship

Integrity

Respect and Collaboration

Explaining SMART

As your sub-workgroups dig into your 3 Initiatives using the Charters in the following slides, test your ideas using SMART.

- **S**pecific
- **M**easurable
- **A**chievable
- **R**elevant
- **T**ime-Bound

Collaboration + Advocacy Goal 1 - Civil Civic Engagement Policy

Problem Statement

How do we protect the organization, reduce divisiveness and increase membership/engagement.

We need to develop a policy for dealing with issues and civic engagement that defines process, values and ethical guidelines to make better decisions in a respectful, positive and effective way to incorporate the interests and concerns of all affected stakeholders.

PROPOSAL / APPROACH

Develop an effective, transparent, and collaborative strategy, infrastructure and process to expand civic engagement and community stewardship through awareness, education and advocacy and become a catalyst for solutions to common concerns of residents.

Review IAP2

OBJECTIVE(S)

- Become more relevant to more people
- Create a broad based sense of community and belonging

New policy and process guidelines for issues and civic engagement.

Longer term potentially a plan to increase civic engagement.

SCOPE

In Scope:

Policy statement

Process for Engagement:

inform, involve, collaborate, mediate, moderate, defuse, and provide forum in lieu of advocacy

Guidelines and training recommendation

WORKSTREAMS / PHASES / DELIVERABLES

- *Committee of the whole will: develop the general policy on how to deal with issues and civic engagement.*
- *Review the International Association for Public Participation's (IAP2) pillars for effective public participation, values for public participation and code of ethics. New policy and process guidelines for issues and civic engagement.*
- *Develop the general policy on how to deal with issues and civic engagement.*
- Longer term: Plan to increase civic engagement.
- To develop long range plans that will enable OTTA to grow-with-purpose over the next 3-5 years, including 5-7 initiatives for sustainable growth
- Prioritize the 5-7 initiatives and develop short-term Action Plans for the top 3 prioritized initiatives

KEY STAKEHOLDERS

- OTTA Members
- OTTA Residents
- OTTA Businesses
- 43rd Ward
- City of Chicago

Success Criteria

To ensure we are successful, we will measure these things at this interval...If we hit this target, we are successful...

- How will we measure success?
Adoption of new policy by the Board
- What are key success factors?
Building consensus around a new approach

RISKS / INTERDEPENDENCIES

- Institutional fatigue – volunteer time gets depleted
- Organizational distractions, like the Old Town Art Fair
- Reliance on volunteers
- Lack of leadership continuity including only one-year terms for Board Officers
- Plans don't get actualized

Collaboration Goal 1 - Civil Civic Engagement Policy

Ideas + Descriptions	Resources Required, Timeline, Measures
<p>1. Review International Association for Public Participation's (IAP2) pillars for effective public participation, values for public participation and code of ethics and determine which, if any, initial training courses https://www.iap2.org/page/GLP are appropriate and who in the workgroup should attend.</p>	<p>4 weeks for 2 people to research and 2 weeks for workgroup to discuss</p>
<p>2. Identify key issues including whether the OTTA should adopt the code of ethics that limits advocacy to the public participation process and not for any interest, party or project outcome.</p>	<p>2-3 meetings over 4-6 weeks</p>
<p>3. Determine what, if any, elements of the Code of Conduct Guidelines (from the Orientation Materials) should be included.</p>	<p>Include with steps 2 & 4</p>
<p>4. Define other criteria that should be included in the OTTA policy and what material should supplement the policy.</p>	<p>2-3 meetings over 4-6 weeks</p>
<p>5. Develop summary level presentation for board including when policy applies and then discuss with board.</p>	<p>4 weeks to prepare – potentially for December board meeting</p>
<p>6. Draft policy including training programs for various board roles and present to board for approval.</p>	<p>Present for approval at February Board</p>
<p>7. Phase 2: Develop ideas to increase civic engagement (e.g., early identification and forums on possible future issues).</p>	<p>For presentation at July 2024 Board</p>

SMART Goal 2 Collaboration + Advocacy – HD/PZ

Sub-Workgroup Team:

- Beth Burk
- Karl Hjerpe

Problem Statement

In an effort to explore potential increased capacity for the organization’s growth, the OTTA needs to **develop a plan to implement a new advocacy and civic engagement process for HD/PZ Committee.**

- **Problem Statement:** Until 2022, HD/PZ had a role in the Ward’s and City’s zoning and permitting process and the Association either took (or was perceived to take) occasional advocacy positions not supported by property owners and/or the City. That role no longer exists; however, some version of a role providing non-binding recommendations to the Ward or City may be resurrected. If so, the future actions of HD/PZ could raise risk of Key Stakeholder disengagement and legal risks.

PROPOSAL / APPROACH

To address this, we should re-define the mission of the HD/PZ Committee and create programs that support it.

OBJECTIVE(S)

1. To achieve the Association’s stated mission to support preservation in a manner that doesn’t create undue breakdown in relations with Key Stakeholders or raise undue legal risks.
2. To re-define the mission statement of HD/PZ such that the Committee becomes a community asset for preservation education and collaboration and reserves to the Association’s board of directors the decision to make any material recommendation on PZ matters.
3. To utilize the programs of the Committee to increase Association membership and engagement and maintain the charm of the neighborhood.

SCOPE

In Scope:

- Revise HD/PZ mission statement
- Create educational materials on HD preservation and determine best strategy for distribution
- Create programs on HD education and to foster collaboration on PZ matters

Out of Scope:

- Re-build relations with Ward/City (these efforts already underway at the Board and Committee level)

Success Criteria

A future poll of either OTTA members or Triangle residents could be conducted to gather feedback to compare to original poll results.

RISKS / INTERDEPENDENCIES

- Interdependencies: Membership Committee’s outreach to new property owners is needed to create base to whom certain educational efforts will be targeted; Association’s website or other tech solution be required to house educational materials

WORKSTREAMS / PHASES / DELIVERABLES

- A. Revise HD/PZ mission statement
- B. Gather existing educational materials and hold until decision is made on best manner of distribution
- C. Create programs on HD preservation education
- D. Create programs to foster collaboration on any PZ matters that arise
- E. Create new HD educational materials to add to existing items
- F. Consider other ideas that maintain the charm of the neighborhood

SMART Goal 2 Collaboration + Advocacy – HD/PZ

Sub-Workgroup Team:

- Beth Burk
- Karl Hjerpe

Ideas + Descriptions	Resources Required, Timeline
1.Revise HD/PZ mission statement	Work Group members’ time: approx. 10 hours Board to review/revise and adopt: approx. 2 hours
2.Gather existing HD educational materials and hold until decision is made on best manner of distribution	HD/PZ Committee members’ time: TBD Where/How to store temporarily? TBD
3.Create programs to highlight existing HD preservation education	HD/PZ Committee members’ time: TBD
4.Create programs to foster collaboration on any PZ matters that arise	HD/PZ Committee members’ time: TBD
5.Create new HD educational materials (such as property-specific history, photos, landmark status)	HD/PZ Committee members’ time: TBD
6.Consider other ideas to maintain charm of neighborhood	Work Group and/or HD/PZ members’ time: TBD

Collaboration + Advocacy Goal 3 - Safety

Sub-Workgroup Team:
 Dave Montgomery
 Phil Graff

Problem Statement

In an effort to explore potential increased capacity for the organization's growth, the OTTA needs to:

Restore a sense of safety though improved education, connection and collaboration (SMART Goal Statement #3).

PROPOSAL / APPROACH

1. Better understand why people feel unsafe
2. Educate stakeholders about ways to efficiently and effectively make 911 (and 311) calls
3. Offer realistic advice regarding reasonable expectations concerning police response
4. Offer advice about how to reduce local crime

OBJECTIVE(S)

1. Develop strategies resulting in a safer community
2. Reposition the Safety Committee as a community resource
3. Promote the idea that community = safety
4. Leverage available technology innovations

SCOPE

In Scope:

1. Educate community concerning measures that citizens can take
2. Collaboration with CPD
3. Promote perception: Old Town as a "Hardened" Community

Out of Scope:

- Robo cops
- Vigilante groups
- Private security only as option for individuals ??

WORKSTREAMS / PHASES / DELIVERABLES

1. Develop closer ties with law enforcement at all possible levels
2. Promote 18th Police District Council meeting attendance
3. Promote greater civic engagement in court advocacy programs
4. Set up and test "Block Watch" channels of communication.
5. Educational materials and database of safety info

Success Criteria

To ensure we are successful, we will measure these things at this interval...If we hit this target, we are successful...

- Raise effectiveness score on Survey from 0.5 "Somewhat Effective" to at least 0.8
- Decreased crime rate
- Increased expectation and perception of safety within the community (per survey)

RISKS / INTERDEPENDENCIES

- Navigating the range of neighbors' perceptions, expectations, and demands
- Continuing shortage of CPD personnel
- Coordinating with likeminded neighborhood organizations

(2) SMART Goal 2 Collaboration + Advocacy [Sub-workgroup Leader: Dave Montgomery]

Ideas + Descriptions	Resources Required, Timeline, Measures
1. Assess what drives people's perception of safety	
2. Disseminate practical strategies to promote general and individual safety	
3. Maintain and post a current technology knowledge base of consumer security products	
4. Achieve greater safety by increasing neighbor to neighbor familiarity and communication, including apps and exploring block captain program	
5. Old Town is recognized as a hardened community	
6. Develop plan with specific programs to cultivate better communication with CPD, keeping OTT high in their	
7. Develop and present report on adequacy of streetscape lighting and overall safety results/achievements twice a year	

Collaboration + Advocacy Goal 4 Built Environment

Sub-Workgroup Team:
Aneta Tomaszekiewicz
Alan Lougee

Problem Statement

In an effort to explore potential increased capacity for the organization's growth, the OTTA needs to:

Develop a multi-year plan for community care of the built environment (revitalizing parks, brick sidewalks, etc.) (SMART Goal Statement #4).

PROPOSAL / APPROACH

After conducting a first-time survey of 4000++ Old Town neighbors (using the USPS households addresses) and doing a SWOT Analysis, the OTTA updated/modified its Mission, created a Vision Statement and identified its Core Values. From there, the Strategic Planning Committee (SPC) created workgroups focusing on 3 organizational areas and recruited additional volunteers to explore capacity and growth potentials.

OBJECTIVE(S)

- Become more relevant to more people
- Create a sense of community and belonging
- To develop long range plans that will enable OTTA to grow-with-purpose over the next 3-5 years, including 5-7 initiatives for sustainable growth
- Prioritize the 5-7 initiatives and develop short-term Action Plans for the top 3 prioritized initiatives

SCOPE

In Scope:

1. Review / revise mission statement for NIC with new strategy
2. Create a proactive 5-year plan and goals for "common area" revitalization, beatification and maintenance
3. Create a "community engagement" plan.
4. Widen outreach to include: Chicago Urban Planning, Aldermanic offices, State and neighborhood institutions.
5. Develop a "project management" framework to manage plan implementation and financial management.

Out of Scope:

Volunteer Corps
Membership Initiatives
Fundraising Diversification
Operations Initiatives

Success Criteria

To ensure we are successful, we will measure these things at this interval...If we hit this target, we are successful...

How will we measure success? Parks Survey score raised from 0.8 to 1.0 "Effective"
What are key success factors? Regulatory approvals

WORKSTREAMS / PHASES

How will you organize the work ?

Assessing/auditing the current state and develop recommendations for goals

Develop list of 5-7 Initiatives, and prioritize Top 3; develop Action Plans for them

Identify site specific initiatives to pursue

RISKS / INTERDEPENDENCIES

- Institutional fatigue – volunteer time gets depleted
- Organizational distractions, like the Old Town Art Fair
- Reliance on volunteers
- Lack of leadership continuity including only one-year terms for Board Officers
- Plans don't get actualized

(3) SMART Goal 3 Collaboration + Advocacy [Sub-workgroup Leader: _____]

Ideas + Descriptions	Resources Required, Timeline, Measures
1. Develop a RFQ to conduct a needs analysis for neighborhood parks/recreation and solicit bids	
2. Develop a five year plan for park improvements and maintenance, get community buy-in and funding	
3. Explore collaboration possibilities with neighborhood institutions: St Mike, 3X, Buddhist Temple	
4. Install Kiosks for OT bulletins and info focus on OT gateway locations or gathering spots	
5. Turnkey sourcing for standard historic building plaques (OTTA branding/HD pride opportunity)	
6. Consult with Lakeshore re: better refuse container solutions.	
7. Include NIC specific concerns/needs in future surveys	