

# **Equity Strategic Planning for Saint Paul's District Councils**

**A report to the Saint Paul City Council on the 2017 Innovation Fund project**

## **Participating Councils:**

**District 1 Community Council**

**District 2 Community Council**

**West Side Community Organization**

**Payne Phalen Community Council**

**Summit University Planning Council**

**Union Park District Council**

**Report compiled by Betsy Leach, project manager**

## THE DISTRICT COUNCIL EQUITY STRATEGIC ACTION PLANNING PROJECT

### INTRODUCTION

Too often, Saint Paul's district councils have been criticized for complacency in the way we have operated, and for becoming too comfortable in repeatedly engaging the same voices in our work. We are too often accused of decision-making that does not involve or consider those who feel the greatest long-term impact of our decisions, or are accused of not considering larger social ramifications of these decisions.

But the fact of the matter is that for many years, Saint Paul's district councils have worked 1) to *acknowledge and understand the diversity in our respective neighborhoods*, 2) to become more inclusive as organizations and in our programming, and 3) to focus on addressing inequitable distribution of political power and influence within and among our communities. These statements are not meant to imply that we have been satisfied with the pace of our work or its outcome, or that each of us has been as engaged in the work to the same extent. But it has been an issue that we all recognize as vital to our existence, and that we have been trying, as best we can, to address. We have sought mutual support as we do this work and have sought, also, to identify the most effective means to advance our equity goals, while respecting the distinctiveness of our organizations and of the communities we serve. In this work, as in all our work, we juggle competing interests, and competing scales of impact and influence, while we cope with limited resources and ever increasing expectations about what we are able to do.

The current District Council Equity Planning project is an outgrowth of our previous equity work. For several years a group of council staff met regularly to discuss and share best practices in equitable outreach. Then in 2012 several councils joined together to enlist outside facilitators to train us in cross-cultural discussion techniques aimed at building trust across difference. After several fits and starts, the 2013-14 neighborhood-based cross-cultural dialogues took place, with training and assistance from Everyday Democracy – a nationally renowned organization. Their approach was to use dialogue circles to confront the racial dynamics behind our personal and social interactions, to develop meaningful relationships among participants, to identify common issues, and then to determine actions participants would take together to address the issues they had identified. The goal was to identify actions at the personal, social and structural levels to address racial inequity. From the resulting neighborhood-based action plans, the 2015 community and city department cross-cultural dialogues evolved to address structural issues of racism and exclusion. In addition, councils took on cross-generational dialogues, and voter engagement work to move our equity agenda forward.

At the same time these later dialogues were taking place, the City was engaging in its own efforts to address racial inequities in departmental practices and procedures. For the most part, the district councils have been doing our work alongside, but independent of, the City's departmental equity planning. However, it is important to note that we have each been supportive of the others' work. As we prepared for this latest project, we had serious discussions with a variety of departments about how our separate projects would interact and support the common goal of eliminating racial inequity in our city.



We have now completed the process of developing Equity Strategic Action Plans and are ready to move to the next stage – full implementation of those plans.

## **THE PROCESS**

The District Councils' Equity Strategic Action Planning project was originally intended to involve 10 of the 17 district councils. The project was meant to allow each council to build their plans based on their own community composition and organizational needs, but to do so in a cohort of sister organizations that would provide feedback and mutual support. The inclusion of 10 councils was meant to produce a large-scale impact on the council system as a whole, moving an equity agenda forward at a respectable pace. The cohort of councils was to do their planning with the assistance of an outside consultant who specialized in equity work. The District 1 Community Council wrote the proposal and was to be the project manager and fiscal sponsor, responsible for communication, logistics and reporting at the same time that it participated as a member of the cohort. The proposal in this form was submitted for funding through the City's Innovation Fund. But as decisions for funding were made, the allocation for the project was reduced so as to cover only 6 district councils rather than 10. This number of participants was still felt to be large enough to impact the council system, if not as dramatically or as rapidly as first proposed.

The participating district councils in the approved project are the District 1 Community Council, District 2 Community Council, West Side Community Organization (district 3), Payne Phalen Community Council (district 5), Summit University Planning Council (district 8), and Union Park District Council (district 13). These councils include those who have long histories representing racially, culturally and economically diverse communities (WSCO, Payne Phalen and Summit University), those who have experienced rapid and dramatic demographic changes in the recent past (Districts 1 and 2), and councils that remain predominantly white (Union Park). Other councils who subsequently asked to participate were District 10 Como Community Council, Hamline Midway Coalition (district 11), Summit Hill Association (district 16), and Saint Anthony Park Community Council (district 12 – although their interest was somewhat different because they already have an equity committee and a plan). All of this interest was generated BEFORE District 1 made a city-wide request for potential participants. On the basis of this level of interest, we believe that at least 10 councils would have participated given the opportunity. However, the diversity represented by the 6 councils who were able to participate means that our experiences with the process, and the results, provide a range of examples for future councils to use as they take on such work.

Each participating council had access to consult with Lisa Tabor of Culture Brokers LLC throughout the process. Culture Brokers has a long history of working with organizations of varying sizes on developing such plans. She was available to assist with council-specific process issues, provided the common language and conceptual tools with which we were able to develop our plans, facilitated workshops for the councils' equity planning teams, helped keep each of us on track, and provided critical feedback on our draft documents. Each council was eligible for \$5000 to staff the work, in recognition of the significant effort needed to carry the project forward on a very aggressive timeline. Each council developed an equity planning team that consisted of staff and board members, and each developed an

approach by which to include and inform other community members as appropriate. As cohort members, we provided each other support and feedback on our drafts and process, sharing barriers we confronted and brainstorming ways to overcome these barriers.

Culture Brokers frames this work on an understanding that change needs to occur at the personal, social (or, in this case, organizational), and structural levels in order for equity to be achieved. In other words, all three levels must be involved in order to close gaps in opportunities available to people (figure 1). The critical conceptual tool that Culture Brokers provided us was that of understanding the differences between “diversity”, “inclusion” and “equity”, and the importance that DISCIPLINE plays in reaching racial parity, or equity (figure 2). This common language was essential for the participating councils to understand as each of us located ourselves in relation to the ultimate goal of racial equity. “Diversity” is the recognition of the dimensions of difference among us. “Inclusion” is the engagement of diverse populations in the work that we do. “Discipline” is how we embed this recognition and engagement in the structures, policies and procedures of our organizations so that they are integral not only to how and why we do the work, but even in deciding what work we undertake. It is only when all three of these elements come into play that “Equity”, or racial parity, in our organizations can be achieved – they parallel the personal, social and structural levels of change.

Given these concepts, each equity planning team first developed an investment rationale, or framework for why their council needed to create an Equity Strategic Action Plan. Each looked at the characteristics of its community and its organization to find the compelling arguments as to why this work was necessary at this time, and to justify the investment of resources required to create and implement the plans. We then worked on developing equity strategic goals and the means to reach those goals – the body of our plans. We did this work in two half-day workshops and for weeks between and beyond those joint workshops. The rationales and plans for each council are included in the appendices of this report.

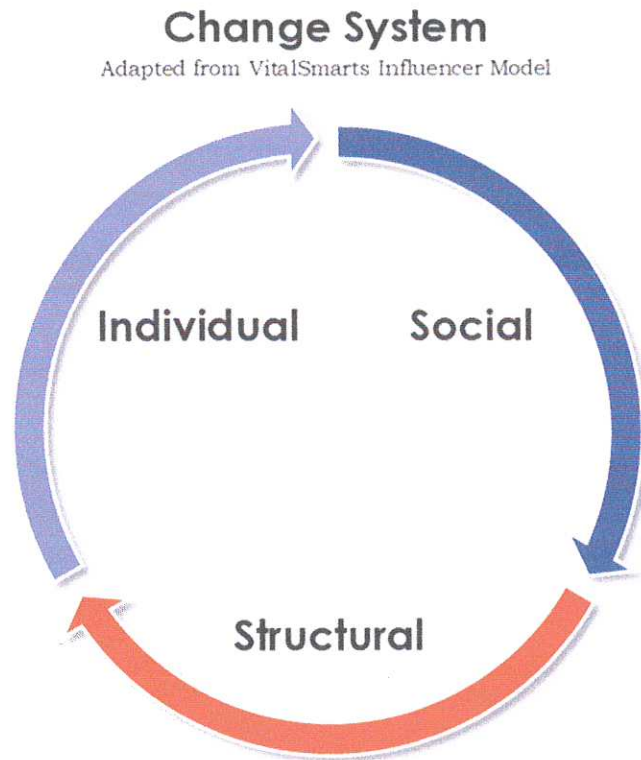
The differences in the reasons and approach of each council are informative and illustrative of the many dimensions of this work for organizations similar to ours.

District 1 had recently expanded programming in recognition of its changing demographics. It had completed a new community plan that was built with a new, more inclusive approach to gathering input for such a plan. It had also just finished a strategic plan with new mission, vision and values statements that centered on equity. It was ready to examine each of its programs and committees to see how to embed a focus on equity in everything it does – to address structural change, its discipline.

District 2 was entering a period during which it would transition roles of staff and it had been diversifying its board. It was also preparing to complete a new community plan and wanted to incorporate methods of developing that community plan that would recognize its increasing diversity and maximize inclusion. It wanted to develop the community plan and the Equity Strategic Action Plan in harmony with each other. It was addressing – primarily – the social aspects of change, its inclusivity.

WSCO (district 3) had recently developed a strategic plan and a decision-assistance tool – a strategy sieve – that could be used to help them decide where they focused their resources. This plan and the





CultureBrokers® engages in a Change System that helps ensure your cultural diversity, inclusion, and equity efforts deliver results quickly and sustainably. The system is heavily informed by the VitalSmarts® Influencer model, creating organizational environments that supports high intercultural performance and continuous intercultural growth.

Using this Change System, CultureBrokers helps you leverage three key sources of influence within your organization: Individual, Social and Structural.

**Individual** influence is the motivation and ability of single

people to behave in ways that deliver diversity, inclusion and equity results. To build individual strength, we increase empathy and knowledge, and build skills. *Individual influence delivers competent agents, opinion leaders and role models.*

We also use Social and Structural influences to reinforce and empower an individual's positive intercultural behavior.

**Social** influence is the support provided by groups of people who are inside and outside of the organization. This includes not only employees and volunteers, but also customers, vendors, partners, funders, community members and any other stakeholders. To build social strength, we create new (and reinforce existing) groups that 1) deliver mutually beneficial relationships among and across members, 2) provide peer encouragement for learning and action, and 3) discourage negative, ineffective behaviors. *Social influence delivers strength in numbers.*

**Structural** influence is the non-human support provided by organizational and institutional policies, practices and places. To build structural strength, we engage in rigorous, data-based measurement of leadership and operational processes and results. We analyze how the natural and built environments influence behavior. We evaluate the effect of power on decision-making. We align of all these things with vision, values and outcomes. And, we create mechanisms for consistency, transparency and accountability to results. *Structural influence delivers a supportive environment.*

Applying all three sources of influence helps you improve your organization's diversity, inclusion and equity results faster and more sustainably.

# Diversity + Inclusion x Discipline = Equity<sup>TM</sup>

Performance results:  
quality, justness,  
fairness, equality

Behaviors

Characteristics

## Systems, structures, rules

1. Identify the specific concern/issue
2. Clearly state concern/issue so it can be addressed
3. Identify data; collect
4. Analyze data in the context of the concern/issue
5. **Make data-driven decisions**
6. Set goals
7. Identify strategic change
8. **Execute strategic change**
9. Track outcomes
10. Evaluate
11. Institutionalize what worked A/OR repeat from #1



decision tool require them to consider equity values as decisions are being made. For their Equity Strategic Action Plan, they focused on how their land use work can be brought into line with these equity values. This was a very specific aspect of structural change – a focus on its discipline.

Payne Phalen (district 5) had just gone through a staffing transition from a long-term executive director and was looking to keep an equity focus while moving away from a deficit model for thinking about their community. They had not had a community plan update for several decades and took this opportunity to refocus the entire organization on equity. Preparing the Equity Strategic Action Plan could help them develop a strategy for a community plan, help define staffing needs for the future, and explain to the community why changes were occurring in the organization. This was a broad-based approach to the work, looking at personal, social and structural aspects of change – diversity, inclusion and discipline.

Summit University (district 8) has been a racially diverse area with a board that, historically, has been diverse. It intended to work on formulating a coherent, agreed-upon statement about equity that could guide their on-going work. Their plan is not yet completed and they have been dealing with conflicting expectations for staff and board members in doing this work.

Union Park (district 13) HAD an equity plan previously, but felt the plan was shallowly conceived and consequently not particularly useful. Despite having a relatively large population of East African immigrants in their community, they are a dominantly white organization and community and felt they needed to bring their plan into alignment with where the community and the organization is at this point. In taking on this work, they grappled with issues of “why is this important to us now?” They focused on increasing understanding of issues of diversity and inclusion – the personal and social aspects of change.

## **BARRIERS CONFRONTED**

Despite our different starting points, we encountered strikingly similar barriers to completing the plans. For each organization, initial board approval to develop a plan was unanimous and enthusiastic. However, as the work unfolded, resistance from board and community members developed to greater or lesser degrees. The following is a summary of the reasons for this resistance (NOTE: the project manager takes sole responsibility for this interpretation).

- 1) *Confronting white privilege – for many board and community members, there is a misunderstanding of how white privilege influences their sense of the way things should be. While agreeing in principle to racial equity, white people (especially) often confuse equity with equal treatment. If work on equity impinges on what people feel has been their access to power previously, that is, if they have to step aside or give up access in order to allow someone else to have it, at a minimum, they will balk at taking action. This is based on a lack of understanding of others’ experience, and on not recognizing that their access has been exclusive. To have to work towards equity means that there has been unequal access. Consequently, the inequality must be directly addressed. In this case, a rising tide is not sufficient if the boats being lifted vary in their sea-worthiness.*

- 2) Confronting different relationships between staff and board – each organization has a different established relationship between their staff members and their board. In some organizations, there is an equal partnership between these two groups. In others, that relationship is unequal. Levels of trust may vary widely. Consequently, who takes responsibility for which decisions, how secure staff members feel in pushing board members to look beyond their (naturally) limited understanding of organizational operations, and how comfortable each is with confrontation becomes critical to successful progress. Ultimately, the work needs to move forward. Finding a way to navigate staff and board relationships is critical.
- 3) Understanding volunteerism – because board members are volunteers, there is not the same commitment to organizational deadlines and to understanding the full range of organizational operations that there is for paid staff. Coordinating and accommodating schedules of a group of volunteers in order to get specific tasks done in a timely fashion is difficult work. When deadlines loom, ultimately someone has to choose to finish the job. A strong, trusting relationship among staff and volunteer board members is essential.
- 4) Timing – this project had a very aggressive timeline for completion. This was necessary to maintain focus and momentum. At the same time, each council had its regular operations and activities to perform. Compounding this conflict is that any community planning effort operates under the shadow of preconceptions that a) it is not the “real work” – “why does it take so long?” and, b) the plan will sit on the shelf so it is a waste of time – “we know what to do, let’s just do this thing...” Keeping team members focused and engaged is difficult. Making choices about what to do and what not to do in order to accomplish something is never easy, but someone needs to clearly set priorities.
- 5) Understanding the relation between the big picture and the details – some people work better on big picture projects and some better on the details. If the team did not include both skill sets and have good relationships among those with these skill sets, the group dynamics could derail or delay completion of the work.
- 6) Legitimacy of the Undertaking and the Process – the participants need to trust that both the goal and the process are legitimate. Building trust and a sense of legitimacy is vital. Having an outside consultant, and a diverse array of participants was important. Providing an opportunity for board members from different organizations to meet and share their efforts and difficulties is a powerful legitimizing tool.

## **NEXT STEPS**

Completing the Equity Strategic Action Plans is only the first step to transforming our organizations and our work. Maintaining the momentum we have generated through this planning is important. But the hardest work comes with implementation. The barriers encountered during development of the plan will only intensify as we implement our plans.

First, we want to support the Summit University Planning Council so that they can complete their plan.

Second, individual councils are currently working on implementing portions of our plans, or on engaging our communities in further build-out of the plans.



Third, as outlined in the materials for the participating councils in the appendices, we individually await notification of funding for additional work on aspects of our plans, or skill development we feel necessary to implement the plans.

Fourth, we hope to maintain regular updates and provide support among the participants of this project, as well as communicating with other district councils about this on-going work.

Fifth, we are exploring how to use our shared mapping database to track our progress with engaging new community members and developing new leaders. Finding ways to assess our work in this area is important to assuring that we are effective. The database presents as a tool for assessment.

Sixth, we are exploring how to incorporate the concepts and work of these plans into a new reporting form for our City contracts to replace the current Inclusivity Matrix. Finding ways to report our work in this area is important to assuring that we are communicating our progress and our struggles.

Seventh, and finally, we are working with Culture Brokers and the City to leverage funding to support development of such plans by other councils, and to fully implement these completed plans. This expansion would be a major undertaking requiring more direct involvement by the City in management and oversight of the endeavor. It is unwise and simply not feasible for any district council to manage such a large-scale project, given the different perspectives that each of us brings.

A major issue that confronts us with any such large-scale, cross-district projects is that of staff turnover. Too often projects are started under the oversight of one set of staff members only to have those participants leave for other positions. We hope that documentation of this work will help prevent loss of momentum or abandonment of the efforts when and if staff and board members move on. In the meantime, as a system, we should continue to explore how to assure that staff turnover is minimized.

## **EVALUATION OF THE PROJECT**

We feel it is extremely important to evaluate the project as we near completion and move to Next Steps. Culture Brokers sent out 2 surveys to participants at completion of the plans – one to assess the consultant's role, and the other to assess the management and process overall. The results of these evaluations are summarized here.

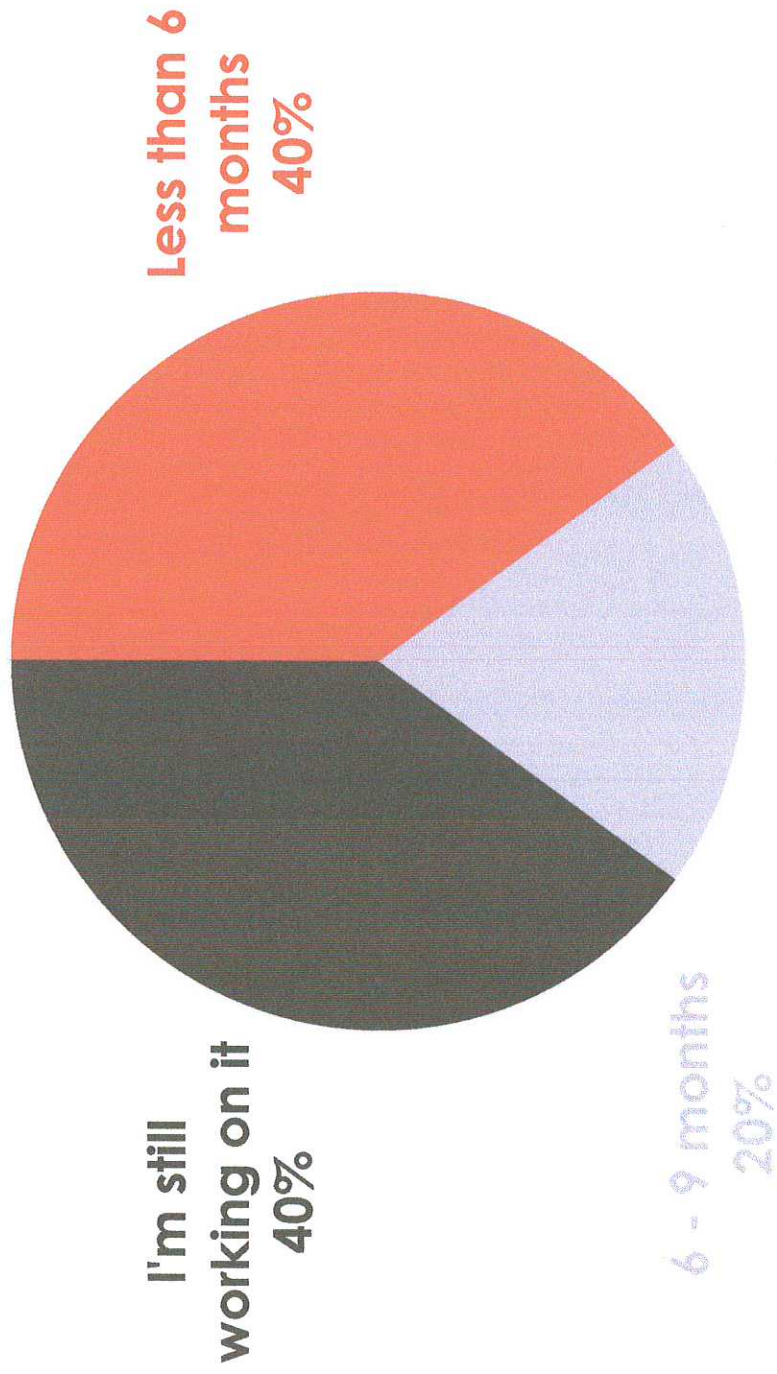
## **District Council Project Evaluation Results**

January 19 – May 31, 2017

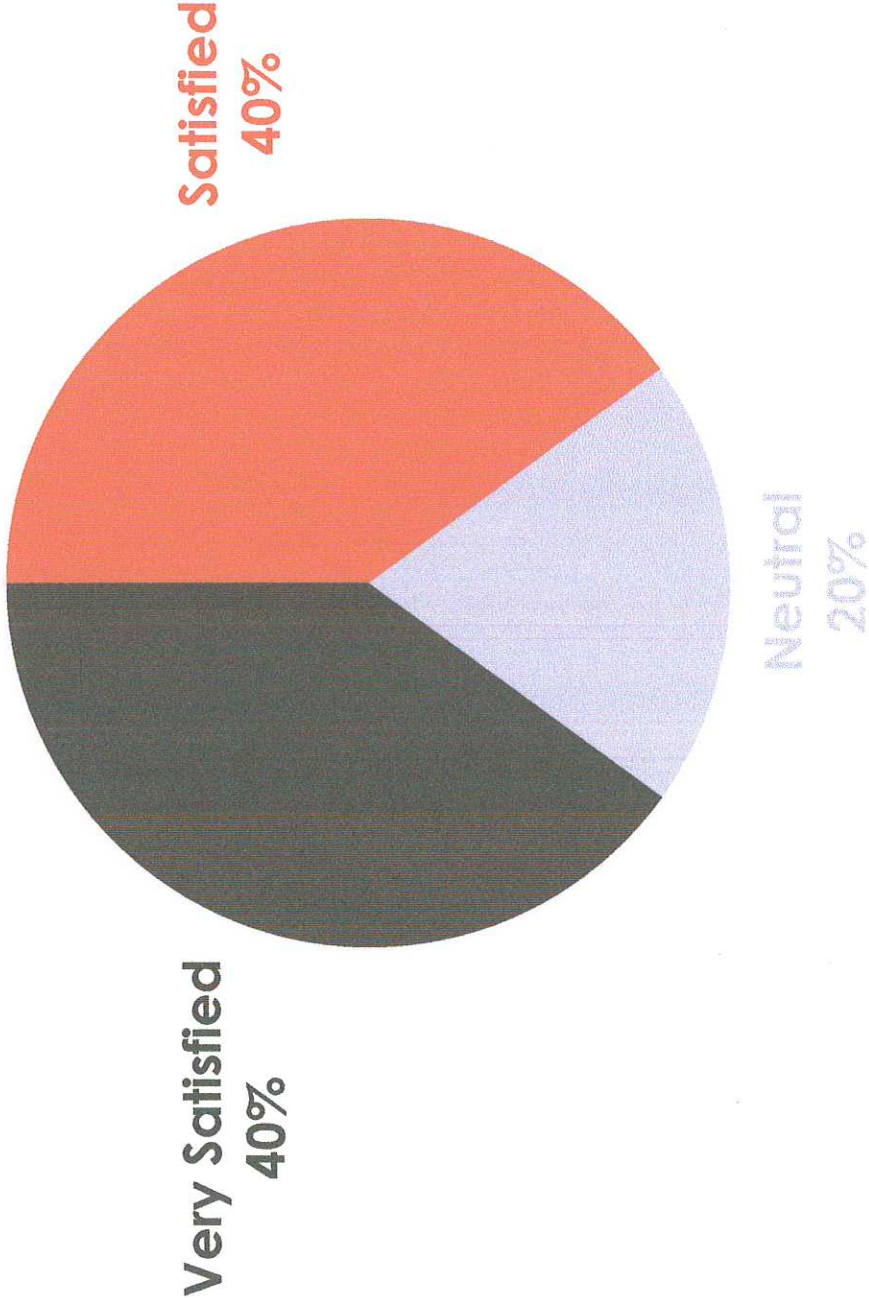
Six Councils participated; Five surveys completed (83%)



How long did it take you to develop your own board-approved Equity Strategic Action Plan? (From project start on January 19 to date your board approved the plan).



Please indicate your level of satisfaction with your own Equity Strategic Action Plan at this point (even if it has not yet been approved).





## (Level of Satisfaction) Why do you say that?

[The ESAP] will help guide us through the next several years. It provides arguments to counter folks who want to propose things that are not in the plan and won't be effective.

The process we undertook was stellar, and the results? EVERYONE loved what we came up with!

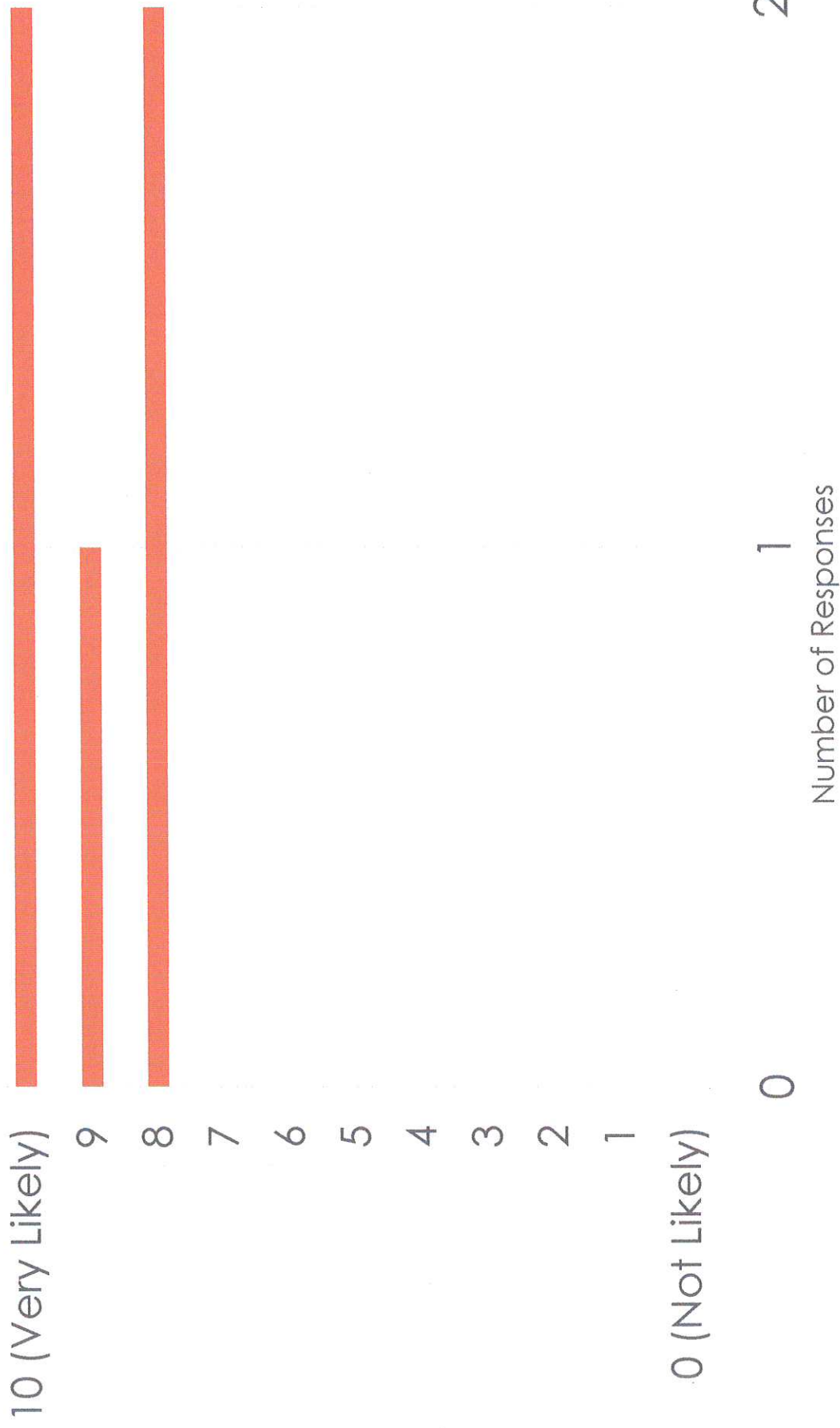
We have two concrete manageable goals and some great ideas as to how to approach them.

[The ESAP] will be an ongoing project and I am satisfied based on the activity of the board so far but it will depend on the activity of the board going forward.

I am optimistic about the suggestions I have drafted, but starting to lose confidence in capturing the interest of the Board.

# How likely is it that your new Equity Strategic Action Plan will be important to your organization's future success?

Scale of 0 (not likely) to 10 (very likely)



## (Likelihood of ESAP Importance) Why do you say that?

As our demographics change, we face resistance from people who are used to having all the power. This gives us a way to explain why we have the focus that we do.

It is now central in our district planning process, a process which targets investment in our community for the next ten years, and our equity work us at the center!

We have a District Plan that we will be working on in 2018. I think if we are going to do it well, these steps need to start seeing some movement. I also think that the process and the impact of creating and adopting the ESAP itself primes our Board to think of these issues in a constructive way, so they are walking in to all of our work with that mindset. I have approached the consultant who helped us develop our Strategic Plan back in 2016, and they are on board to weave the ESAP in with it during a Board retreat in January.

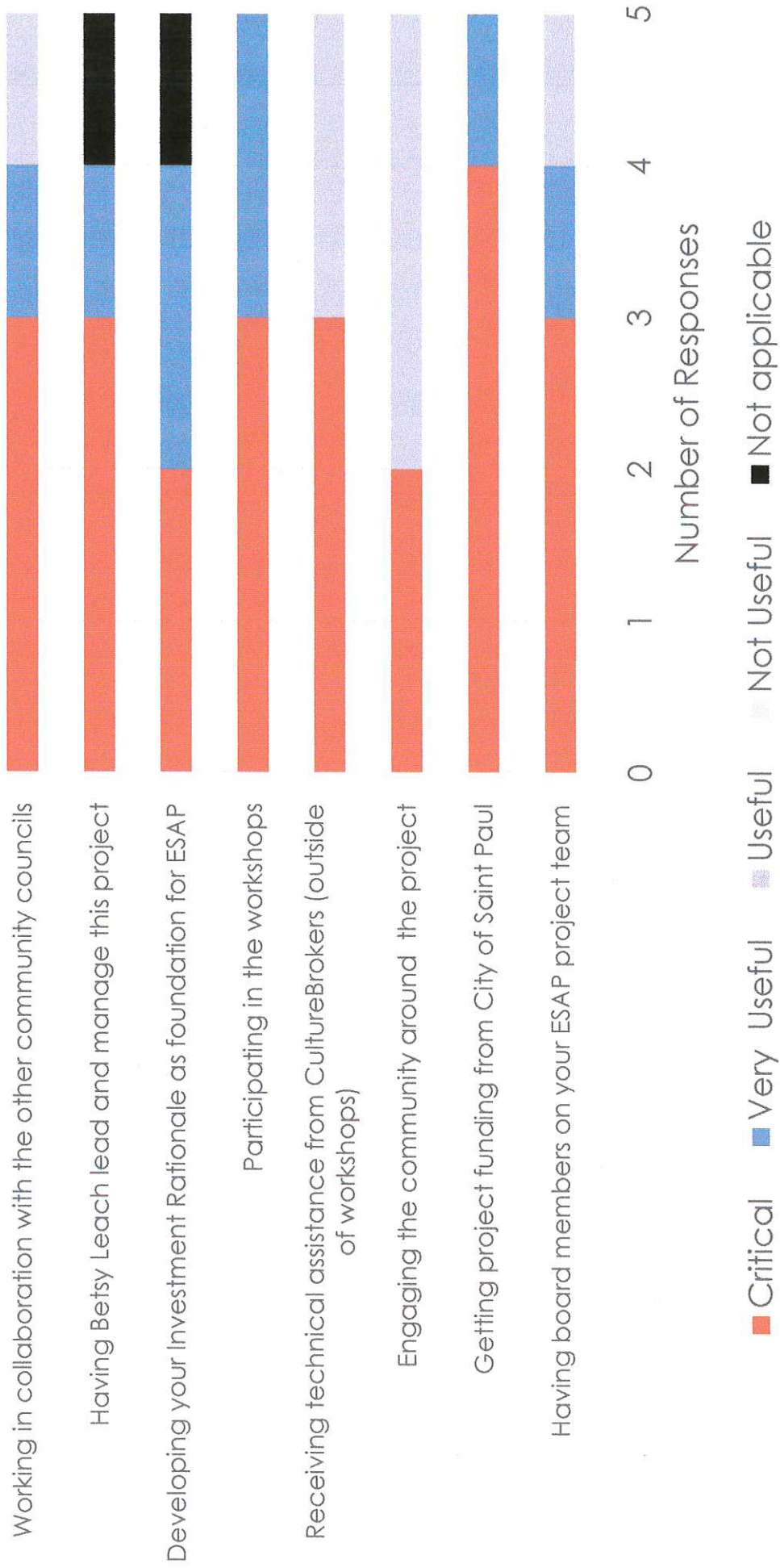
We recognize how important it is to reflect -- in a culturally competent way -- the community we seek to represent. Having these visible goals, and board-level conversations about them, is an important step. Having buy-in for the goals is another. Having identified steps to actually achieve them is key.

With the many changes to our neighborhood demographically, a plan is needed to go forward to ensure inclusion.



Please indicate how useful these things were in helping you develop and/or complete your Equity Strategic Action Plan.

### Usefulness of Key Program Components

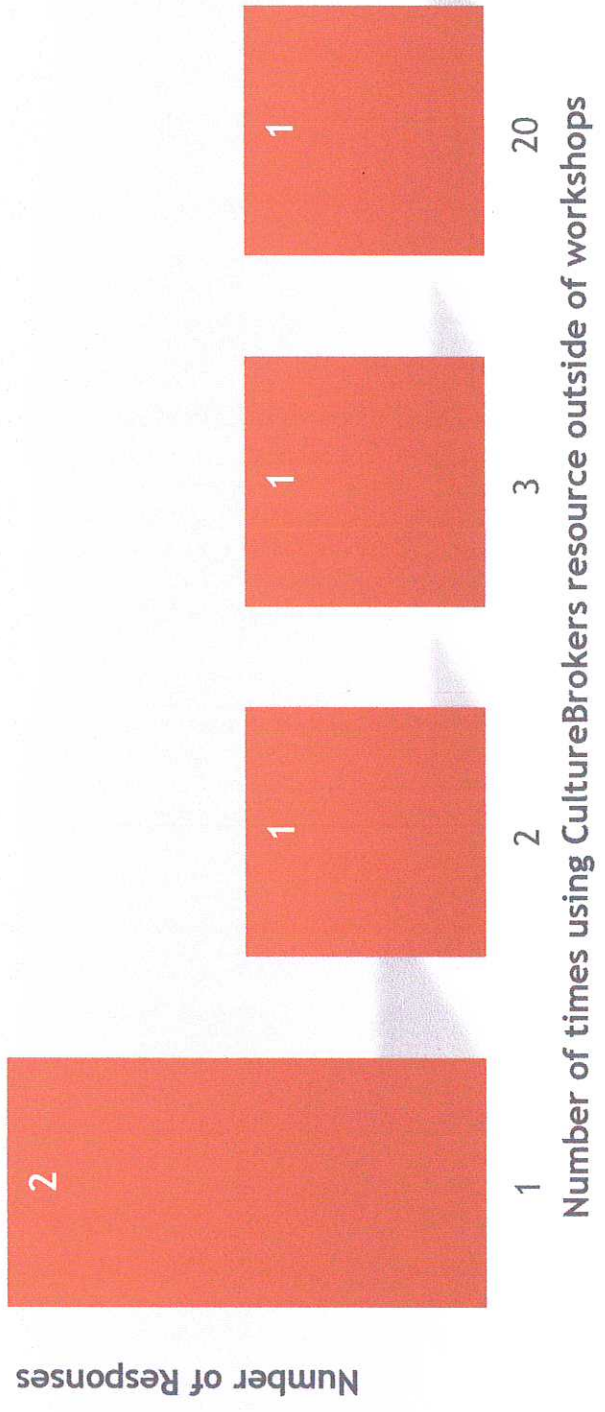


Please indicate which of these things you are likely to do in the future.

Activity	Percent	
Participate in diversity/inclusion/equity workshops and learning opportunities	100.0%	5
Have board members help lead and implement our ESAP	60.0%	3
Submit funding proposals to implement our ESAP	80.0%	4
Partner/collaborate with the other councils on fundraising	60.0%	3
Partner/collaborate with the other councils on ESAP implementation	60.0%	3
Hire a consultant to help us implement our ESAP	60.0%	3
Engage the community in implementing our ESAP	80.0%	4



How often did you use CultureBrokers' technical assistance outside of the workshops? (Please use a whole number.)





Could you have used that resource more often? If so, what would you have needed to make that happen?

CultureBrokers was very available, and the assistance we received was useful.

No, I think that was the perfect amount.

The resource was perfect!

Yes-more time to spend on project and budget.

## What were some lessons you learned from this project?

Just because a project is big and very important doesn't ensure that your volunteer Board will make time or space for it.

Also, to be unafraid of honest and challenging language. The IR I wrote was very direct, and it was very helpful to have encouraging feedback on that.

Our board isn't in complete alignment in their feelings, ideas or positions around equity. They didn't know this, and knowing it is half the battle!

That partnering with people is difficult when they are not vested in our particular organization (i.e. other councils), that board members may have a general sense that working toward equity is a good thing to do but when the rubber hits the road they are wary of making changes to how they do things, that having a logical, fact-based argument for why this is important is essential, and that the equity model with its emphasis on discipline helps people see where they have been stuck...

That there is power in working in collaboration with other district councils on this type of project. That fewer, well-designed, manageable goals create an appropriate and effective strategic plan. That our board is very willing to engage in this work.

We as a council need to spend more time strategizing and less time reacting.



Knowing what you know now, what could CultureBrokers have done differently?

Can't think of anything off the top of my head.

I think that the concepts can be a bit challenging (like the IR), and that can make it difficult for me to walk my Board through it. They are having a very, very hard time separating the IR from the ESAP. I don't know how I would have changed it, but it is something to think about.

N/A

Nothing

Set up mandatory site-visits with participating councils.

Knowing what you know now, what could Betsy have done differently?

N/A

Nothing

She did a great job.

Been more persistent with the other district councils about reporting back, incorporated more training for councils specifically on partnering - maybe writing out an MOU for each.

Knowing what you know now, what could you have done differently?

Engage our community in this work more deeply.

I wish I hadn't been sick during some of the more critical meetings.

I think that going into this your org needs to be primed and 100% functional, or it isn't the right time. If I could do it again, this project would be six months into a Board shape-up.

I would have done more outreach outside of our board and committees to identify residents interested in engaging in this process with us.

We did quite a bit of reporting out to the community and as a result got a good new batch of candidates for the board... we should have incorporated them more directly into this work.



## Additional Comments

EXCELLENT process and outcomes, thank you!

I enjoyed working with Lisa and appreciated her insights and suggestions.

**APPENDICES:**

**Appendix A.** Workshop materials provided by Culture Brokers

**Appendices B – F.** The rationales and plans for each council and additional materials each felt was important to their projects

**Appendix G.** Additional materials relevant to Next Steps and on-going work

**APPENDIX A: CULTURE BROKERS LLC.**

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## Agenda

District Council Equity Strategic Plan Consultancy  
District Council Team Workshop

March 4, 2017, 1:30 – 4:30 p.m.

Martin Luther King Recreation Center, 271 Mackubin St, St Paul, MN 55102

### Attendees:

Jens Werner - Summit University (D8) & Team  
Monica Bravo - WSCO (D3) & Team  
Julie Reiter - Union Park (D13) & Team  
Lisa Theis - District 2 Community Council & Team  
Lissa Jones-Lofgren - Payne Phalen (D5) & Team  
Betsy Leach - D1 & Team  
Joe Mendyka – City of Saint Paul  
Lisa Tabor, CultureBrokers LLC

- 1:30 p.m.      Welcome & Introductions  
                    Name, role
- About the project
- Vision & objectives
  - Consultancy overview
  - Deliverables, process and components
  - Roles, responsibilities & expectations
  - Vocabulary and key concepts
- About the Investment Rationale
- 3 p.m.            Break
- Drafting your council's Investment Rationale
- Debrief
- Next steps
- 4:30 p.m.      Adjourn

Teams should come with a rough draft of their Investment Rationale (that framework and examples were given to each Executive Director in January).

# Investment Rationale

## Purpose & Description

CultureBrokers® LLC adopted the term, **Investment Rationale**, from the financial industry to name one of the first steps in implementing an effective intercultural inclusiveness and equity initiatives. The Investment Rationale provides a solid foundation, ensuring alignment of strategy and actions, and building acceptance of and commitment to this course of action in stakeholders (i.e. employees, volunteers, funders, customers). It presents your organization's motives, beliefs, considerations and authority for undertaking this difficult and rewarding work.

A predecessor to the Investment Rationale in the diversity and inclusion field is „Making the Case“<sup>1</sup>. While Making the Case (or „Business Case“) has been an effective function in general, CultureBrokers® LLC finds the Investment Rationale to be a stronger paradigm that helps generate a necessary set of attitudes required for successful change efforts. These attitudes include:

- **Commitment.** The „Investors“ are engaged in generating results over the long haul, investing resources today for potentially high gains tomorrow. This attitude also recognizes that there are „assets“ generated by the investment that accumulate over time. This taps into a subtle sense that the value of the investment may be volatile in the short term, but will lead to strong long-term growth if one „sticks with it.“
- **Action.** There is natural desire to make useful contributions to something important and valuable. The Investment Rationale paradigm invites (and ultimately secures) a deeper level of engagement from stakeholders.
- **Importance.** An investment generally endows the investee with a higher level of power, authority, or rank in the environment and among the competition.
- **Belonging & Cooperation.** „Investors“ simultaneously have a relationship with the thing in which they invested, and with the other Investors.

Upon adoption of the Investment Rationale, communications with stakeholders focuses on getting them to become „Investors“ in your inclusiveness and equity work, providing talent, effort and money.

As long as your Investment Rationale is „true“, it is an inarguable qualifier for all decisions moving forward, and offers direction for future actions.

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<sup>1</sup> For a great resource on this topic, visit <http://www.nonprofitinclusiveness.org/how-make-case-inclusiveness-your-organization>.



## Sample Investment Rationale

### Ramsey County Juvenile Detention Alternatives Initiative, [www.ramseyjdal.org](http://www.ramseyjdal.org)

„Operating in over 130 jurisdictions, the Juvenile Detention Alternatives Initiative (JDAI) is one of the fastest growing and most effective approaches to juvenile justice reform in the nation. JDAI invites community and justice system stakeholders to engage evidence-based strategies that reduce the costly use of detention, promote positive youth development, establish community-based responses, and ensure safe communities.“

„Disproportionate Minority Confinement and Contact (DMC) is the overrepresentation of any minority group or groups in secure custody, compared to their proportion of the general population.

„Reducing DMC is a core requirement of the Juvenile Justice and Delinquency Prevention Act (JJDP) Formula Grants Program. Under this program, Minnesota must make efforts to reduce the proportion of youth detained or confined in secure facilities who are members of minority groups, if these numbers exceed their proportion in the general population. States that fail to meet this requirement lose 25-percent of their annual formula grant allocation.

„Since DMC is a complex problem that crosses many social systems, Ramsey County’s JDAI/DMC efforts engage community members as well as agency representatives working in tandem to identify and eliminate inequities where they occur in our juvenile justice system.“

### Minnesota Children’s Museum, [www.mcm.org](http://www.mcm.org)

Minnesota Children’s Museum sparks children’s learning through play for the youngest in our community by providing enriched playful learning experiences. The Museum is the leading institution in Minnesota that provides a variety of play opportunities for children to develop proficiencies in order to thrive. Thus, the Museum holds a unique civic responsibility as Minnesota’s agent, champion and steward of play.

Play is a valuable tool for learning and an essential part of all children’s development. Play is a well-recognized strategy for helping kids stay physically active, and synergistically, physical activity has cognitive benefits. Quality play activities help with brain development, language and socialization skills, critical thinking, creativity, and builds a child’s confidence to persist. Proficiency in these skills are critical to children’s success in school and ultimately to their ability to thrive in the 21st century and meet future challenges.

In 2010, the Museum’s Board of Directors adopted an ambitious strategic plan to expand reach by 50% to champion the essential role of play in early learning, and to increase school readiness opportunities for children who face the greatest educational disparities.

Too many of Minnesota’s children suffer from a lack of school readiness, which research shows is related to overall success in school and life outcomes. The greatest deficits appear in low-income households, and because of the racial and ethnic disparities in our community, children from minority populations are disproportionately left behind in achieving their full potential. According to the Minnesota Department of Education 2010 School Readiness Study, „forty percent of Minnesota kindergartners did not reach the 75 percent achievement level of overall school readiness, with the largest deficits showing up in students of color.“



The Center for Disease Control also reports that one of three children are obese or overweight before their fifth birthday with the highest prevalence of obesity seen in Native American and Hispanic/Latino children.

At the same time, the preschoolers of today are on the leading edge of a demographic shift. The percentage of minority children in Minnesota under the age of five jumped from 21% in 2000 to 30% in 2011. In fact in Ramsey County where Minnesota Children's Museum is located, minorities have become the majority among the preschool population at 54%. With the percentage of racial and ethnic minority children in Minnesota increasing annually, the Museum has an important responsibility to ensure the number of under-prepared and unhealthy kindergarteners does not.

Minnesota Children's Museum must excel at cultural competence in order to meet the needs of a changing community, to continue to attract a large audience, to help eliminate school readiness and health disparities, and to maintain relevance into the future. Through consistently applying a cultural diversity and inclusion lens to its work, the Museum will transform itself into a highly effective institution that engages and serves all the different cultural populations of Minnesota.

## Developing your Investment Rationale

The three characteristics we find to be important in a strong Investment Rationale are:

- **Compelling:** The Investment Rationale should present an argument that taps powerful values, is stimulating and remarkable, and sparks curiosity.
- **Logical:** The Investment Rationale must be credible, objective and measurable. This should include references to quantitative data collected by reputable sources. It may also contain a rule, policy or other citation to support your organization's ability or authority to engage in the work. It should follow a logical and direct progression from today's situation through the change process to a highly desirable future.
- **Forward-thinking & future-oriented:** The Investment Rationale describes how the achievement of inclusiveness goals will significantly strengthen the organization, system or society (and the individuals connected to it) far into the future. It should tap into our natural growth drives, potentially targeting aspirational and/or fundamental motivations such as leadership, fairness, belonging and safety.

## A Last Word

Cultural inclusiveness and equity are relatively new and burgeoning fields; we are all learning as we go. You can expect that your Investment Rationale will evolve over time, adjusting and filling out as you gain more information, knowledge and experience. It is wise to review your Investment Rationale – and its effects – regularly.

## Agenda

District Council Equity Strategic Plan Consultancy  
District Council Team Workshop

May 13, 2017, 10 a.m. – 2 p.m.

Arlington Hills Library, 1200 Payne Avenue, Saint Paul 55130

### Attendees:

Jens Werner - Summit University (D8) & Team  
Monica Bravo - WSCO (D3) & Team  
Julie Reiter - Union Park (D13) & Team  
Lisa Theis - District 2 Community Council & Team  
Lissa Jones-Lofgren - Payne Phalen (D5) & Team  
Betsy Leach - D1 & Team  
Joe Mendyka – City of Saint Paul  
Lisa Tabor – CultureBrokers LLC

### Pre-Work:

- 1) Investment Rationale has been adopted by the board of directors.
- 2) Bring post-its completed with Background Information (see instructions attached).

10:00 a.m.	Welcome & Introductions (Name, role) Review the overall project/consultancy Debrief Investment Rationale and experience so far. Set up the Session – Agenda, Purposes/Non-purposes
10:30 a.m.	Brainstorm Goals
10:45 a.m.	Narrow to 2 or 3 „Wildly Important Goals“ /Make them SMART
11:15 a.m.	Post Background Information Post-its to decision-making matrix.
11:30 a.m.	Brainstorm approaches to achieving goals
12 p.m.	Working Lunch/Run the approaches through decision-making matrix
1 p.m.	Share results
1:30 p.m.	Next steps
1:50 p.m.	Debrief
2 p.m.	Adjourn

## BACKGROUND INFORMATION INSTRUCTIONS

**You will need to bring some organization-specific information to the next session. It will be used to help you identify the best approaches for your Equity Strategic Action Plan.**

General Instructions:

- The information you need is organized into 7 categories, defined farther below. Example responses are provided.
- For categories 1 – 4, only provide responses that appear in a formal document, such as in a strategic plan, mission statement, policy/procedure, or board minutes. If you do not have the formal documentation, leave that category blank. Responses to the other categories can be in your team's best judgement.
- Please limit responses to a maximum of 6 per category (fewer is better).
- If there are more than 6 responses per category, please select only the 6 KEY elements or factors (those that are most important, critical or appropriate).
- Use post-its.
- Record one discrete response per post-it.

### Categories

1. Organizational Values OR Guiding Principles. *If you have both, bring whichever set resonates for you – either will work.*

Example (from District 1 Community Council):

"Trust and Respect; Equity, Justice and Power; Solidarity; Sustainability"

2. Organizational Long-Term Goals. *From the organization's strategic plan.*

Example (from Northside Community Council):

"Ignite a community spirit that fosters a desire to live peaceably and responsibly with one another and where residents place health, education, family and compassion as top priorities."

3. Organizational Strategic Objectives. *From the organization's strategic plan.*

Example (from Northside Community Council):

"Cultivate an informed residency on the topic of Northside Crime and Safety."



4. Customer Groups. *Include segments, such as racial, age, or neighborhood, if your organization uses segmentation to identify specific groups of customers.*

Example: Residents (segmented as Somali, Karen, Hispanic, White, Black, primary language)

5. Organizational Strengths.

Examples: Nimble (can act on decisions quickly); Owns newspaper and radio station (can promote across multiple media for free)

6. Organizational Challenges.

Examples: Highly restricted operating budget (only 10% is unrestricted); Low staff capacity (cannot take on new work)

7. Issues in the operating environment/industry. *These are issues in the external environment that is likely to affect your organization's ability to function/succeed during the next three years.*

Examples: Foundations increasingly require data disaggregated by race and ethnicity; City government is increasingly embedding their racial equity goals in contracting.

Session Part 1: Set up the session  
 Session Part 2: Brainstorm Goals; Prioritize & Select

Topic: Increasing our Council's ability to deliver equitable services and outcomes to culturally diverse constituents

Overall Purpose	Purpose of This Session	Non-Purpose of This Session	Goal A	Goal B	Goal C	Goal D
To create an equity strategic action plan for 2017 – 2020.	To draft 3 wildly important organizational goals for equitable services and outcomes.	To work on our Investment Rationale.				
	To identify the fewest high impact approaches we can take.	To create a final plan.				
	To begin identifying roles/responsibilities, resource needs and milestones.	To create a detailed work plan or task list.				
		To dwell in the past.				
		To tell "war stories".				

To be brainstormed, then narrowed in session

**Session Part 3: Background/Decision-making Matrix  
(Each Council to bring completed post-its for each heading)**

\*KEY\*= The major or most important elements or factors; those that are most important to achieving the intended outcome.

Increasing our Council's ability to consistently deliver equitable services and outcomes to culturally diverse constituents

Our Organization's Values OR Guiding Principles	Our Organization's KEY Long-term Goals	Our Organization's Strategic Objectives	Our Customers (with KEY Segments)	Our KEY Organizational Strengths	Our KEY Organizational Challenges	KEY Issues of Our Operating Environment/Industry

To be completed by each Council team prior to session



Session Part 4: Brainstorm Strategies, then narrow to 2 – 3 using Decision-making Matrix created in Part 3.

Increasing our Council's ability to consistently deliver equitable services and outcomes to culturally diverse constituents

Approach TBD	Approach TBD	Approach TBD	Approach TBD	Approach TBD	Approach TBD	Approach TBD	Approach TBD

To be brainstormed, then narrowed in session

Resources: Teams can use these lists to help with brainstorming and setting goals.

Topic: Increasing our Council's ability to deliver equitable services and outcomes to culturally diverse constituents

[unused]	[unused]	[unused]	Strategic Factors	Balanced Scorecard	Sources of Influence	SMART
			<b>Approach</b> What are the methods? Are they appropriate? Are they effective? Is it repeatable and based on reliable information?	Leadership (Senior Leader Staff and Board)	Inspiration, Knowledge & Training	Specific
			<b>Deployment</b> Does the approach address relevant and important organizational requirements? Is it applied consistently? Is it used by all appropriate work units?	Strategy	Peer Pressure	Measurable
Optional			<b>Learning</b> Does the process go through cycles of refinement and improvement? Is innovation encouraged? Is learning shared?	Customers (Current, Potential and Other Competitors)	Policies & Practices	Attainable
			<b>Integration</b> Is there alignment, complementarity, and harmony with other org. approaches?	Workforce	Situations	Relevant
				Operations		
				Results		
				Measurement, Analysis and Knowledge Management		
				Core Values & Concepts		Time-related

ALIGNED



**APPENDIX B: DISTRICT 1 COMMUNITY COUNCIL – Eastview, Conway, Battle Creek and Highwood neighborhoods**

The District 1 Community Council bases our work on a continuum of potential participation by residents, realizing that we are hampered by lack of knowledge about us within many of our communities. We are in the process of developing a communication plan and are waiting to hear about assistance with a “re-branding” campaign as an initial step. We are closely monitoring the on-going rapid demographic changes of our neighborhoods as we undertake all this work, so that we are positioning ourselves for the future. In addition, we are moving forward with exploring means to evaluate the effectiveness of our efforts as we implement our plan, including use of our mapping database.

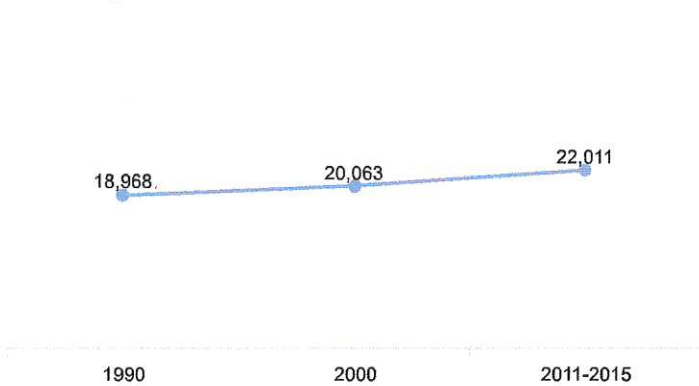


PLANNING DISTRICT 1

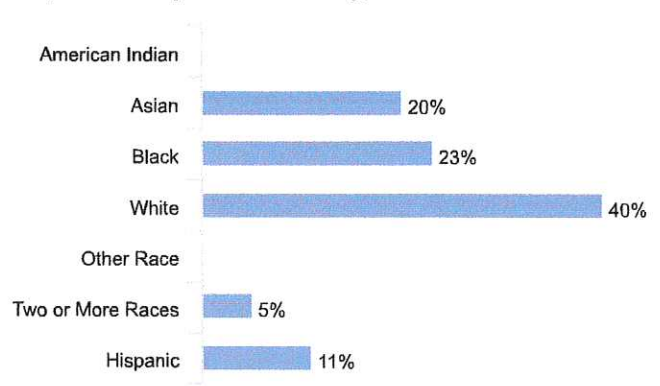
# BATTLE CREEK-HIGHWOOD NEIGHBORHOOD

At-a-glance facts about residents, households, and workforce. Data are largely derived from the U.S. Census Bureau. When a data point is missing or considered unreliable, it will not display or be labeled suppressed. Refer to "Notes about the data" below for more detail.

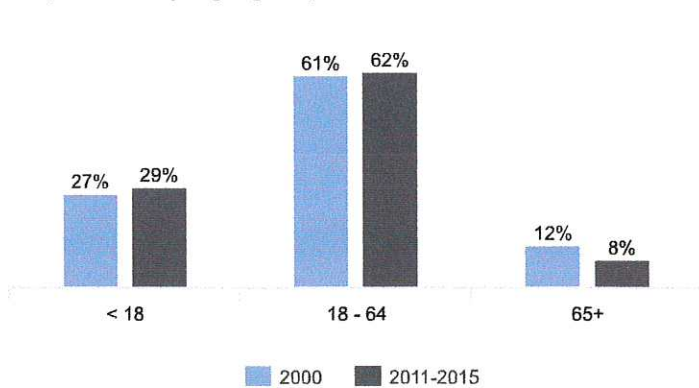
Total Population



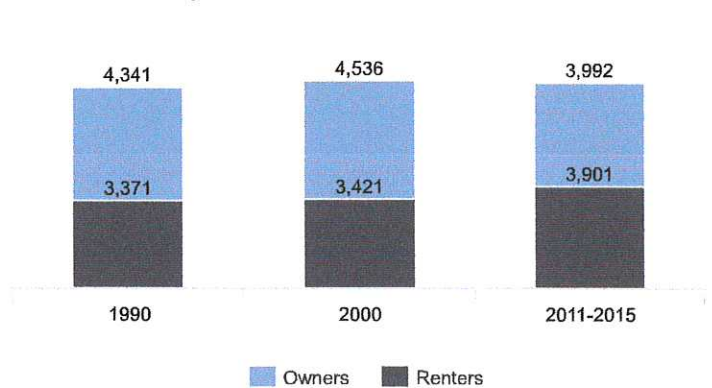
Population by race/ethnicity, 2011-2015



Population by age group



Households by tenure



Participation Continuum.....

Awareness – Attendance – Participation – Engagement – Leadership

## **District 1 Community Council Mission Statement**

**Our mission is to share knowledge and power, to organize and to advocate for the people who live and work in our neighborhoods. We build leadership to seize opportunities and to work for social and racial justice.**

## **District 1 Community Council Vision Statement**

**Our district is one in which we respect the racial, ethnic and social diversity of our neighborhoods, where trust grows among us, and we all prosper.**

## **District 1 Community Council Values Statements**

**TRUST and RESPECT – We strive to achieve trust for and respect from each other as we work together towards our shared goals and a pluralistic community.**

**EQUITY, JUSTICE and POWER – We share power to give us leverage to build equity and work for justice in our community.**

**SOLIDARITY – We stand together and lead by example to fight oppression in all forms for the members of our community.**

**SUSTAINABILITY – We support a healthy and sustainable environment for the long-term livability of our community and the prosperity of its members.**



## **INTRODUCTION**

### **WHO WE ARE**

The District 1 Community Council shares political and community knowledge and power among the 22,000+ residents of our southeast Saint Paul neighborhoods as it builds civic leadership and a shared identity. It uses that knowledge, power and leadership to influence decisions about the social and physical infrastructure supporting community in all its complexity.

### **WHO LIVES IN OUR COMMUNITY**

In 1990, only 1 in 10 people living here was a person of color. By 2010, 1 in 4 people was African American or an African immigrant, 1 in 5 people was of Asian descent, and just over 1 in 10 people was Hispanic. Now 6 of every 10 people are people of color, and 1 in 4 people speaks a language other than English at home. This racial and cultural diversity is continuing to increase. In addition, 36% of us are low-income and this population is disproportionately people of color, 46% are renters and 40% have a high school education or less. Because of these facts, it is incumbent on us to assure that our organization, the work it does, and the impact it has on creating community reflects, represents and includes these persons and perspectives. Our community will be stronger, and individuals will feel more connected if they are able to influence what their shared future looks like.

## **OUR POLICY STATEMENT**

### **WHY WE FOCUS ON EQUITY**

Our goal is to address past disparities in who makes decisions, to build assets in human and political capital, and position the community for its shared future. Because historical circumstances and structural systems have invested greater access to decision-making and political power among certain groups of people, bestowing on them privileges that have not been acknowledged or shared, the Council focuses its energies on increasing access where disparities in this access are the greatest. By focusing in this way, we aspire to have the greatest impact on the community as a whole.

### **WHAT WE HAVE DONE SO FAR**

In 2014-15, the Council invested efforts towards understanding the historic impacts of these privileged systems through a series of intercultural dialogues. In 2016, the Council began assessing its own structures and impacts on the community in order to align staffing, programming, and resources with new, explicitly stated organizational values that focus on racial equity and social justice.

### **WHAT WE WILL DO TO ADDRESS DISPARITIES**

In 2017, we have committed to an examination of all our communication and outreach efforts to assure that those residents experiencing the greatest disparities in access to political power will be the focus of on-going work, especially around shared knowledge and leadership development.

In the first year, we will modify our communication strategies, by which we mean we will define how we develop and maintain relationships among focus populations, identifying the frameworks and tools to support meaningful relationships within and among our neighborhoods' diverse populations. We will establish a system for evaluating our effectiveness in developing these relationships. In the future, we will use this information to guide changes to our staffing, programming and resource procurement so that we may continually build on successes and learn from mistakes. We will embed this deliberate framework into every decision that we make regarding the purpose and practice of this organization.

#### TAKING THE LONG VIEW

We are building the leaders of Saint Paul's future through deliberate and practiced civic education and decision-making around the physical and social infrastructure of our neighborhoods. Such an approach will position our organization for growth and continuing relevance for the people living in, and defining, the District 1 community. It will also position all our residents so they may take their rightful place in deciding their own future.

#### INCORPORATING EQUITY THROUGHOUT OUR ORGANIZATION

We have 3 standing committees/work groups and an Executive Committee. Each of these is responsible for overseeing a portion of our work. The following statements demonstrate how we propose to integrate an Equity Lens into each group.

##### Executive Committee Equity Statement

##### Background:

- This organization works to rebalance differences in access to power that various populations in our community have experienced historically, especially as related to our unique position with the City;
- For our purposes, equity is defined in relation to imbalances in power among racial and ethnic groups, and involves recognizing the diversity among us, practicing inclusion, and deliberately working with and for shared leadership and decision-making;
- The Executive Committee of the District 1 Board is made up of the Officers and the chairs of the standing committees;
- The Executive Committee oversees how the organization and the board do their work, in collaboration with the Executive Director; and
- The Executive Committee sets board agendas, establishes the organization's budget and workplan, supports staff, supervises the Executive Director, and serves as the personnel committee of the organization.

With equity front and center, as a committee we will

- Educate board and community members about our organization and its priorities;
- Hold staff, committees and board members accountable for making sure our work focuses on our purpose, our mission and our values;



## DISTRICT 1 EQUITY PLAN – APPROVED May 22, 2017

- Evaluate how we organize ourselves, the actions we take, and the results we achieve:
  - We will question, critique, develop and support equity efforts;
  - We will use both qualitative and quantitative criteria in this evaluation;
  - We will take risks, experiment and learn from our efforts in order to find appropriate and effective ways to advance our equity goals; and
- Work to assure our organization grows sustainably so that
  - Staff and board reflect, represent and are responsive to and trusted by the community; and
  - Our organization's goals are supported by appropriate resources.

### Land Use Committee Equity Statement

#### Background:

- Land use and zoning decisions have traditionally been dominated by white, wealthier, more educated property owners.
- Land use and zoning decisions traditionally have been made
  - Without considering equity or disproportionate impacts;
  - With a focus on extremely local effects and responses;
  - Our land use committee, unlike many others across the city, has the power to speak for the council and decisions do not need to be ratified by the full board.

#### With equity front and center, as a committee we will

- Guide the process based on our legal purpose, mission and values, and recognizing resource constraints while working out of our strategic plan and the land use plans we have developed;
- Prioritize our efforts where we can increase equity the most;
- Make decisions based on principles of racial and economic equity, the common good, and with an eye towards both long term impact and impact on the district as a whole;
- Reduce racial and social injustice by being intentional about input representing the entire community, including residents and businesses;
- Evaluate outcomes based on the above by answering the following questions
  - Does the process reflect our legal purpose, mission, and values?
  - Are the impacts equitable and serving the long-term good?

### COSCo (Communications, Outreach and Safety) Equity Statement

#### Background...

- This organization works to rebalance differences in access to power that various populations in our community have experienced historically, especially as related to our unique position with the City;
- For our purposes, equity is defined in relation to imbalances in power among racial and ethnic groups, and involves recognizing the diversity among us, practicing inclusion, and deliberately working with and for shared leadership and decision-making;
- Our purpose is to educate, unite and to create a common sense of community for our area;



## DISTRICT 1 EQUITY PLAN – APPROVED May 22, 2017

- Our mission is to share knowledge and power, to organize and to advocate for the people who live and work in our neighborhoods. We build leadership to seize opportunities and work for social and racial justice; our values will guide us in meeting this mission.

With equity front and center, we recognize that:

- Communication is vital to achieving our purpose and mission;
- Our communication responsibilities include communication that is
  - Among residents;
  - Between residents and the organization;
  - Between residents and local government;
  - Between the organization and local government.
- The framework, ways and means we use to fulfill our communication role will
  - Be framed by our values;
  - Be focused on portions of the community who have experienced historical gaps in participation in decision-making;
  - Seek to reduce racial and social injustice.
- Our communication efforts will be evaluated for effectiveness based on whether they meet the above by answering these questions:
  - Do they serve our purpose and mission while adhering to our values?
  - Do they reach target audiences in previously unengaged communities?
  - Are they aligned with our goals?
  - What results do we see from these communication efforts? Have they brought forth new leaders from underrepresented communities who step forward to address issues they identify and/or who participate in city or county decision-making?

### Youth Task Force Equity Statement

#### Background:

- The East Side overall has more youth as a percentage of the population than the City as a whole. In District 1, 28% of the residents are below the age of 18 and 75% of that population are youth of color;
- Decisions made by the City and District 1 affect youth, but there has not been a youth voice present in the decision-making process;
- The Youth program – consisting of the Youth Council and Youth Taskforce was developed in 2016, with the Young Mentors Group joining the program in 2017.

#### The Youth Program will

- Provide leadership, civic engagement and social development opportunities for youth in the district;
- Elevate youth voices in neighborhood decisions that affect them, especially those voices from low income communities and communities of color;

DISTRICT 1 EQUITY PLAN – *APPROVED May 22, 2017*

- Connect youth organizations and their efforts within District 1 to increase and magnify opportunities for youth; and
- Evaluate outcomes based on the number of youth positively engaged, and on the impact of their input on issues.

## OUR EQUITY PLAN

### Introduction

Our intention is to embed equity and equitable approaches to our work throughout the organization. We have begun with our values, used our vision to state our long term goals, drawn our strategic objectives from our 2016 Strategic Plan, and have identified the key constituencies that we want to reach using an equity lens. We have developed 2 equity goals that we will reach over the next three years, identified activities by which we will reach them, and specified the milestones by which we will measure our progress.

### Organizational VALUES

- **Trust/Respect**
- **Equity/Power/Justice**
- **Solidarity**
- **Sustainability**

### Our Organization's LONG TERM GOALS

- Building Community
- Youth Development
- Leadership Development
- Robust and Shared Decision-Making

### Our Organization's Strategic Objectives

- Build Community and Connect Community Members to the Organization
- Strengthen Programming and Partnerships
- Improve Communication across Constituencies and Platforms

### Our Key Constituencies

Our key constituents are residents of the district, but also include businesses and organizations, our elected officials, and city staff.

- Residents (homeowners, renters, homeless – our focus for the next three years is renters)
- Businesses and organizations (these are potential partners but not the focus of work in the next 3 years)
- African American (long-term and new residents – these constituents have been the focus of our work for the past several years – they will continue as a focus for the next 3 years)
- African Immigrants (our focus for the next 3 years will be East African immigrants, particularly Somali immigrants)



DISTRICT 1 EQUITY PLAN – APPROVED May 22, 2017

- Youth (our focus for on-going youth programming in the next 3 years is ages 10-18 years of all ethnicities; if additional funding is available children ages 0-12 years among East African renters will be a focus for at least one year)
- Renters (renters throughout the district have been a focus for 4 years; for the next 3 years, this will continue)
- Asians (both long term residents and new immigrants – our focus for the next 3 years will be on the Hmong population, although South Asian and Karen populations will be included in our work)
- Latinos (both long-term and new residents)

**Equity Goal #1 – Increase the ACTIVE participation by communities of color in D1’s internal and community work so that it reflects the changing demographics.**

1. Assumptions

- a. Demographics will continue to change but our focus will be on those populations of our community that are underrepresented in portions of our work and activities – at the current time these are African immigrants, Asians, and Latinos
- b. If the work of the organization interests and serves the needs of the community, they will participate
- c. Barriers to participation exist but are not all under our control – we are responsible for removing barriers that we control.
- d. Participation is a continuum that includes – AWARENESS, ATTENDANCE, INTERACTION, ENGAGEMENT, LEADERSHIP. This goal focuses on increasing AWARENESS, ATTENDANCE AND INTERACTION.

2. What success looks like

- a. The attendance and participation at all levels is representative of the community.
- b. The attendance and participation varies with the changing demographics
- c. Communication about who we are, what we do and the opportunities for participation are known throughout the community
- d. *Our committees will share an assessment tool to help apply an equity lens to their work as they decide where they will focus their efforts.*

3. Activities to reach success

- a. Use of an equity impact assessment tool to determine where and how efforts are focused – responsible parties are committee and board members
- b. Communicating opportunities to participate using a variety of platforms – responsible parties are committee members, staff
- c. Use of our events as opportunities to engage constituents around a variety of topics and activities, including:
  - i. Annual Meeting (responsible parties – Exec Cmte, COSCo, staff)
  - ii. City-wide Drop Off Day (responsible parties – ED, local leaders, volunteers)
  - iii. InterNational Night Out and National Night Out (responsible parties – Partners, volunteers, Board members, COSCo)

- iv. Neighborhood Celebrations (responsible parties – local leaders, staff, volunteers)
  - v. Open Mic (responsible parties – youth leaders, staff)
  - vi. Speakers of Color Series (responsible parties – youth leaders, staff)
  - vii. YMG activities (responsible parties – Adult leaders, youth leaders, Youth Task Force, staff)
  - viii. Community Garden Activities (responsible parties – local leaders, staff)
  - ix. Board/Committee Meetings (responsible parties – committee and board members)
  - x. Community Meetings (responsible parties – board, committee and staff)
  - xi. Special Projects (responsible parties – determined by project)
4. Milestones to Measure Success
- a. Creation of a robust and sustainable Communication Plan by December 2017
    - i. Survey conducted of how residents receive their neighborhood news (COSCo)
  - b. Creation of an assessment tool for committee by December 2017
    - i. Modify or adapt the Equitable Development Scorecard to each committee (Exec Cmte)
    - ii. Provide training in applying the tool (Exec Cmte and staff)
  - c. Attendance by persons of color at our Annual Meeting is doubled in 2018 and continues to increase in 2019 and 2020
  - d. By December 2017, all activities have a way to track attendance; Board members have committed to participating in at least 2 of the council activities in 2018
  - e. By December 2018, there is a plan to increase attendance of people of color from different communities of color at Board and Community meetings by 10-20%; Board members have participated in activities beyond board and committee meetings
  - f. By December 2019, we have identified which of our activities should remain the focus of efforts as we work to increase ACTIVE participation by target constituencies.

The result of these efforts is that attendance and active participation at all levels is representative of the community. We recognize that, currently, different events are drawing different segments of the overall community. People throughout the community will know who we are, what we do, and about opportunities for participation. There will be more people of color running for board positions, attending all our activities, and our board members will be involved in all our activities as both volunteers and community members.

**Equity Goal #2 – Increase Leadership Opportunities for Communities of Color to (at least) reflect the proportion of those communities in the district**

- 1. Assumptions –
  - a. Leadership takes many forms and can be applied throughout the organization and its work.

DISTRICT 1 EQUITY PLAN – APPROVED May 22, 2017

- b. Demographics will continue to change – they are a “moving target” that requires monitoring, but segments of our population are currently underrepresented, and these will be our focus.
  - c. Leadership of the organization and its activities should reflect the community
  - d. Participation is a continuum that includes – AWARENESS, ATTENDANCE, INTERACTION, ENGAGEMENT, LEADERSHIP. This goal focuses on increasing ENGAGEMENT AND LEADERSHIP.
2. What success looks like
- a. By 2020, staff reflects the demographics of the district to the fullest extent possible
  - b. By 2020, board leadership reflects the demographics of the district
  - c. By 2020, board membership reflects the demographics of the district
  - d. By 2020, district representatives on city commissions and committees includes members of our varied ethnic and racial communities
  - e. By 2020, activities within the district exist and are supported that are opportunities for local leadership from members of our varied ethnic and racial communities
3. Activities to reach success
- a. Identify potential leaders in various communities with help from staff, board members, partners, volunteers
  - b. Provide training or connections to training for potential leaders
    - i. Partner with CURA, Wilder, and other orgs for general training (responsible parties – ED, partners)
    - ii. Create and implement annual district-council specific training (responsible parties – ED, Exec Cmte, partners)
  - c. Provide leadership support
    - i. Create “board buddies” to mentor new board members
    - ii. Provide staff support as needed for new board members
    - iii. Provide staff support for leaders of local neighborhood projects
  - d. Identify new criteria for selecting executive director
    - i. Develop job description and job package that will attract new ED (Exec Cmte)
    - ii. Plan for smooth transition of leadership (ED and Exec Cmte)
4. Milestones to measure progress
- a. By December 2017, identify existing leadership opportunities and create a general plan for identifying potential leaders, assign duties to board members and staff
  - b. By December 2017, identify 2-5 potential new leaders for training in 2018
  - c. By December 2018, develop and implement district council-specific training with 1 training and 2 opportunities for leadership practice; continue to identify potential leaders for future training and support
  - d. By December 2019, expand the training opportunities and practices and increase the number of potential leaders identified to 8-10
  - e. By December 2020, have a sustainable and embedded system of leadership identification, training and support, with a new cohort each year.



The result of these efforts will be that more people of color will feel connected to the organization and will be serving the community. There will be an increase in the number of “messengers” to the community about who we are, what we do and how people can be involved. The organization and its leadership will be increasingly reflective of the community.

**Discussion of Potential Barriers (that we control...)**

1. People do not know who we are and what we do
2. Our structure is uninviting or threatening or not supportive of participation
  - a. Hospitality isn't funded
  - b. Childcare is not provided
  - c. Where we meet is limited (transportation may be limited)
  - d. Times we meet may not be accessible
3. Our activities do not appeal or are not relevant
4. Assessment of our effectiveness or impact requires a significant investment of staff and board time (this is a barrier to OUR identifying and removing barriers...)
5. We assume that by removing potential barriers we will increase the likelihood of equitable participation.

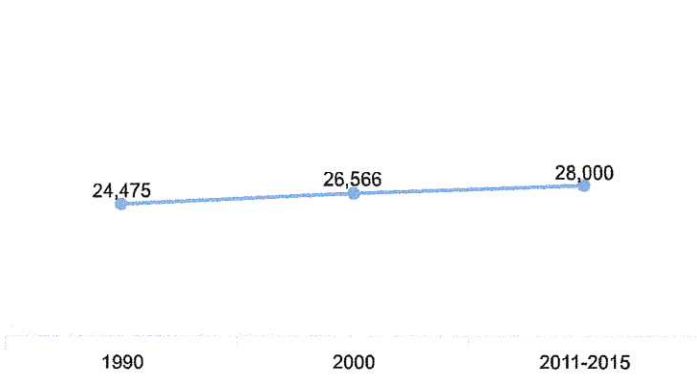
**APPENDIX C: DISTRICT 2 COMMUNITY COUNCIL – Greater East Side**

The District 2 Community Council is in the midst of gathering input for their community plan from a broad range of residents, many of whom have had little or no contact with the organization before.

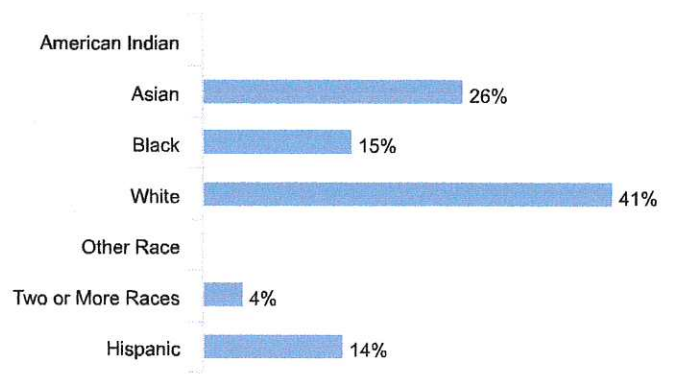
## PLANNING DISTRICT 2 GREATER EAST SIDE NEIGHBORHOOD

At-a-glance facts about residents, households, and workforce. Data are largely derived from the U.S. Census Bureau. When a data point is missing or considered unreliable, it will not display or be labeled suppressed. Refer to "Notes about the data" below for more detail.

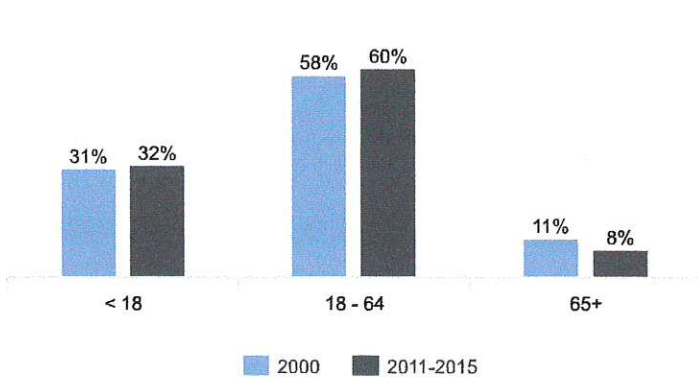
Total Population



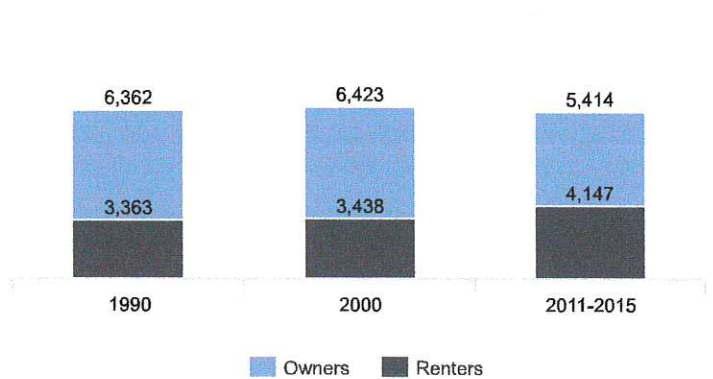
Population by race/ethnicity, 2011-2015



Population by age group



Households by tenure





## **INTRODUCTION/OUR POLICY STATEMENT/BACKGROUND**

Planning District 2/Greater East Side Neighborhood of Saint Paul is home to over 28000 people. The mission of District 2 per bylaws is to maintain and/or achieve desirable, livable neighborhoods within Planning District 2; to plan for the economic physical and social development of the area; to unite & foster collaboration of residents and of organizations which serve in District 2 and to educate residents on matters of common interest and to foster pride in the area.

Historically a neighborhood of long term (many original) homeowners, primarily white/caucasian and financially stable. The neighborhood has become more diverse culturally and poverty has increased. Over the past twenty years, District 2 has witnessed dramatic demographic changes. According to the US Census Bureau, 26% of the population were people of color in the year 2000. By the year 2014, that number had grown to 69%. 59% of the population speak another language other than English with nearly 22% of the population said to speak English "less than very well". 67% of the householders have moved into the neighborhood since 2000 and 25% living with income below poverty line.

To meet the needs of the changing population and continue to unite residents on matters of common interest, District 2 will consistently apply a cultural diversity and inclusionary lens to its work going forward. Through the use of this lens, District 2 will engage and serve all of the different cultural populations of the neighborhood and achieve the desirable, livable neighborhoods envisioned.

### **WHAT WE HAVE DONE SO FAR**

In 2017, District 2 partnered with the District 1 Community Council and four other district councils on an Innovation Fund Grant to assess our current structure and impact on the community and to create this plan for action going forward.

### **WHAT WE WILL DO TO ADDRESS DISPARITIES**

In 2017, District 2 is embarking on a year-long project surveying our community as part of our 10-year neighborhood plan outreach. District 2 will also utilize this project to engage underrepresented residents and begin to build relationships. This project will also be used as an opportunity to promote the district council and what we do.

In the long term, by creating a more representative culture, it will position the organization to ride the changes in demographics by creating a structure that is welcoming and open. It will also provide support for more deliberate and education decision making and allow the council to advocate for investment in the neighborhood that better suits the wants and needs of the residents.

## **OUR EQUITY PLAN**

### **ORGANIZATIONAL VALUES**

Partnership/Collaboration

Respect

Equity

### **ORGANIZATIONAL LONG TERM GOALS**

Promote investment in Community

Build Community

Collaborative and robust decision making

### **ORGANIZATIONAL STRATEGIC OBJECTIVES**

Creation of programming and partnerships more reflective of needs of residents

Improved communication with all residents

### **OUR KEY CONSTITUENCIES**

Residents (homeowners, renters, homeless) We will be focusing on renters in the next 3 years.

Businesses & Organizations

Non English Speakers (primarily Hmong and Hispanic)

Hmong (long term and new residents): This constituency represent the second largest demographic ethnicity in our neighborhood. They have been a focus of our programming in the past and a continued focus over the next 3 years.

Youth: The population 18 and under has exhibited the highest amount of growth over the last 10 years. This will be a priority over the next 3 years.

**EQUITY GOAL #1-INCREASE THE ACTIVE PARTICIPATION BY COMMUNITIES OF COLOR IN DISTRICT 2'S PROGRAMMING AND PROJECTS SO THAT IT REFLECTS THE CHANGING DEMOGRAPHICS AND THE NEEDS OF ALL RESIDENTS**

**1. ASSUMPTIONS**

- a. Demographics will continue to change but our focus will be on those populations of our community that are underrepresented in programming and projects currently the Asian, African American and Latino communities.
- b. Barriers for participation exist some within our control (awareness, limited opportunity) but some are beyond our control.
- c. If the work of the organization reflects the wants and needs of community members, they will participate.

**2. WHAT SUCCESS LOOKS LIKE**

- a. Attendance and participation at all levels is representative of the community.
- b. Communication about who we are, what we do and opportunities for participation are known throughout the community.
- c. Programming and projects will be representative of the needs and wants of community.

**3. ACTIVITIES TO REACH SUCCESS**

- a. Survey residents on what they like, don't like about neighborhood and what they would like to see/what we need in the neighborhood.
- b. Review communication and outreach efforts to assure those residents currently underrepresented are heard from and ensuring that more effort is given to provide all residents with notification.

**4. MILESTONES TO MEASURE SUCCESS**

- a. Creation and distribution of survey in 2017. Goal of at least 10% of neighborhood surveyed and reflective of demographic makeup.
- b. A thorough review of survey data in early 2018 to begin creating a workplan more representative of the needs of the community.
- c. A thorough review of current communication plan and a creation of a more equitable and sustainable communication plan by 2017.
- d. Attendance by persons of color doubled in 2018 and continued increases in 2019 and 2020.
- e. Build listening sessions into 2018-2020 into workplan targeting underrepresented populations.



**EQUITY GOAL #2- INCREASE THE ACTIVE PARTICIPATION BY COMMUNITIES OF COLOR IN DISTRICT 2'S INTERNAL STRUCTURES SO THAT IT REFLECTS THE CHANGING DEMOGRAPHICS AND THE NEEDS OF ALL RESIDENTS**

**1. ASSUMPTIONS**

- a. Demographics will continue to change but our focus will be on those populations of our community that are underrepresented in programming and projects currently the Asian, African American and Latino communities.
- b. Leadership of the organization and its activities should reflect the community.
- c. Committees can be stepping stones to board involvement. More residents involved in committees will create a larger pool of potential leaders/board members.

**2. WHAT SUCCESS LOOKS LIKE**

- a. By December 2018, active committee & task force structure created with recruitment plans embedded in their agendas.
- b. By 2020, board membership reflect the demographics of the district.
- c. By 2020, district representatives on city commissions and committees includes members of *our varied ethnic and racial communities*.

**3. ACTIVITIES TO REACH SUCCESS**

- a. Provide leadership support to new board members
- b. Identify potential leaders/board members in various communities with help from staff, board members, partners and volunteers.
- c. Recruitment of more community members to join committees

**4. MILESTONES TO MEASURE SUCCESS**

- a. By December 2018, creation of a general plan to identify potential leaders/board members assigning tasks to board members and staff.
- b. By December 2018, reenergize committee structure and use as training ground for potential leaders/board members.

**POTENTIAL BARRIERS**

- 1. Staff Capacity: only 1 full-time and 2 part time staff for very large population
- 2. Most residents are unaware of the district council much less aware of its charge.
- 3. Our structure is uninviting or not supportive of participation (especially to new residents)
- 4. Restrictive budget
- 5. Assumed assessment of the needs of residents may not be consistent with actual needs.

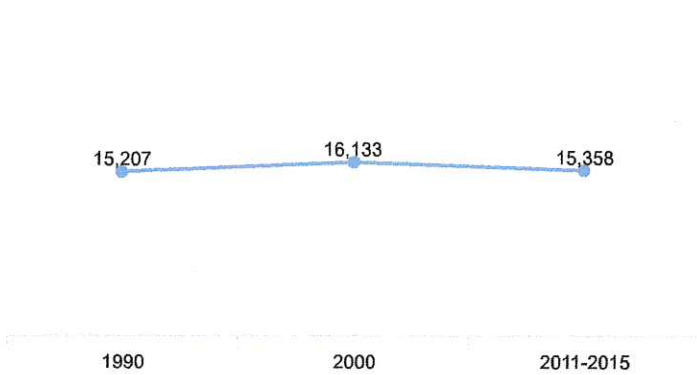
## **APPENDIX D: WEST SIDE COMMUNITY ORGANIZATION**

WSCO is holding a series of community conversations this fall around issues of equity. They are in the process of modifying the Equitable Development Scorecard to fit the particular needs of their community. They will use this scorecard to help in decisions around both development and transportation.

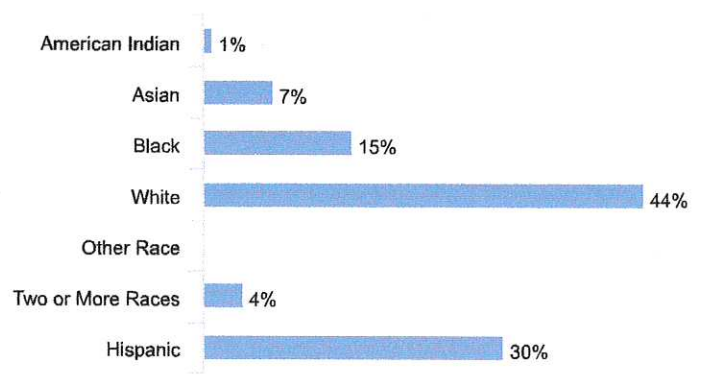
# PLANNING DISTRICT 3 WEST SIDE NEIGHBORHOOD

At-a-glance facts about residents, households, and workforce. Data are largely derived from the U.S. Census Bureau. When a data point is missing or considered unreliable, it will not display or be labeled suppressed. Refer to "Notes about the data" below for more detail.

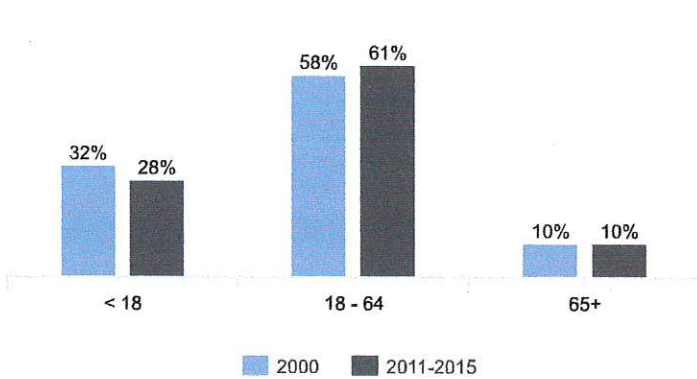
Total Population



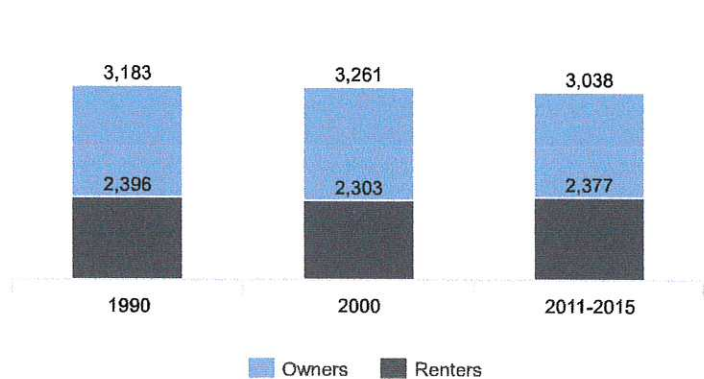
Population by race/ethnicity, 2011-2015



Population by age group



Households by tenure







## **EQUITY INVESTMENT RATIONALE, ADOPTED JULY 2017**

### ***Background***

The West Side Community Organization (WSCO), along with six other Saint Paul District Councils, engaged in a two-part series led by CultureBrokers LLC in Spring 2017. The purpose of these meetings was for each District Council to develop an Equity Investment Rationale (a phrase coined by CultureBrokers) a statement that, “provides a solid foundation, ensuring alignment of strategy and actions, and building acceptance of and commitment to this course of action in stakeholders (i.e. employees, volunteers, funders, customers)....[that] presents your organization’s motives, beliefs, considerations and authority for undertaking this difficult and rewarding work.”

Following a board- and membership-approved Equity Investment Rationale, a full Equity Strategic Action Plan for each organization is envisioned.

### ***Equity Investment Rationale***

The West Side Community Organization powers the people of the West Side to work together to create a thriving, vibrant neighborhood for all. Founded by resident activists over 40 years ago, WSCO advocates for institutional, structural, and systemic change that bring justice and opportunities to all.

As the only Saint Paul neighborhood south of the Mississippi River, the West Side is geographically isolated but rich in natural assets and unique topography. As of 2011-2015, the West Side is home to nearly 16,000 residents. Our community is racially and ethnically diverse (more than half are residents of color, including 29% Latinx, 15% Black, 7% Asian, and 5% mixed race or American Indian). The West Side continues its legacy as an immigrant hub today: about one in every six West Siders were born outside the U.S., more than one in three speak a language other than English at home, and one in seven have limited English language skills. The West Side is also economically diverse, yet often described as a high-poverty place (specifically, as an Area of Concentrated Poverty, a term used by the Metropolitan Council). Most of the residents living close to the poverty

line are also residents of color.

As the only neighborhood organization and the District 3 Council, WSCO aims to serve all residents and businesses of the West Side, actively engaging them in decisions that directly affect their daily lives. To bring our vision of “a just, united, self-reliant, and bold West Side where all of our people are connected, safe, healthy and successful” forward, WSCO undertook a crucial strategic planning process in 2016, which helped us better articulate our values, goals, and decision-making processes. It also brought into focus that justice and equity must be the foundation of all aspects of our work.

To embed justice and equity into our work, our decisions, and into our consciousness, we developed a Strategic Sieve to guide our discussions. The following questions will be directly addressed by WSCO board and staff throughout our work:

1. Does this opportunity increase the power of the people of the West Side to create a vibrant community?

2. Does this opportunity match with one or more of our strategic goals?

- Host and amplify West Side voices
- Grow, promote, and protect West Side assets and resources
- Build economic and cultural bridges
- Ensure sustainability

3. Does this opportunity specifically elevate people on the West Side who have been historically under-served or under-represented?

- Communities of color
- Children and youth
- Older adults
- People with disabilities
- LGBTQIA
- the intersectionality thereof

4. Does this opportunity provide opportunities to improve our financial position without increasing staff burden?



## **Equity Action Plan 2017 – 2018**

This plan is set forward in alignment with our Investment Rationale, Strategic Plan & Strategic Sieve to expand and solidify WSCO's vision of Equity at the center of not only our organizational work, also to incorporate the entire District 3 community, residents and stakeholders.

**Proposed Plan:** Introduce & Adapt the **Equitable Development Scorecard** with the West Side Community.

### **Outcome:**

\*To have placed at the center of West Side decision making a deep understanding of Equity.

\*To have a completed set of priorities that have been developed with community organizational partners, residents and stakeholders. To incorporate into a West Side Equitable Development Scorecard. (Utilizing the West Side 10 year plan)

\* To present and establish a set of agreed upon values and priorities for the West Side Development Scorecard with the City of St. Paul for pre-development requirements.

\* To build a leader base of community members that will be participate in a "train the trainer cohort" in 2018 to further the Equity work within West Side community organizational partners.

### **Timeline – Fall 2017 - 2018**

September of 2017 \*Host Community Training Series. (3)

#### **Training 1-** September of 2017

"Equitable Development: How We Got Here?"

*A community meal and presentation on Race & Class with case studies and historical local context of the City of St. Paul, and the West Side. Q&A to follow*

#### **Training 2-** September of 2017

"Purpose & Strategy, Intro to the Scorecard"

"Panel Discussion with Q & A" (From organizations that have gone through this process)

#### **Training 3-** September 2017

"Diving Deeper into the Scorecard"

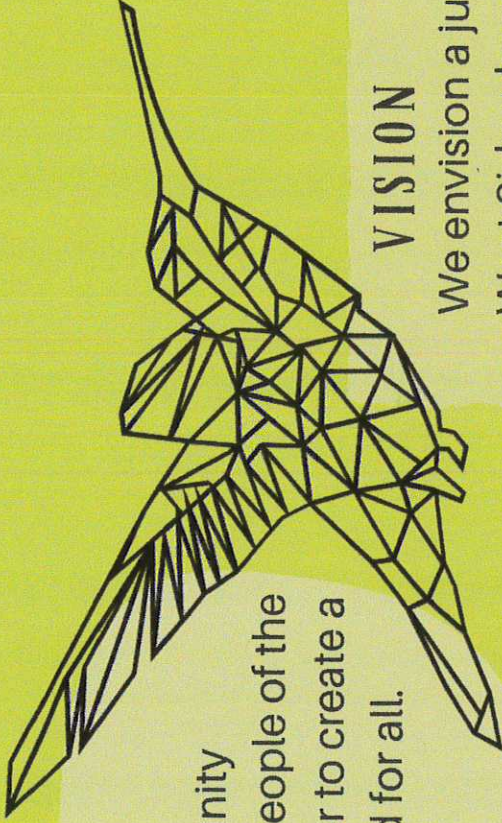
"Developing the West Side priorities and scores"

\*Host Community Gathering / Celebration of agreements and commitments



# WEST SIDE COMMUNITY ORGANIZATION

*Strategic Plan 2016-2019*

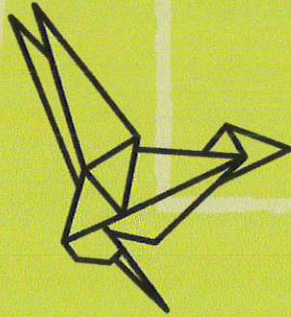


## MISSION

West Side Community Organization powers the people of the West Side to work together to create a vibrant neighborhood for all.

## VISION

We envision a just, united, self-reliant and bold West Side where all of our people are connected, safe, healthy and successful. We are West Side proud. We are West Side strong.



## VALUES

Everyone  
Equity  
Community Pride  
Natural Spaces  
Self-Determination  
Economic Power

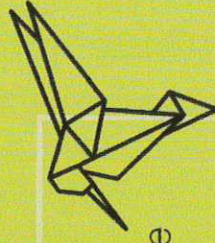
## GOALS

Host and amplify the powerful voices of the people of the West Side on issues of equity and justice.

Grow, protect and promote West Side assets and resources.

Build economic and cultural bridges across the West Side and with other communities.

Create a sound and innovative business model that gives WSCO the independence to serve every person on the West Side.





## Inputs

The brilliant, diverse and creative people who live, work and play on the West Side.  
A network of radical allies, partners and collaborators.

A motivated, representative and hard working board and staff.



# WEST SIDE COMMUNITY ORGANIZATION

*Strategic Plan 2016-2019*



## Outcomes

- Create and Manage an Engagement Process Between the People of the West Side and West Side Decision-makers.
- Share Stories of West Side Strength and West Side Pride.
- Infuse the West Side with Development that Reflects West Side Values.
- Improve the Safety of the People of the West Side.
- Stabilize WSCO via sustainability planning and the pursuit of earned income opportunities.



## Inputs

The brilliant, diverse and creative people who live, work and play on the West Side.

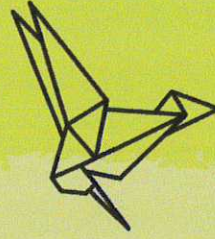
A network of radical allies, partners and collaborators.

A motivated, representative and hard working board and staff.



# WEST SIDE COMMUNITY ORGANIZATION

*Strategic Plan 2016-2019*



## Actions/Outputs

Create and Manage an Engagement Process Between the People of the West Side and West Side Decision-makers.

- Board of Directors host listening sessions quarterly for community members.
- WSCO provides infrastructure for community-driven organizing.
- WSCO provides community organizing training for residents and partners. (\$)





## Inputs

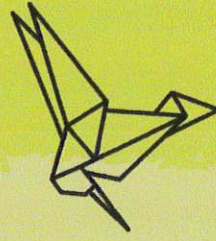
The brilliant, diverse and creative people who live, work and play on the West Side.  
A network of radical allies, partners and collaborators.

A motivated, representative and hard working board and staff.



# WEST SIDE COMMUNITY ORGANIZATION

*Strategic Plan 2016-2019*



## Actions/Outputs

Share Stories of West Side Strength and West Side Pride.

- Share stories online with community members via facebook and email.
- Create an in-person "West Side Pride" campaign and encourage sharing at community events. (\$)
- WSCO greeted all new residents and solicited support from all current West Side residents.





## Inputs

The brilliant, diverse and creative people who live, work and play on the West Side.

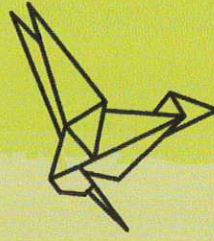
A network of radical allies, partners and collaborators.

A motivated, representative and hard working board and staff.



# WEST SIDE COMMUNITY ORGANIZATION

*Strategic Plan 2016-2019*



## Actions/Outputs

Infuse the West Side with Development that Reflect West Side Values.

- Support and promote West Side Businesses by learning from current businesses and sharing knowledge.
- Act as a resource hub or incubator for new startup businesses. (\$)
- Encouraging new West Side investment that actively values all West Siders.
- Be at the decision making 'table' armed with community members' voices.



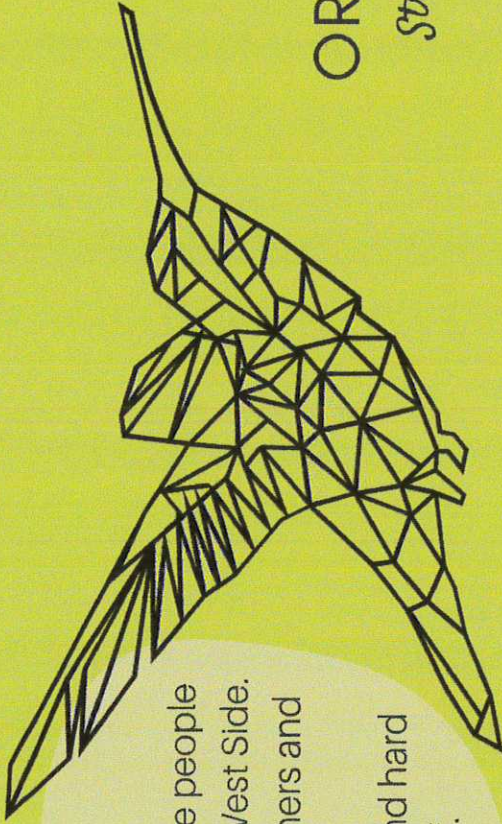


## Inputs

The brilliant, diverse and creative people who live, work and play on the West Side.

A network of radical allies, partners and collaborators.

A motivated, representative and hard working board and staff.



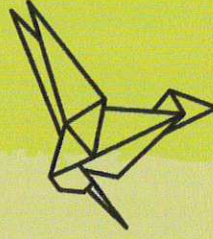
# WEST SIDE COMMUNITY ORGANIZATION

*Strategic Plan 2016-2019*

## Actions/Outputs

Improve the Safety of the People of the West Side.

- Co-create a model for community policing that serves the West Side.
- Build radical partnerships to create a more socially connected community.
- Be at the decision making 'table' armed with community members' voices, specifically with respect to a healthy built and natural environment.





# WEST SIDE COMMUNITY ORGANIZATION

*Strategic Plan 2016-2019*



## Inputs

The brilliant, diverse and creative people who live, work and play on the West Side.

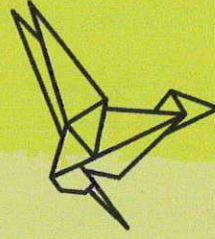
A network of radical allies, partners and collaborators.

A motivated, representative and hard working board and staff.

## Actions/Outputs

Stabilize WSCO via sustainability planning and the pursuit of earned income opportunities.

- Pursue general operations funding and support for capacity building/technical assistance.
- Create an individual donor program.
- Develop a business model that meets WSCO's mission and ensures it's longterm sustainability.
- Ensure frequent and timely communications about transition with current and prospective funders, donors and the public.





# STRATEGY SIEVE

Being a proactive organization means staying focused. How do we, as an organization, evaluate opportunities? How do we decide and agree upon our priorities?



# WEST SIDE COMMUNITY ORGANIZATION

*Strategic Plan 2016-2019*



Mission Alignment >



Strategic Goal Alignment <



Equity Alignment >



Lift Against Value <

*Does this opportunity directly serve our mission?*

*Does this opportunity use our inputs to move us closer to our 3 strategic goals?*

*Does this opportunity specifically reflect and elevate West Siders of color?*

*Do we have capacity to take this on?  
Is there opportunity for publicity or earned income?  
Are radical partners involved?*

Lift Against Value



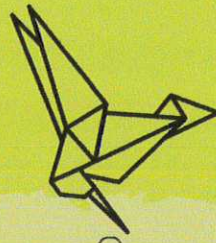


## VALUE PROPOSITION

This is an answer to "Why WSCO"?

## WEST SIDE COMMUNITY ORGANIZATION

*Strategic Plan 2016-2019*



### **WEST SIDE COMMUNITY ORGANIZATION IS THE ENGINE THAT POWERS A**

### **VIBRANT, HEALTHY, SAFE AND UNITED WEST SIDE.**

Saint Paul's West Side is a model for what the future of urban life could be. Our West Side is diverse, collaborative, community-based, locally-proud and full of life. That life comes from our unique geography and location - separated from the rest of the city between the Mississippi Riverfront and the Bluffs. We are proud of our rich history that celebrates immigrant families who built their lives, and generation after generation, a rich community on the West Side. The West Side's culture is uniquely different from the rest of Saint Paul. When you cross into our borders, the West Side's historic homes stand taller, our river bluffs feel higher, the music gets louder and the sun get brighter. At West Side Community Organization, we strive to be a community engine to create and build a self propelling culture of pride, self-determination and power for the

West Side. Together we are West Side strong.





# WSCO STRATEGY SIEVE™

Use this decision tool as a group (or approve for staff use) to determine priorities, clarify your direction or resolve internal disagreements. It will help you remain aligned, keep your shared vision at the forefront of the conversation and help you achieve WSCO's goals.

Priority	Ask These Questions	If, then...	Notes
<p><b>1. Opportunity Must Easily Align with Mission</b></p>	<p>Does this opportunity increase the power of the people of the West Side to create a vibrant community? [YES/NO]</p> <p><b>Discussion:</b> How does it serve our mission? What are other opportunities might we miss by pursuing this at this time?</p>	<p>If YES, continue to next phase of matrix.</p> <p>If NO, decline opportunity.</p>	<p><b>Mission: West Side Community Organization powers the people of the West Side to create a vibrant community for all.</b></p>
<p><b>2. Opportunity Must Align with One or More Strategic Goals</b></p>	<p>Does this opportunity match with one or more of our strategic goals?</p> <p><b>Discussion:</b> Since we have 1 FTE, does this opportunity make the most of our strategic goals at this time? Can we identify this as an opportunity that covers more than one goal?</p>	<p>If YES, continue to next phase of matrix.</p> <p>If NO, decline opportunity.</p>	<p><b>Goals (Abbreviated):</b></p> <ol style="list-style-type: none"> <li>1. Host and Amplify West Side Voices</li> <li>2. Grow, Promote &amp; Protect West Side Assets &amp; Resources</li> <li>3. Build Economic and Cultural Bridges</li> <li>4. Ensure Sustainability</li> </ol>



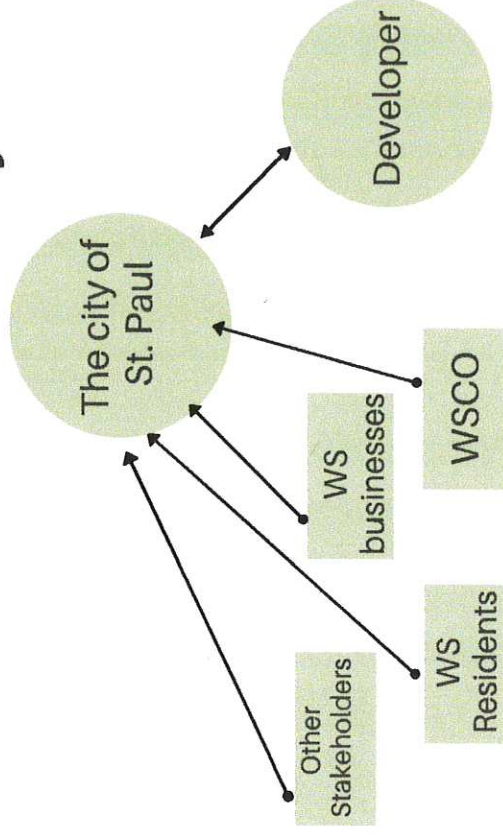
Priority	Ask These Questions	If, then...	Notes
<p><b>3. Opportunity Must Align with WSCO's Equity Values</b></p>	<p>Does this opportunity specifically elevate people on the West Side who have been historically under-served or under-represented? [YES/NO]</p> <p><i>Communities of Color?</i> <i>Children?</i> <i>The Elderly?</i> <i>People with Disabilities?</i></p> <p><b>Discussion:</b> How is this opportunity or decision reflective of our community demographics? Are we engaging that community subgroup in this decision? If not, how might we do so?</p>	<p>If YES, continue to next phase of matrix.</p> <p>If NO, decline opportunity.</p>	<p>If there is an activity that doesn't directly elevate people from historically under-served or under-represented communities, ask the question: how can we make sure this program to engage our whole community in culturally affirming ways?</p>
<p><b>4. Opportunity Must Make Financial Sense in Relationship with Effort Needed to Execute</b></p>	<p>Does this opportunity provide opportunities to improve our financial position without increasing staff burden?</p> <p><b>Discussion:</b> Does this opportunity present a capacity challenge? Does this opportunity provide opportunity for earned income or publicity? How might we take advantage of a radical partnership in order to decrease WSCO's 'lift'?</p>	<p>If YES, pursue opportunity.</p> <p>If NO, consider declining opportunity in favor of financially strengthening options.</p> <p>If UNCERTAIN, perform Mission Money Matrix.</p>	<p>For great information on how to perform the mission money matrix, also known as the mission-matrix map, Nonprofits Assistance Fund and Nonprofit Quarterly both offer very good instructional information online.</p>

# West Side Overall Vision & Themes

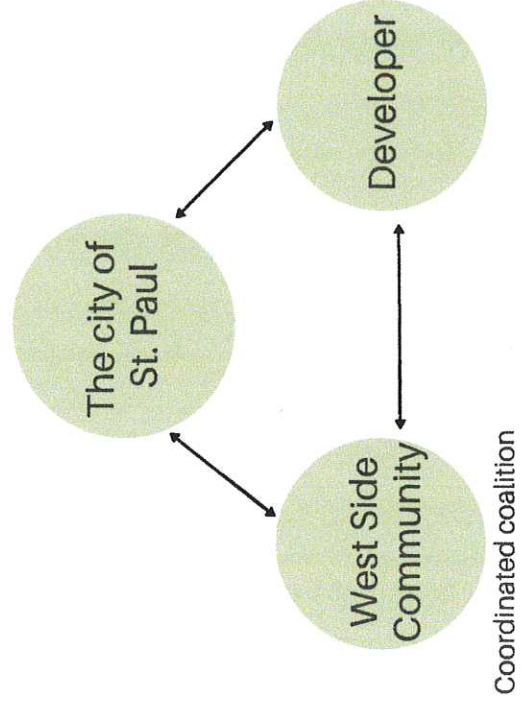
Beginning in 2011 and continuing through the spring of 2012, WSCO held a series of community conversations with residents and businesses to learn about their ideas and vision for the future of the West Side. Over 150 people participated in this process. Nine primary themes emerged from the community planning process.

- 1) **A welcoming community**
- 2) **A sustainable community**
- 3) **Vibrant arts and culture**
- 4) **Thriving businesses and economic development**
- 5) **Strong education and civic engagement**
- 6) **Strong housing**
- 7) **Multi-modal mobility and transportation**
- 8) **Preserved natural spaces and active parks**
- 9) **Safe and comfortable community**

## Without Community Power



## With Community Power





**September 9  
10AM-12PM**

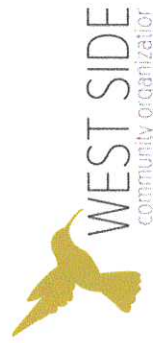
Focus on race and class in the Twin Cities, and how our history plays out today. Understanding why and how gentrification happens and who benefits and who doesn't.

**September 23  
10AM-12PM**

An introduction to the Scorecard. Hear how other neighborhoods across the Twin Cities have used this tool to benefit their communities and combat gentrification.

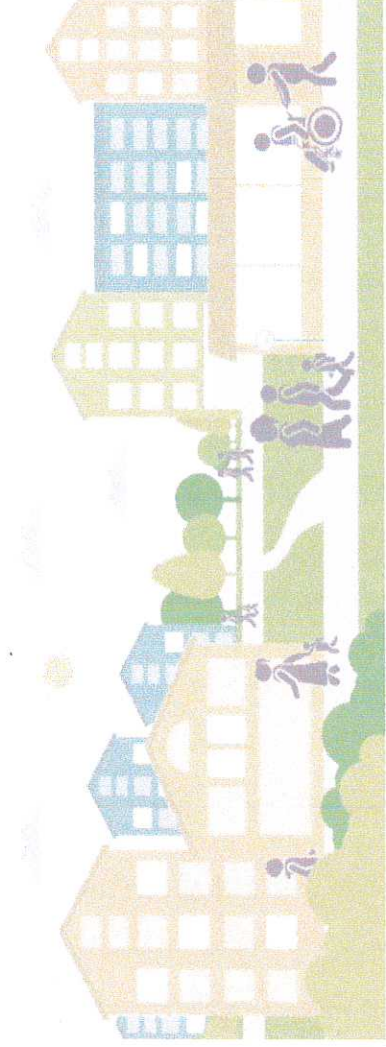
**September 30  
10AM-12PM**

Adapt the Equitable Development Scorecard into a localized tool that will be used to evaluate new projects in our community, and whether they will be supported or opposed.



# West Side: Action to Equity

Only the power of community combats gentrification



## APPENDIX E: PAYNE PHALEN COMMUNITY COUNCIL

Payne Phalen notes that as a result of the opportunity to partner on this work, PPCC has gone a couple of steps further:

### HEADWATERS FOUNDATION GRANT REQUEST

A decision is expected in September on our request for \$10k, to certify PPCC and all other East Side district councils in 'Foundations for Public Participation'.

### 'OUR TOWN' NATIONAL ENDOWMENT FOR THE ARTS GRANT

With WEQY Radio as the lead partner, this collaborative secured \$100k in funding to support cultural arts planning for the Lower East Side neighborhoods in St. Paul. Artist-led town hall meetings and small gatherings will allow residents to review current district plans, map creative assets in the neighborhoods, and reaffirm community development goals, leading to a city-adopted cultural plan for the area. Organizational partners include WEQY Radio, Dayton's Bluff Community Council, A New Black Arts Movement, Indigenous Roots Center, the City of St. Paul and Artistas del Sol. The Lower East Side neighborhoods of Dayton's Bluff, Railroad Island, and Payne- Phalen, have a long standing working family identity, today reflecting a broader racial, ethnic, and economic mix of people than the rest of the city.

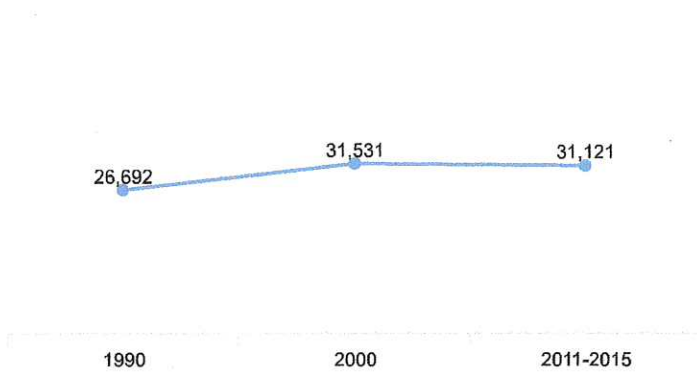
Payne-Phalen is to serve as an "associate planning organization in a co-leadership role with District 4. It will work as organizer of project involvement with Payne Avenue commercial corridor and "Eat Street" local restaurants.



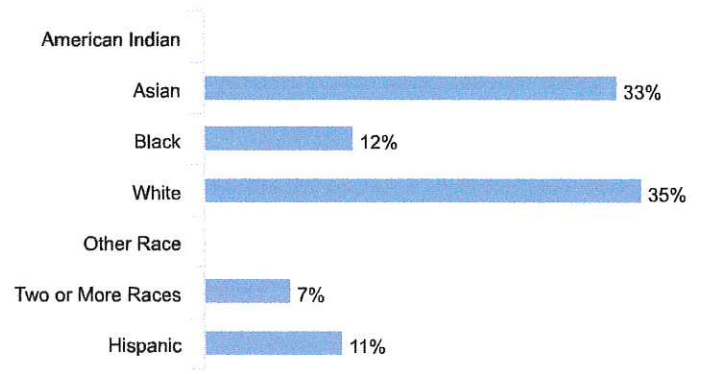
# PLANNING DISTRICT 5 PAYNE-PHALEN NEIGHBORHOOD

At-a-glance facts about residents, households, and workforce. Data are largely derived from the U.S. Census Bureau. When a data point is missing or considered unreliable, it will not display or be labeled suppressed. Refer to "Notes about the data" below for more detail.

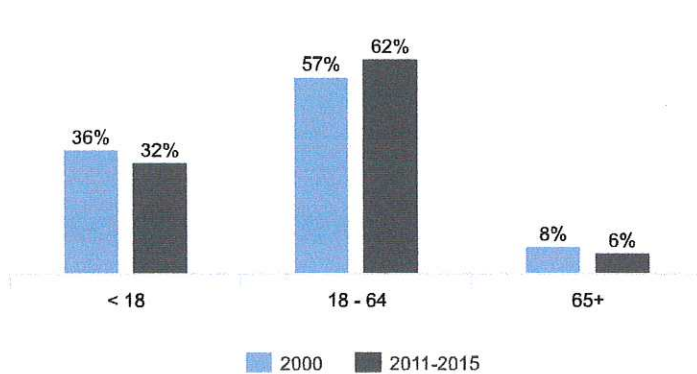
Total Population



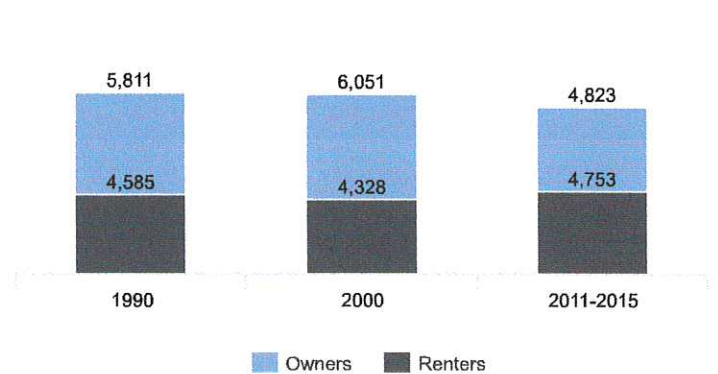
Population by race/ethnicity, 2011-2015



Population by age group



Households by tenure



**EQUITY INVESTMENT RATIONALE**



Prepared for: The Payne Phalen Community Council  
Prepared by: District Five Equity Work Group

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## EQUITY INVESTMENT RATIONALE

Established in 1975, **The Payne Phalen Community Council** exists to promote the physical, social and economic development and human dignity of people of all ages, backgrounds, cultures, and communities within its geographic boundaries. District Five works to improve our neighborhoods by engaging, educating, and empowering all residents in our diverse community. District Five is committed to advancing equity, reducing disparities, and to improving access to district, citywide, and regional planning for communities experiencing inequities.

District Five recognizes longstanding and present day disparities in health, wealth, housing, education, land use, access to parks and open spaces, and clean water. While 35% of our residents are White, and 63% of our residents are Non-White, data\* continues to bear out the grossest disparities are along racial and cultural lines.

- 43.3% of our residents/families live below the federal poverty guideline;
- 23.4 % of our residents/families speak English 'less than well';
- Median household income in Payne Phalen is \$43,229;
- No District-wide plan has been developed for strategic planning and investment since 1979.

In 2016, the Board of Directors hired an executive director of color to help further inform, implement and promote, best practices in community outreach and engagement. In 2017, the board established an Equity Work Group, to be part of a larger multi-district council collaborative, designed to develop this **Equity Investment Rationale** for adoption by the full board and membership. The next phase of this work will be in developing an **Equity Strategic Action Plan**.

Values that guide our work include:

- We identify and celebrate the strengths and improvements that occur and our focus will be on creating solutions. Practical action will shape our agenda.
- Whether homeowner, tenant or homeless, all D5 residents organize together to improve our collective quality of life.
- Procedures to implement the policy include establishing the following:
  - Equity Work Group (Education)
  - Equity Investment Rationale (Commitment)
  - Equity Strategic Action Plan (Implementation)
  - Community engagement and inclusion through organizing (Supporting Action)

\*MN Compass, 2010

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## EQUITY STRATEGIC ACTION PLAN

**GOAL:**

PPCC sees 10% increase in resident civic engagement with across the district by 2020.

**MEASURES:**

Annual PPCC Inclusivity Report

Annual PPCC Participation Report

*\*Grow 3-4% each year*

**APPROACHES:**

Hiring Community Organizers

Targeted Outreach

Engaging with Partners

PPCC-Specific Engagement Rubric

Certification in Public Participation

**GOAL:**

PPCC Board membership is 35% White and 63% Non-White by 2020.

*\*Based on demographics in 2020*

**MEASURES:**

Measure after annual meeting/elections

*\*Grow 3% each year*

Increased interactions with communities of color as evidenced through meeting attendance, communications, social media connections and targeted outreach numbers, and participation in district decisions and district planning.

**APPROACHES:**

Community Living Room

Elevating Awareness through Education

Civic Education for (the express purpose of) Public Participation

Board Ownership of this Goal

Accessibility

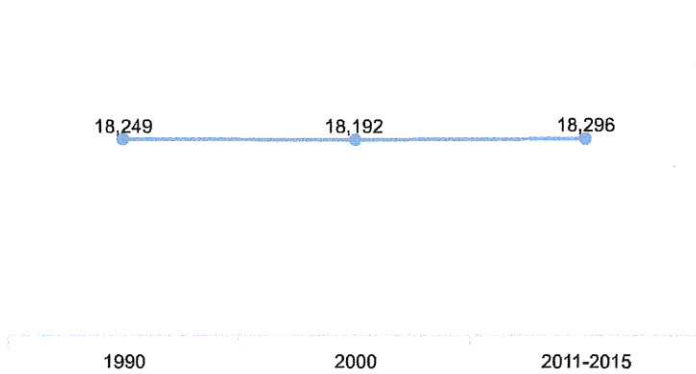
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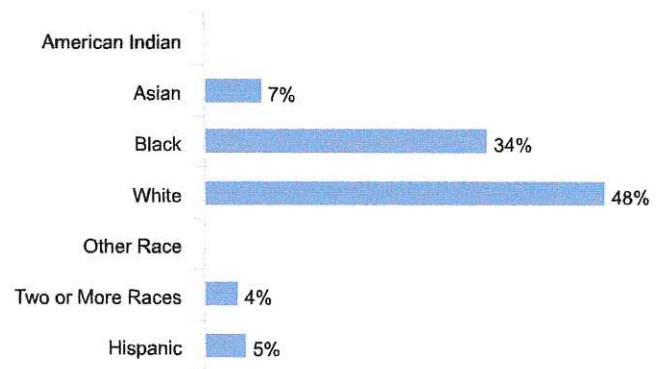
# PLANNING DISTRICT 8 SUMMIT-UNIVERSITY NEIGHBORHOOD

At-a-glance facts about residents, households, and workforce. Data are largely derived from the U.S. Census Bureau. When a data point is missing or considered unreliable, it will not display or be labeled suppressed. Refer to "Notes about the data" below for more detail.

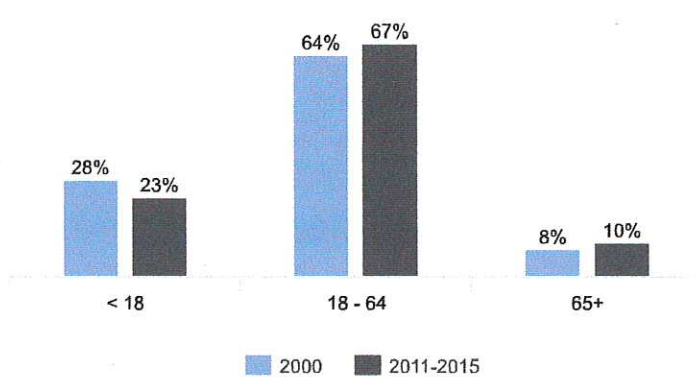
Total Population



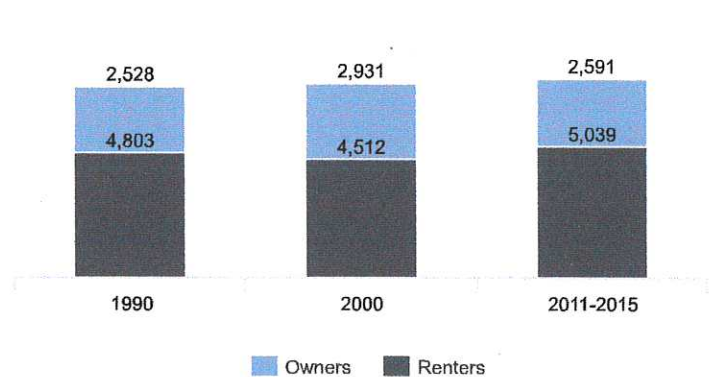
Population by race/ethnicity, 2011-2015



Population by age group



Households by tenure



## **APPENDIX F: UNION PARK COMMUNITY COUNCIL**

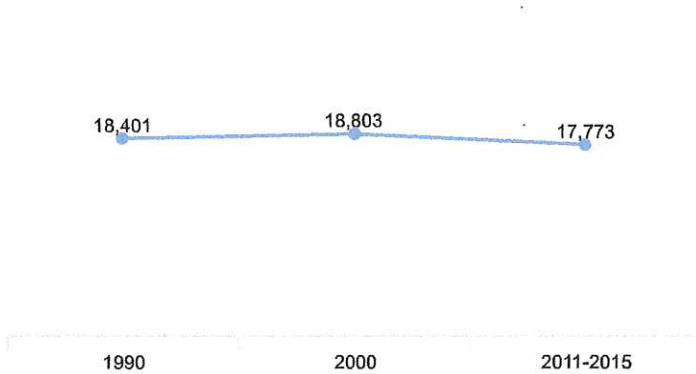
As stated in its action plan, the Union Park Community Council will focus efforts on building cultural competency of board and staff.



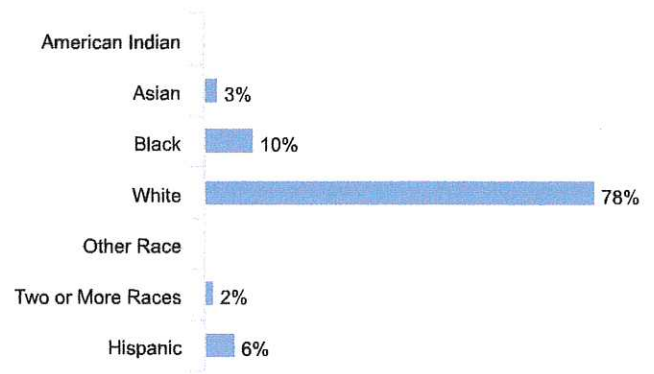
# PLANNING DISTRICT 13 UNION PARK NEIGHBORHOOD

At-a-glance facts about residents, households, and workforce. Data are largely derived from the U.S. Census Bureau. When a data point is missing or considered unreliable, it will not display or be labeled suppressed. Refer to "Notes about the data" below for more detail.

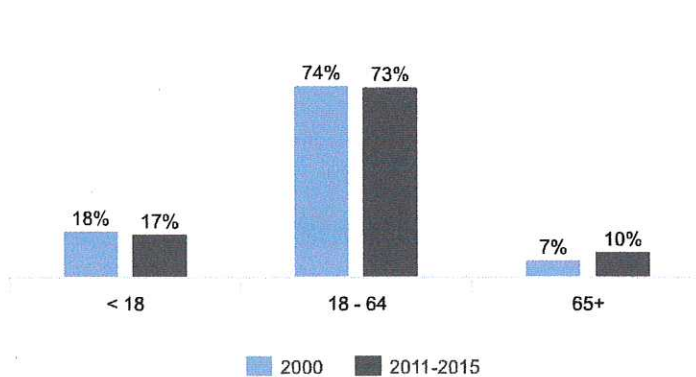
Total Population



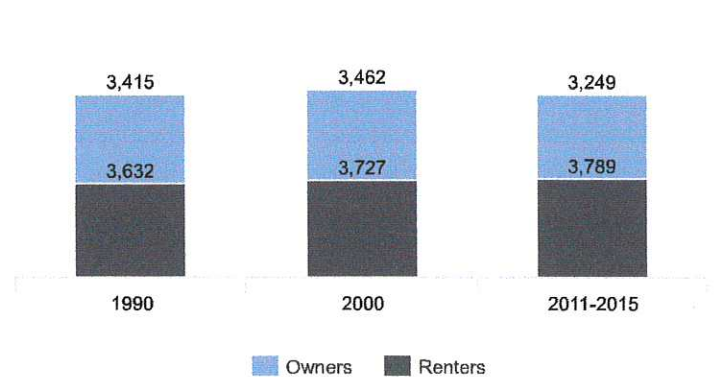
Population by race/ethnicity, 2011-2015



Population by age group



Households by tenure



## **Union Park District Council Investment Rationale for an Equity Strategic Action Plan**

The Union Park District Council is a nonprofit neighborhood association that engages the power of community to advance neighborhood vitality and develop neighborhood leadership. Our board and committees are made up of dedicated and engaged volunteers who represent the interests of the community on a broad range of issues, initiate community-building projects, enhance livability in our neighborhoods, and serve as an important source of information for our community.

Our community is 50% renters and 22% people of color, with 50% of our residents living in households making less than \$50,000 per year. Our community is home to many large and small retailers, a large number of nonprofits, schools and universities, and immigrant communities whose presence makes Union Park a vibrant, diverse community.

We recognize that equitable public involvement in city decision-making is essential to the health of our community. It ensures that city decisions respond to the needs and priorities of affected communities, it increases accountability of public actions, and it enhances public understanding of community issues.

Working together in community provides our residents a sense of belonging and an opportunity to develop valued relationships to work toward a common goal. Community building creates interdependence and understanding between residents, and connects people to a broad array of resources to enhance the livability of our neighborhoods.

We are committed to extending what we do into every part of our district, to benefit all of its communities. Our Diversity Plan currently challenges us to ensure that the participation in our board and committees reflects the diversity of the neighborhoods. We value the differences in perspectives and experiences—and the more creative and meaningful outcome—that diverse membership offers. And, diverse perspectives are crucial for responsible and representative decision-making. We all do better when we are all engaged.

We are committed to creating and approving an Equity Strategic Action Plan in 2017 to make our organization and its work more equitable over the next five years. We recognize that applying a diversity and inclusion lens to our work will require the dedication of resources, and will at times require some cultural shift. We will encourage everyone in our community to remain conscious of cultural bias, reflect on their own assumptions and behaviors, and integrate what we learn into our practices.

It is our commitment to promote inclusion of ideas, people, voices and cultures, which make us stronger, more vibrant, economically more stable, and a great place to live, work and learn.



**Union Park District Council**  
**Equity Strategic Action Plan**  
***Adopted by the Union Park Board of Directors on August 2, 2017***

**GOAL 1:**

Retain board membership reflective of the percentage of people of color in our community.

**Approaches to achieving this goal:**

1. Approach our bylaws related to board member qualification with flexibility, to allow for more diverse membership
2. Incorporate forum discussions into our monthly board meetings, to bring issues of relevance, and community members, to our board meetings
3. Explore offering childcare at board meetings and other meetings
4. Explore structural changes to our organizational governance, to minimize obligation of board members to understand and address logistical and technical issues

*Milestone 1:* At April 2018, we will have maintained 50% of the total for at least four months.

*Milestone 2:* At November 2018, we will have maintained 75% of the total for at least four months.

*Milestone 3:* At June 2019, we will have maintained 100% of the total for at least four months.

**GOAL 2:**

Increase the cultural competency of 100% of our board and committee members.

**Approaches to achieving this goal:**

1. Create a committee dedicated to taking steps towards achieving equity
  - a. Explore and learn from existing models
  - b. Engage the various communities in our district on the focus of the committee and membership
  - c. Create a charter to define the committee's focus
2. Host relevant conversations and trainings for board and committee members to explore cultural biases and assumptions
3. Evaluate our ten-year plan to address and implement its strategies with an equity lens

*Milestone 1:* At our February 2018 retreat, assess current competencies.

*Milestone 2:* At our February 2020 retreat, assess and document increased competencies.

## **APPENDIX G: MATERIALS FOR NEXT STEPS**

Sample District Council General Workplan form

Pre-2010 inclusivity matrix – monitoring inclusive behaviors and systems

Current inclusivity matrix – monitoring inclusive behaviors and systems

Accountability matrix – nonprofit standards

Saint Paul City Racial Equity Workplan form

Example 1 DRAFT District Council Racial Equity Workplan form

Example 2 DRAFT District Council Racial Equity Workplan form

Twin Cities Equitable Development Principles and Scorecard





Inclusivity Matrix for District Councils - District \_\_\_\_

# OF MEETINGS  
 \* # IDENTIFIED GROUPS (# of persons)  
 # PERSONS OF COLOR  
 # OTHER (Identify - elders)  
 # OTHER (Identify - business)  
 # OTHER (Identify - young adult)  
 GOAL CHANGE IN TOTAL (%)\*\*  
 \*\* GOAL CHANGE IN ID GROUPS (%)\*\*

ORGANIZATIONAL ENDS	# OF MEETINGS	* # IDENTIFIED GROUPS (# of persons)	# PERSONS OF COLOR	# OTHER (Identify - elders)	# OTHER (Identify - business)	# OTHER (Identify - young adult)	GOAL CHANGE IN TOTAL (%)**	** GOAL CHANGE IN ID GROUPS (%)**
Board Members								
Staff								
Committee/Task Force/Group members								
OTHER ORG. ENDS (please specify)								
People with a Frequent and Regular Commitment†								
COMMUNITY ENDS								
Attendance @ Public Meetings/Events organized by DC								
Org. Rep. @ Partner Events and mtgs (& # other attendees)								
OTHER COMM. ENDS (please specify)								
Face-to-face contacts (all means)								
MEANS								
Notices Distributed								
Newsletters distributed								
web and/or email announcements (outgoing)								
phone calls								
web visits or hits (incoming)								
OTHER STRATEGIES (please specify)								
OTHER STRATEGIES (please specify)								
OTHER STRATEGIES (please specify)								
OTHER STRATEGIES (please specify)								
OTHER STRATEGIES (please specify)								

NOTE: NA signifies that the requested data are not applicable to the corresponding category.

\* Identified Groups are those demographic groups that individual district councils have identified as requiring specific and additional outreach  
 † e.g. block club members, committee members, ongoing projects, etc  
 \*\* Use these columns to document % changes in categories from previous year IF such changes were a goal for your organization, e.g., 15 board members in previous year with goal for current year of 20 - a 33% increase (5/15); a total for current year of 18, enter 20% (3/15); if goal was 20 but 3 members resigned so total is 12, enter -20% (negative 3/15). Such documentation allows councils to assess their efforts to reach stated goals.



## Inclusivity Matrix

The St. Paul District Councils are committed to assuring that all segments of the population are given a chance to participate in decisions that affect our community. Traditionally, communities of color, non-English speakers, tenants, and other groups have not been well represented in the decision-making process of our common civic life. The following questions are designed to help the district councils evaluate how effectively they have reached out to all members of their communities, but especially to these traditionally underrepresented groups.

**Please answer for the past year:** All counts are non-unique. For example, when answering the question about how many people attended committee meetings, if Joe attended 12 committee meetings, the response would be 12. If you don't have exact counts, please give a close estimate.

What percentage of your community is made up of the following:	
Members of communities of color	
Older Adults (65+)	
Non English Speakers	
Tenants	
Other as defined by your district council <u>  </u> YOUTH <u>  </u>	
According to your bylaws, how many directors constitute a full board?	
How many directors have been on your board the past year (include partial terms)?	
How many directors were members of underrepresented communities?	
How many regular volunteers does your organization have?	
How many volunteers (including board/committee members) were from underrepresented communities?	
How many board and committee meetings did your district hold in the past year?	
How many people attended committee and board meetings?	
How many people came in for appointments or walk-ins?	
How many phone contacts?	
How many emails were sent?	
How many emails were received?	
How many people received mail?	
How many unique website visits did you have?	
How many non-unique website visits did you have?	
How many flyers were distributed by the district council?	
How many newsletters were distributed by the district council?	
How many people attended community wide meetings? Or gatherings	
For community meetings and events, please give an estimate of what percentage of attendees were from traditionally underrepresented groups.	
Members of communities of color	
Older Adults (65+)	
Non English Speakers	
Tenants	
Other as defined by your district council <u>  </u> YOUTH <u>  </u>	

List communities in your district that your organization identified for increased outreach:

List methods of outreach your organization has used to include these communities:

*Fiscal and Administrative Accountability Matrix for  
District Councils*

	Yes or No	Date	Explanation
<b>Fiscal Accountability</b>			
Does the organization have established financial procedures adopted by the board of directors?			
Does the board of directors review financial reports on a regular basis?			
Does the organization do an internal reconciliation each year that is reviewed by the board of directors?			
Does the organization conduct an external financial audit/reconciliation regularly? If so, when was the last external review conducted?			
<b>Administrative Accountability</b>			
When was the last review of the organization's by-laws by the board of directors?			
When was the last review of the organization's personnel policies by the board of directors?			
<b>Community Accountability</b>			
When was the last community evaluation of the organization?			



# Saint Paul Racial Equity Initiative Work Plan For the Period January 1 to December 31, 201\_

Department:

Director:

Date of Update:

Desired Outcome(s)	Key Action(s)	Measure(s), Target(s) and Lead Staff	Due Date(s) Month/Year	Action(s) Completed?	Result(s)
<b>Goal 1: End racial disparities within the City as an organization</b>					

<b>Goal 2: Racial Equity in City Services and Community Engagement</b>					

<b>Goal 3: Eliminate race-based disparities in our communities</b>					

# EXAMPLE - District Council Racial Equity Initiative Work Plan For the Period January 1 to December 31, 201\_

District Council:

Executive Director:

Date of Update:

Desired Outcome(s)	Key Action(s)	Measure(s), Target(s) and Lead Staff	Due Date(s) Month/Year	Action(s) Completed?	Result(s)
<b>Goal 1: Increase ACTIVE participation by Cmities of Color in the organization</b>					
Board is representative of demographics	Monitor demographic changes, Recruit POC for elections, appoint POC to vacancies, partner w/ organizations to identify candidates, mentor new board members...				
Committees & work groups are representative of demographics	See above; track interests of contacts for future recruitment, offer leadership and training opportunities				
Volunteers are representative of demographics					

<b>Goal 2: Increase ACTIVE participation by Cmities of Color in our community work</b>					

<b>Goal 3: Increase leadership opportunities for Cmities of Color</b>					



## EXAMPLE 2 - District Council Racial Equity Initiative Work Plan For the Period January 1 to December 31, 201\_

District Council:

Executive Director:

Date of Update:

Desired Outcome(s)	Key Action(s)	Measure(s), Target(s) and Lead Staff	Due Date(s) Month/Year	Action(s) Completed?	Result(s)
<b>Goal 1: End Racial Disparities within the District Council as an organization</b>					
Board is representative of demographics	Monitor demographic changes, Recruit POC for elections, appoint POC to vacancies, partner w/ organizations to identify candidates, mentor new board members...				
Committees & work groups are representative of demographics	See above; track interests of contacts for future recruitment, offer leadership and training opportunities				
Governing documents reflect a focus on equity					

<b>Goal 2: Racial Equity in Community Engagement</b>					

<b>Goal 3: Leadership opportunities for Cmities of Color in Neighborhood, Political, and Civic entities</b>					

# Twin Cities Equitable Development Principles & Scorecard

A tool for communities and planners

Updated May 2015



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Asian Media Access, Aurora St. Anthony Neighborhood Development Corporation, Blake Road Corridor Collaborative, Centro de Trabajadores Unidos en la Lucha, Harrison Neighborhood Association, Heritage Park Neighborhood Association, Jewish Community Action, La Asamblea de Derechos Civiles, Lao Assistance Center of MN, Metropolitan Interfaith Council on Affordable Housing, New American Academy, Northside Residents Redevelopment Council, Community Stabilization, Alliance for Metropolitan Stability, Nexus Community Partners, MN Center for Neighborhood Organizing.

Funding provided by Headwaters Foundation for Justice and the National Convergence Fund.



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Equitable development principles and definitions.....page 2

Glossary of development terms.....page 4

Equitable Development Scorecard cover page.....page A

Equitable Development Scorecard.....page B - F

Feel free to tear off the scorecard and copy for community use.

We invite you to provide feedback on the process and to send us your questions at <http://bit.ly/EquityScorecard>. Or simply scan the QR code below:



***Public subsidies provided to developers and corporations should result in concrete and measurable community benefits for local residents as defined by their community.***

## How to use this scorecard

This scorecard was created by Twin Cities, MN community leaders to ensure that the principles and practices of equitable development, environmental justice, and affordability are applied in all communities as they plan for economic development and wealth creation that benefits everyone.

Suburban communities, rural communities, urban neighborhoods and cultural groups could use this scorecard for:

1. Community based visioning process with a focus on equity.
2. Scoring a development project currently in progress.
3. Policy change recommendations.
4. Scoring proposed projects.

**Important note: Not all of the scoring bullet points may apply to your community and the projects you score. Each community should feel free to tailor the scorecard to be relevant to their specific purpose(s) and area.**

This document is meant to be a flexible tool to give each community a place to start when they are working towards economic development and wealth creation. Feel free to copy for community use.

### Principles and Definitions:

**Equitable Development:** Corridors of Opportunity Equitable Development definition and principles, 11/30/11 Metropolitan Council, Twin Cities MN.

#### Definition of Equitable Development:

Equitable development creates healthy vibrant communities of opportunity where low-income people, people of color, new immigrants and people with disabilities participate in and benefit from systems, decisions, and activities that shape their neighborhoods.

#### Principle of Equitable Development:

The principle is to ensure that everyone regardless of race, economic status, ability or the neighborhood in which they live has access to essential ingredients for environmental, economic, social, and cultural well-being including: living wage jobs, entrepreneurial opportunities, viable housing choices, public transportation, good schools, strong social networks, safe and walkable streets, services parks, and access to healthy food.

### **Environmental Justice:**

Environmental Justice Definition, US Environmental Protection Agency: Environmental justice is the fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies.

#### Environmental Justice Principles – US Department of Transportation:

- To avoid, minimize, or mitigate disproportionately high and adverse human health and environmental effects, including social and economic effects, on minority populations and low-income populations.

We invite you to provide feedback on your process and to send us your questions at [hnampls.org/scorecard](http://hnampls.org/scorecard)



- To ensure the full and fair participation by all potentially affected communities in the transportation decision-making process.
- To prevent the denial of, reduction in, or significant delay in the receipt of benefits by minority and low-income populations.

**Affordability Definition:** Affordability is as much about urban design as it is about brick and mortar costs. Housing affordability is not simply the cost of the home itself. An affordable home must be a home with access to jobs, goods and services, educational, medical and governmental institutions, and entertainment and recreational venues. To the extent that these necessities are located nearby and/or become accessible by less expensive and/or multiple modes of transportation, affordability increases for the housing.

**Partnership for Sustainable Communities – HUD/DOT/EPA:** Transportation costs are the second biggest budget item for most American households. The combined cost of housing and transportation claims about half of the average household's budget, and transportation costs actually exceed housing costs for many rural and working-class households.

### **Sustainable Communities Livability Principles HUD-DOT-EPA**

<http://www.sustainablecommunities.gov/aboutUs.html#2>

- Provide more transportation choices.
  - Develop safe, reliable, and economical transportation choices to decrease household transportation costs, reduce our nation's dependence on foreign oil, improve air quality, reduce greenhouse gas emissions, and promote public health.
- Promote equitable, affordable housing.
  - Expand location- and energy-efficient housing choices for people of all ages, incomes, races, and ethnicities to increase mobility, and lower the combined cost of housing and transportation.
- Enhance economic competitiveness.
  - Improve economic competitiveness through reliable and timely access to employment centers, educational opportunities, services, and other basic needs by workers, as well as expanded business access to markets.
- Support existing communities.
  - Target federal funding toward existing communities—through strategies like transit-oriented, mixed-use development and land recycling—to increase community revitalization and the efficiency of public works investments and safeguard rural landscapes.
- Coordinate and leverage federal policies and investment.
  - Align federal policies and funding to remove barriers to collaboration, leverage funding, and increase the accountability and effectiveness of all levels of government to plan for future growth, including making smart energy choices such as locally generated renewable energy.
- Value communities and neighborhoods.
  - Enhance the unique characteristics of all communities by investing in healthy, safe, and walkable neighborhoods—rural, urban, or suburban.

## GLOSSARY

**Affordable Housing:** In general, housing for which the occupant(s) is/are paying no more than 30 percent of his or her income for gross housing costs, including utilities.

**AMI – Area Median Income:** The amount that divides the area’s income distribution into two equal groups, half having income above that amount, and half having income below that amount. Income categories include: Extremely-low income = 30% area median income; Very-low income = 50% area median income; Low income = 60% area median income; and Medium income = 80% area median-income. \*More detailed information on page six.

**Complete Streets:** Transportation policy and design approach that requires streets to be planned, designed, operated, and maintained to enable safe, convenient, and comfortable travel and access for users of all ages and abilities regardless of their mode of transportation.

**Community Benefits Agreement:** Contract signed by community groups and a real estate developer that requires the developer to provide specific amenities and/or mitigations to the local community or neighborhood.

**Community Land Trust:** Nonprofit corporations that develop and steward affordable housing, community gardens, civic buildings, commercial spaces, and other community assets on behalf of a community.

**Environmental Justice:** The fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies.

**Equity:** Just and fair inclusion where all can participate and prosper.

**Equitable development:** A process for creating healthy, vibrant communities of opportunity. Equitable outcomes result when strategies are put in place to ensure that low-income communities and communities of color participate in and benefit from investments that shape their neighborhoods and regions.

**Livability:** A measure of integration of the housing, transportation, environmental, and employment amenities accessible to residents. A livable community is one with multiple modes of transportation, different types of housing, and destinations located within an easy distance (20 minutes by transit, 15 minutes by bike or foot, 10 minutes by car) of homes.

**Mixed use development:** In general, mixed use development is a development that combines two or more different types of land uses, such as residential, commercial, employment, and entertainment uses, in close proximity. In some communities, mixed use may be defined as different uses contained within the same physical structure.

**Placemaking** is a multi-faceted approach to the planning, design and management of public spaces. Placemaking builds on a local community’s assets, inspiration, and potential, with the intention of creating public spaces that promote people’s health, happiness, and well-being.



**Smart Growth:** Planned economic and community development that attempts to curb urban sprawl and worsening environmental conditions.

**Streetscaping:** Public works programs to improve streetscape conditions than can include changes to the road cross section, traffic management, pedestrian conditions, landscaping, street furniture (utility poles, benches, garbage cans, etc.), building fronts, and materials specifications.

**Sustainable Communities:** Urban, suburban, and rural places that successfully integrate housing, land use, economic and workforce development, transportation, and infrastructure investments in a manner that empowers jurisdictions to consider the interdependent challenges of: 1) economic competitiveness and revitalization; 2) social equity, inclusion, and access to opportunity; 3) energy use and climate change; and 4) public health and environmental impact.

**Tax abatement:** Reduction of, or exemption from taxes granted by a government for a specified period, usually to encourage certain activities such as investment in capital improvements and development projects. A tax incentive is a form of tax abatement.

**Transit Oriented Development (TOD):** Development of commercial space, housing services, and job opportunities close to public transportation, thereby reducing dependence on automobiles. TODs are typically designed to include a mix of land uses within a quarter-mile walking distance of transit stops or core commercial areas.

**Transit:** Public transportation in the form of buses, bus rapid transit, light rail trains, and streetcars.

**Walkability:** A walkable community is one where it is easy and safe to walk to goods and services (i.e., grocery stores, post offices, health clinics, etc.). Walkable communities encourage pedestrian activity, expand transportation options, and have safe and inviting streets that serve people with different ranges of mobility.

**Zoning:** The classification of land by types of uses permitted and prohibited in a given district, and by densities and intensities permitted and prohibited, including regulations regarding building location on lots.

#### **Resource links:**

##### **A Resident's Guide for Creating Safe and Walkable Communities**

[http://safety.fhwa.dot.gov/ped\\_bike/ped\\_community/ped\\_walkguide/about.cfm](http://safety.fhwa.dot.gov/ped_bike/ped_community/ped_walkguide/about.cfm)

##### **Environmental Justice Overview – Department of Transportation**

[https://www.fhwa.dot.gov/environment/environmental\\_justice/overview/](https://www.fhwa.dot.gov/environment/environmental_justice/overview/)

##### **eTOD Score: A Rating System for Equitable Transit-Oriented Development**

<http://www.northeastern.edu/dukakiscenter/transportation/etodscore/>

##### **Great Communities Toolkit**

<http://www.greatcommunities.org/resources/tool-kits/>

##### **PolicyLink Equitable Development Toolkit**

<http://www.policylink.org/equity-tools/equitable-development-toolkit/about-toolkit>

##### **Sustainable Communities: an interagency partnership HUD-DOT-EPA**

<http://www.sustainablecommunities.gov/>

## What is Area Median Income?

Area Median Income (AMI) is used by HUD (Housing and Urban Development) on the federal level to assess income of residents and what cost of housing is affordable to them. Area Median Income means that 50 percent of people in the area are above this income level and 50 percent are below.

“Families who pay more than 30 percent of their income for housing are considered cost burdened and may have difficulty affording necessities such as food, clothing, transportation, and medical care. An estimated 12 million renter and homeowner households now pay more than 50 percent of their annual incomes for housing. A family with one full-time worker earning the minimum wage cannot afford the local fair-market rent for a two-bedroom apartment anywhere in the United States.” HUD

HUD categorizes how housing is affordable by these income levels:

- Extremely low income - 30% area median income
- Very low income - 50% area median income
- Low income - 60% area median income
- Medium income - 80% area median income

	Twin Cities 7 county region	Minneapolis	St. Paul
Area Median Income (AMI)	\$82,900	\$48,881	\$46,305
Extremely Low income (30% AMI)	\$24,870	\$14,664	\$13,891
Very Low income (50% AMI)	\$41,450	\$24,440	\$23,152
Low income (60% AMI)	\$49,740	\$29,328	\$27,783
Medium income (80% AMI)	\$66,320	\$39,105	\$37,044

### **How does it impact what is “affordable”?**

Using the Twin Cities 7 county Area Median Income to determine what is affordable is a problem in the Twin Cities because of the great disparity between incomes in the suburbs versus incomes in the cities. It is clear that using our region’s AMI as it has been used does not result in affordable housing for residents of Minneapolis and St. Paul, especially those at lower-income levels.

Government agencies use HUD standards for affordability when securing federal funds to build and preserve affordable housing. This has not served our inner-city communities well. The federal government does allow our cities and counties the flexibility to use their own formula for affordability instead of using regional AMI. It is our position that local cities and counties should use a different method for assessing affordability that takes income disparities in our region into account.

We invite you to provide feedback on your process and to send us your questions at [hnampls.org/scorecard](http://hnampls.org/scorecard)



**EQUITABLE DEVELOPMENT SCORECARD**  
Evaluation cover page

**Project/Plan name:** \_\_\_\_\_

**Location:** \_\_\_\_\_

**Public Investment(s):** \_\_\_\_\_

**Public subsidy funding amount and source**

**Tax abatement amount and source**

**Public land sale and amount**

**Zoning changes/variances**

**Infrastructure improvements (sewer/water, street, sidewalk, etc)**

**Other:** \_\_\_\_\_

**Developer:** \_\_\_\_\_

**Developer contact info:** \_\_\_\_\_

**Public agency** \_\_\_\_\_

**Public agency contact info:** \_\_\_\_\_

**Other Stakeholders:** \_\_\_\_\_

**Description:** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Community Profile (demographics - please attach additional information to the Scorecard):** \_\_\_\_\_

\_\_\_\_\_

**Equitable Development Overall Score:** \_\_\_\_\_

**Equitable Community Engagement Score:** \_\_\_\_\_

**Equitable Land Use Score:** \_\_\_\_\_

**Equitable Economic Development Score:** \_\_\_\_\_

**Equitable Housing Score:** \_\_\_\_\_

**Equitable Transportation Score:** \_\_\_\_\_

Important note: Not all of the scoring bullet points may apply to your community and the projects you score. Each community should feel free to tailor the Scorecard to be relevant to their specific purpose(s) and area.

Rank each bullet point from 1 – 5 with 1 being low and 5 being high

- 1. **Equitable Community engagement practices** require evidence that local community members most affected (low-wealth people, people of color, neighborhood groups, community organizations, people living with disabilities, and new immigrants) are involved in the development project.

SCORE	MEASURE	IMPLEMENTED BY:
	a) Community engagement involves local community members within the first 6 months of the planning process.	
	b) Planning requires community engagement which establishes priorities and criteria for economic development to guide future development and growth.	
	c) Community is given authority in the decision making process such as community representation on project advisory team.	
	d) The plan and project reflects the community’s goals and objectives.	
	e) Significant changes to the scope of the plan and/or project triggers more community engagement.	

TOTAL EQUITABLE COMMUNITY ENGAGEMENT SCORE \_\_\_\_\_

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Important note: Not all of the scoring bullet points may apply to your community and the projects you score. Each community should feel free to tailor the scorecard to be relevant to their specific purpose(s) and area.

**Rank each bullet point from 1 – 5 with 1 being low and 5 being high**

**2. Equitable Land Use practices** require evidence that the overall vision, plan, and implementation builds on local community's assets, inspiration, and potential with the intention of retaining current residents and creating public spaces that promote people's health, happiness, and well-being.

SCORE	MEASURE	IMPLEMENTED BY:
	a) The development meets state standards on clean air water and soil without increasing soil toxicity, and air and water pollution.	
	b) Measurable increases in living-wage jobs and locally owned small business opportunities on current and future industrial and commercial land.	
	c) Land use increases community ownership through a land trust or ownership by local community-based organizations.	
	d) Investments improve the livability of local neighborhoods through streetscaping, public space, and green space.	
	e) Development within existing communities maintains or increases density in developed areas to promote better access to emerging amenities, as opposed to outward sprawl development.	
	f) Zoning supports economic opportunity in mixed use development that includes long-term or permanent affordable housing, small businesses, and jobs in mixed use development projects within ½ mile of transit station.	
	g) The development infrastructure adds and/or improves bike amenities, sidewalks, and meets state guidelines on ADA to create accessible communities.	

**TOTAL EQUITABLE LAND USE SCORE** \_\_\_\_\_

**NOTES:**

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**Rank each bullet point from 1 – 5 with 1 being low and 5 being high**

**3. Equitable Economic Development practices** require prioritizing high quality job standards and evidence that policies and programs work to prevent unwanted displacement of residents and small businesses from low-income communities and communities of color.

SCORE	MEASURE	IMPLEMENTED BY:
	a) Lease agreements prioritize neighborhood business opportunities.	
	b) New capital and investment opportunities for existing low-income residents are created to overcome economic and employment challenges.	
	c) Public funding supports the development of job training for living wage jobs that include childcare and other employment support.	
	d) Mixed use development increases access to transit, housing, jobs, education, and amenities.	
	e) Local community should be given preference when hiring consultants, contractors, developers, and workers as a strategy to address disparities.	
	f) Public funding criteria is prioritized to reward applicants who ensure that their workers have living wages jobs with benefits and the right to organize without fear of retaliation through labor peace agreements.	
	g) Design embraces local cultural, historical, and architectural resources through the presence, preservation, or addition of these local assets within development.	

**TOTAL ECONOMIC DEVELOPMENT SCORE** \_\_\_\_\_

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**Rank each bullet point from 1 – 5 with 1 being low and 5 being high**

**4. Equitable Housing practices** require evidence that families at all income levels have access to housing that costs no more than 30% of the household income.

SCORE	MEASURE	IMPLEMENTED BY:
	a) Housing projects ensure at least 25% of units are available for extremely-low (30% AMI), very-low (50% AMI), low (60% AMI), and medium (80% AMI) income families in mixed-income neighborhoods. *See page 6.	
	b) All new housing is built with energy efficiency to reduce utility bills for the residents and is free from environmental hazards.	
	c) At least 25% of housing developed is long-term or permanently affordable housing and is located near amenities (health and social services, transportation, and quality job opportunities) that promote walkability, livability, and community.	
	d) An affordability formula used in all housing and transportation projects includes "housing + transportation" costs that demonstrates access to jobs, education, cultural resources, goods, and services resulting in residents paying less than 50% of household income for housing and transportation and less than 60 minutes spent in transit.	
	e) Zoning codes promote the integration of affordable housing within mixed income neighborhoods.	
	f) Preserve and replace existing affordable housing and provide displaced residents the right of refusal on new housing.	
	g) _____% of housing accommodates large families by providing 3 to 4 bedroom units.	
	h) 10% of housing units accommodates physical/developmental disabilities.	

**TOTAL EQUITABLE HOUSING SCORE** \_\_\_\_\_

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Important note: Not all of the scoring bullet points may apply to your community and the projects you score. Each community should feel free to tailor the scorecard to be relevant to their specific purpose(s) and area.

**Rank each bullet point from 1 – 5 with 1 being low and 5 being high**

**5. Equitable Transportation practices** require evidence that transit is integrated into walkable, livable, and affordable land use practices to enhance healthy living within low-income communities and communities of color.

SCORE	MEASURE	IMPLEMENTED BY:
	a) Development provides safe, attractive, and convenient access to pedestrian, bicycle, and transit systems.	
	b) 30 - 45 minute trip time for pedestrian, bicycle, and transit connections to jobs, education, cultural resources, goods, and services.	
	c) Parking facilities accommodate bicycle daily use and storage and do not limit access by pedestrians.	
	d) Attractive, comfortable, accessible transit facilities are available or provided.	
	e) Presence of wayfinding and systems information for pedestrians, bicyclists, and transit users.	
	f) Development promotes traffic calming and pedestrian safety with the presence of enhanced crosswalks.	

**TOTAL EQUITABLE TRANSPORTATION SCORE** \_\_\_\_\_

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