



## Summary of Findings (DRAFT)

### Executive Summary

---

Seven community conversations were held across the City during April and May 2017. Five meetings were organized as partnerships between neighborhood organizations, the Neighborhood and Community Engagement Commission (NCEC) and the Neighborhood and Community Relations Department (NCR). Two additional dialogues were hosted by NCR for meetings with the Lao and Hmong communities and the Latino and American Indian Communities. The meetings used the World Café methodology, which allows participants to have conversations in small group settings and come to consensus about what is most important to them.

During each conversation, participants were asked to discuss one of the following questions during three rounds of conversations:

- What services, opportunities and information should neighborhood organizations provide?
- What are characteristics of an effective neighborhood organization?
- How can neighborhood organizations empower engagement?

Participants could write notes or doodle on flip charts, and at the end of each round of conversation were asked to pick their top three conclusions for that question on sticky notes. They were then asked to identify their favorite sticky note. (The meeting with the Lao and Hmong Community was organized as a larger round table conversation instead of World Café style, with NCR staff capturing notes through interpreters). Participants were also provided an opportunity to fill out a “final thoughts” card.

NCR also conducted an online survey that was promoted through the NCR electronic newsletter between June 8 and July 13, 2017. Survey participants could respond to the same three questions as well as respond to a “final thoughts” question.

Overall, 842 comments were developed during these meetings and surveys.

### Question 1 Summary: What services, opportunities and information should neighborhood organizations provide?

**“Improving social and physical environment of neighborhood”:** Participants identified a number of neighborhood programs including neighborhood safety, youth services, responding to local

development and housing issues, community beautification and immigrant services. Participants frequently noted the ability of neighborhood organizations to respond to local issues.

**“Serve as a central hub”**: A number of comments referenced neighborhood organizations in serving as a community resource hub, with the ability to act as a clearinghouse of information and pointing residents to resources and services.

**“Empower, engage, enrich”**: Many comments identified a role for neighborhood organizations in empowering and advocating for residents. For example, many comments noted their role in shaping public policy or advocating for community interests. Several comments referenced the importance of reaching out to and advocating for under-represented populations.

**“Interface between residents & City departments”**: Comments identified neighborhood organizations as a potential conduit between residents and the City, and to help influence policy. While many comments indicated a role for neighborhood organizations having a greater role in shaping policy, some comments reflect a dissenting voice, that there should be little or no role.

**“Sense of place”**: Comments spoke to the role of neighborhood organizations in building community, establishing relationships and easing community tensions, as well as place-making.

**“Forum for community conversations”**: Many comments also indicated role of neighborhood organization in providing a community forum for residents to talk about community issues.

#### Question 2 Summary: What are characteristics of an effective neighborhood organization?

**“To have clear vision/mission”**: The greatest number of comments referred to leadership characteristics of neighborhood organizations, including effective goal setting, leadership development, being honest, transparent, trustworthy and understanding the neighborhood.

**“All voices are heard & represented”**: Many comments addressed expectations that neighborhood organizations are inclusive and representative, and create a welcoming environment for diverse community members.

**“Resources: people & funding”**: Some comments referenced the importance of adequate resources, including funding as well as dedicated staff and volunteers.

**“Visible, engaging, active, accessible”**: several comments spoke to accessibility and visibility of neighborhood organizations.

#### Question 3 Summary: How can neighborhood organizations empower engagement?

**“Opportunities to volunteer to make the neighborhood a better place”**: Many comments encouraged providing wide opportunities for involvement in neighborhood organizations, and provided recommendations including involving youth, providing childcare, on offering incentives for participation. Additional comments addressed the importance of cultural awareness and bringing together people from multiple cultures.

**“Community building events”:** Community events were frequently commented on as opportunities for engagement, including the importance of food and fun for bringing people together. Commenters also suggested supporting cultural events to support and celebrate neighborhood diversity.

**“Meeting people where they are”:** Many comments encouraged neighborhood organizations to meet people where they are at, going door-to-door or to places where people gather. Additional comments also supported using multiple modes of communications to reach as many people as possible.

**“Demonstrate effectiveness”:** Comments also covered the importance getting results and focusing on the interests of residents.

### Common themes across all three questions

There were also two key themes that came up during conversations for all three questions:

**“Various effective ways to communicate information”:** comments routinely called for using various modes of communication, and the importance of two-way communication to and from residents. Items to be communicated include news and information, as well as meeting notices and agendas, minutes, and key organization documents.

**“Partner w/community orgs”:** Many comments also encouraged partnership and collaboration with other neighborhood organizations, other community groups, and public agencies such as City departments, schools and parks.

## Summary of Findings (DRAFT)

### Background

---

The City enterprise has historically recognized that neighborhood organizations are in a unique position to identify local issues and opportunities in their communities and mobilize local resources. One of the main goals of the Blueprint for Equitable Engagement (2015-2020) is to support inclusive, vibrant and effective neighborhood organizations. In addition to the project-based work carried out over the past two decades through the Neighborhood Revitalization Program (NRP), neighborhood organizations are an increasingly integral part of the City's engagement efforts. Neighborhood organizations also serve communities that are demographically unique and face very different challenges.

The 2008 Framework for the Future established goals for administrative and program funding for Minneapolis neighborhood organizations, and led to the design and implementation of the Community Participation Program in 2010 and 2011 following extensive engagement with neighborhood organizations across the City. The Community Participation Program was designed around the anticipated revenues from the Consolidated Redevelopment Finance District. Revenues from this District will be discontinued after 2020, and the change in funding sources provides an opportunity to re-examine the roles of Minneapolis Neighborhood Organizations and to establish a new partnership between neighborhood organizations and the City in shaping resident participation in civic and neighborhood life.

### Methodology

---

The Neighborhood and Community Engagement Commission (NCEC) and the Neighborhood and Community Relations Department (NCR) partnered with neighborhood organizations across the City to host a community dialogue in each of five sectors of the City (Downtown, North, East, South, and Southwest). Two additional meetings were organized, one with members of the Lao and Hmong community at Harrison Community Center, and one with members of the Latino and American Indian communities at Waite House.

All meetings (except the meeting at Harrison Community Center) were organized using World Café methodology. During these meetings, participants met in small groups of five and were asked to respond to three questions:

- What services, opportunities and information should neighborhood organizations provide?
- What are characteristics of an effective neighborhood organization?
- How can neighborhood organizations empower engagement?

Participants had 20 to 30 minutes to discuss each question. They were asked to conclude each of their conversations by identifying what they thought were the three most important items from their group and write them on sticky notes. They were then asked to identify which of the three they felt was most important and to mark this sticky note as a favorite.

After each discussion period, participants were asked to move to another table, meet with a new group of people, and answer the next question.

Flip charts and sticky notes were collected after each round. Primary data is the three sticky notes generated by each table from every question.

NCR staff transcribed the comments on sticky notes, and organized comments into themes and subcategories.

NCR also conducted an online survey that was promoted through the NCR electronic newsletter between June 8 and July 13, 2017. Survey participants could respond to the same three questions as well as respond to a “final thoughts” question. In addition, NCR staff and NCEC members provided an opportunity for attendees of the 2017 Community Connections Conference to answer the three questions on a flip chart. Responses are treated the same as comments on sticky notes from the Neighborhoods 2020 meetings at the World Cafés.

#### Demographics:

A total of 517 people signed in at the five meetings, and 262 filled out demographic cards. An additional 66 residents participated in additional meetings with Hmong and Lao community members at Harrison Community Center and with American Indian and Latino community members at Waite House on May 31, and of these 34 filled out demographic cards. See charts in Appendix A for breakdown by race/ethnicity, homeowner/renter, age, and gender. Minneapolis data is from MN Compass City of Minneapolis Population Estimates and Forecasts at <http://www.mncompass.org/profiles/city/minneapolis>.

Those who participated in the survey were also asked to provide demographic information. That data is also provided in Appendix A.

See Appendix A: Demographics

## Summary of Findings:

---

### Question 1: What services, opportunities and information should neighborhood organizations provide?

A total of 283 comments were directly related to services, opportunities and information that neighborhood organizations could provide. Comments covered a variety of neighborhood programs, the role of neighborhoods in serving as a resource hub, their role in empowerment and advocacy for the community, and connecting with the City.

#### “Improving social and physical environment of neighborhood”

A total of 99 comments identified specific neighborhood programs that neighborhood organizations do or could provide. Major topic areas include housing and responding to development (23 comments); safety and security (22 comments); providing programs for youth, seniors and vulnerable persons (12 comments); Parks and environmental issues (ten comments), and other projects such as providing immigrant services and welcome packets (15 comments). A number of comments were addressed more generally to the role of neighborhood organizations in responding to local needs and issues (17 comments).

The greatest number of comments addressed the role of neighborhood organizations in responding to development in the neighborhood. Some comments seemed to encourage a role for neighborhood organizations in responding to development, while other comments expressed opposition to a role for neighborhood organizations responding to development.

Examples from comments identified as “favorites”:

- Housing
- Igualdad en vivienda (equality in housing)
- Promote safety linked with community policing
- Safety
- Neighborhood liveability maintenance to prevent crime as well trash, graffiti, dog waste
- Seguridad en el barrio (Security in the neighborhood)
- Safety and Youth Development
- Safety (legal services)
- Co-ordinate, address local needs
- Identify neighborhood needs
- Provide local sources & support for food, planning, water & (housing)
- Improving social and physical environment of neighborhood
- Identifying neighborhood issues & concerns
- Local problem solving
- More youth activities
- Youth activities
- Support for vulnerable individuals
- Recreational/social programs
- Mentor programs for youth

- Money \$\$ / services for youth — equitable resource allocation — Accountability
- Beautification
- Give a contact list to newcomers to the neighborhood — Newcomer packet
- Emergency prep & response re: severe weather (climate change)

See appendix B: Comments on Neighborhood Programs

### “Serve as a central hub”

60 comments fall under the theme that neighborhood organizations are seen as a resource hub or clearing house of information.

Examples from comments identified as “favorites”:

- Connection & resources — NA should be front line to connect people to resources for support & justice
- Neighborhood clearing house — (resource center, act as a small town, connect residents to city, nonprofits & other service specific org.)
- Connecting people to resources, city help, each other so no one goes it alone
- Serve as a central hub — Connections
- Be a hub for information related to programs and services
- Easy access to service for residents
- Network node for other orgs & city with residents
- Libraries (tool, book, workshop space)
- Neighborhood org as a matchmaker connecting people, groups and businesses
- Be a liaison/advocate between City and neighborhood

See Appendix C: Comments on Resource Hub

### “Empower, engage, enrich”

43 comments fall under the theme of empowering and advocating for residents. Comments identified expectations that neighborhood organizations would empower residents to have a voice in setting policy either at the neighborhood or City level.

Examples from comments identified as “favorites”:

- Empower, engage, enrich
- If neighborhoods had more actual power
- Neighborhood organizations are a way in-how to be involved tangible guidance
- Representation — give voice — advocacy — local issues
- Advocacy for the neighborhood
- Board advocacy for neighbors — represent neighbors opinions
- Fight the power
- Equal voice at the table
- educate & empower residents to be involved in their community
- Engage and empower whole community around relevant needs

See Appendix D: Comments on Empowerment and Advocacy

### “Sense of place”

38 comments identify the role neighborhood organizations can or do play in building community by creating a sense of place or providing space, building relations and easing community tensions.

Examples from comments identified as “favorites”:

- Community Building
- Building community
- Community building — social — volunteer — projects
- Being the connective tissue for all org'ns in that n'hood
- Sense of Place
- Office as community space

See Appendix E: Comments on Community Building

### “Interface between residents & City departments”

31 comments were related to the theme that neighborhood organizations could provide important connections to the City. While many comments noted the role neighborhood organizations could or do play in serving as a conduit between residents and the City, some comments questioned whether neighborhood organizations should be independent or be seen as the voice of the community.

Examples from comments identified as “favorites”:

- Opportunities to strengthen connectiveness with City officials
- Interface between residents & City departments
- Neighborhood association should work mutually, in partnership with the City
- Why should Norgs be autonomous from the city?
- Resources from City, financial support, people-police foot patrol, block patrol
- Citizens engaged with public policy
- More power over economic developments/determinations
- N.O.'s have political impact
- Use funding as a way to empower people in decision making on budget!

See Appendix F: Comments on Connection to City

### “Forum for community conversations”

14 comments were related to the role of neighborhood organizations providing a forum for community conversations.

Examples from comments identified as “favorites”:

- Regular community meetings — Hold them
- Providing safe space: — socializing — sharing concerns — reacting to issues
- Exchange of ideas
- Ensure all voices heard via community engagement
- They get people to attend meetings!



- Making sure all people are heard respectfully responsively comprehensively

See Appendix G: Comments on Community Forum

## Question 2: What are characteristics of an effective neighborhood organization?

The greatest number of comments (269) were in response to the question “what are the characteristics of an effective neighborhood organization?” Many comments referred to desired characteristics of organization leadership. A large number of comments also addressed preferences that neighborhood organizations should be inclusive, representative and diverse. Additional comments identified the importance of available resources and that neighborhood organizations are accessible.

### “To have clear vision/mission”

The greatest number of comments overall fell under a theme of leadership. 128 comments identified important characteristics of neighborhood organization leadership, including the importance of planning, expected qualities of organization leadership, governance, transparency, knowledge, and other comments.

Examples from comments identified as “favorites”:

- Realistic goals & understand their abilities/limited resources
- Identify community needs by getting input from community
- Neighborhood assoc. creates and implements a vision for neighborhood
- long-term providing a vision for the neighborhood
- Planning & execution
- Clear goals of community, not just a subset of the community.
- Strategic
- Self reflect of current strategies & regular goal setting with evaluation
- Clear vision for future
- Provide space for leadership testing & experience of leadership development
- Inspiring others, finding inspiration and learning from others
- Passion for the neighborhood
- Passionate, engaged & energized & organized
- Honestidad (Honesty)
- Solid structure (funding full-time staff, bylaws)
- Structure and framework with defined roles and goals
- Term limits
- Address concerns
- Address concerns of residents
- People need to feel heard about all community issues
- responsive to community needs
- Listen to residents
- Transparency — finances, goals, virtual meetings, leadership
- Community/Education
- Skills & tools to navigate neighborhood differences of all kinds
- Guidance for engagement
- Data: information is power
- Effective Board of Directors
- Engaged leadership/board that is representative of the community

- Working Board w/mission in-mind
- Grow leadership & good training
- Building capacity & leadership
- Balance formality & structure to allow open dialogue
- Educate & train to change (mindset & perception)

See Appendix H: Comments on Leadership

### **“All voices are heard & represented”**

The second highest number of comments revolved around the theme that neighborhood organizations should be inclusive and representative. 96 comments addressed the expectation that neighborhood organizations be inclusive and leadership should reflect the diversity of the community.

Examples from comments identified as “favorites”:

- Inclusive and representative
- Make moral commitment regarding inclusion
- All voices are heard & represented
- Engages & attracts wide range of residents
- Inclusive of everyone
- Effective input & output information & communication in multiple language & technology
- generos conciencia y oportunidades para todos los vecinos — (Generates awareness and opportunities for all neighbors)
- representative — actionable results — inclusive
- Representation of n'hood demographics on board — race, age, gender, renter status, SES, education
- Reflects the residents of the neighborhoods-lots of people involved
- Accurately representing neighborhood demographics
- Welcoming Celebrating new residents & neighborhood identity
- Sense of belonging & responsibility
- Welcoming environment
- Make it personal (hospitality, real relationships)
- Really listening & being welcoming
- Creating a sense of belongingness
- Encourage public gathering
- Diversity
- Engaging cultural differences
- Diversity
- How to engage businesses? — Small and large
- Inclusive renter engagement

See Appendix I: Comments on Inclusive

### **“Resources: people & funding”**

28 comments addressed the importance of resources such as funding, volunteers and staff.

Examples from comments identified as “favorites”:

- Adequate resources
- Resources: people & funding
- Well resourced (\$, skills, vols, ops.) etc...
- Dedicated staff, etc.
- More paid staff
- Paid staff person(s) to ensure oversight and achieve goals
- Willing, active & flexible participants
- Resources from City, financial support, people-police foot patrol, block patrol
- Guidance for engagement

See Appendix J: Comments on Resources

“Visible, engaging, active, accessible”

17 comments addressed participants’ expectations that neighborhood organizations be visible and accessible to the community.

Examples from comments identified as “favorites”:

- Visible
- visible, engaging, active, accessible
- Accessibility
- Accessible

See Appendix K: Comments on Accessible

### Question 3: How can neighborhood organizations empower engagement?

181 Comments were in response to the question “how can neighborhood organizations empower engagement?” Participants pointed to opportunities for participation in all levels of neighborhood organization, including volunteer activities and increasing awareness of how neighborhood organizations work. Many comments addressed community events as well as direct outreach and providing multiple venues for participation. Comments also indicated the importance of meeting people where they are at in order to provide more opportunities for contact. Finally, several comments touched on the importance of clear outcomes.

#### “Opportunities to volunteer to make the neighborhood a better place”

56 comments were related to a theme of participation in the neighborhood organization and the community, stressing the importance of involving residents at all levels of the organization through meetings and surveys, organizing around issues, volunteer opportunities for youth and making issues relevant.

Examples from comments identified as “favorites”:

- Whats in it for me
- Offer incentives for participation (e.g., gift card to a local business)
- Democratization of knowledge around how neighborhoods work
- Ongoing ways for involvement
- Opportunities to volunteer to make the neighborhood a better place
- Chance to be of service
- Fluid boundaries for people to participate

See Appendix L: Comments on Participation

#### “Community building events”

58 comments were focused on community events and community building through events. Several comments addressed the importance of food and entertainment, and also stressed the importance of cultural events.

Examples from comments identified as “favorites”:

- Food\$ — Food ~ allow neighborhood organizations to use budget on catered events
- Fun — including icons/symbols like a neighborhood song/flag
- Sense of community w/events & 'fun stuff'
- Creative energy/having fun. — Don't get complacent
- Fun Activities
- Attract w/ food & fun
- Tap into people's needs for fun and purpose and community
- Community gathering — Events
- Community events
- Social events — meet & greet — fun events ie: art fair movies in the park

- Community building events
- Events/community building
- Neighborhood events involving interaction
- Creative events, places methods — not just meetings /educate
- Cultural events
- Culturally relevant community events

See appendix M: Comments on Community Events

**“Meeting people where they are”**

49 comments provided suggestions on outreach methods or indicated the importance of variable methods of outreach.

Examples from comments identified as “favorites”:

- Reaches people at different times of day and week
- Meet people where they are literally & figuratively
- Connect with people where they are: church, school, park, home, etc.
- Meeting people where they are
- Start Super Local — Block by block
- Block engagement captain
- Support & foster "non-traditional" engagement — Break down barriers
- engagement of members
- Talk to people!
- Re-define engagement
- Diversity of tactics/space to remove barriers
- Actual, physical inclusive outreach to neighborhood members

See appendix N: Comments on Outreach

**“Demonstrate effectiveness”**

18 comments about outcomes identified expectations that neighborhood organizations demonstrate clear outcomes and effectiveness.

Examples from comments identified as “favorites”:

- Demonstrate effectiveness
- Accomplishment
- High value/high impact — see the value community projects
- Getting results
- Carry out the things the people want
- Work on issues residents care about
- Understand barriers — Listen
- Listen to community input

See appendix O: Comments on Outcomes

### Common themes across all three questions

A large number of related comments frequently came up in discussions regardless of questions. Comments about good communication, the importance of community building and involving residents, being responsive and collaboration came up routinely during discussions of all three questions.

#### “Various effective ways to communicate information”

82 comments addressed the importance of good communication and suggested that neighborhood organizations use multiple means of communication.

Examples from comments identified as “favorites”:

- Communication
- Effective communications
- 2-way communication
- Communication conduit
- Get info out
- Good communication effective within and beyond boundaries
- Effective communication methods from the neighborhood to the neighborhood to create equal representation
- Communicate & collect information to & from residents
- Various effective ways to communicate information
- Creatively reaching people with technology and without technology
- Have a voice — Market your organization use of flyers, etc. — experiment
- Better communication translated/interpreted and shared from different community groups — including non-english

See appendix P: Comments on Communications

#### “Partner w/community orgs”

23 comments encouraged partnership and collaboration with other neighborhood organizations, other community groups, and public agencies such as City departments, schools and parks.

Examples from comments identified as “favorites”:

- Create connections between neighborhoods
- Partner w/community orgs
- Connections... community partner — non-profits — local resources — parks schools
- Critical relationships — schools, parks, police, fire, City Hall

See appendix Q: Comments on Partnerships

#### Other Comments:

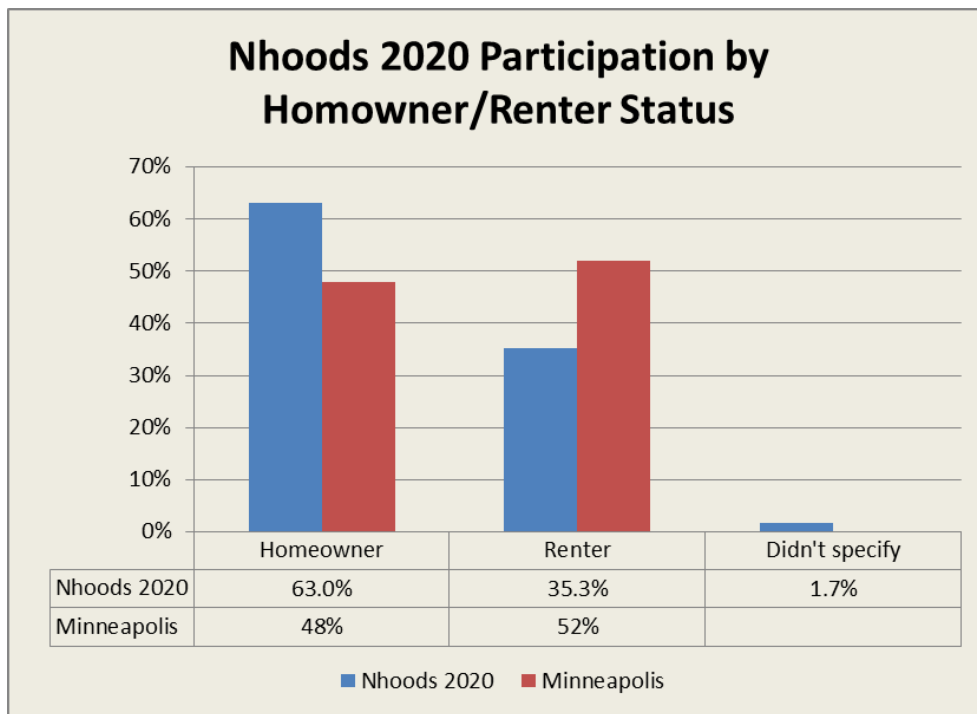
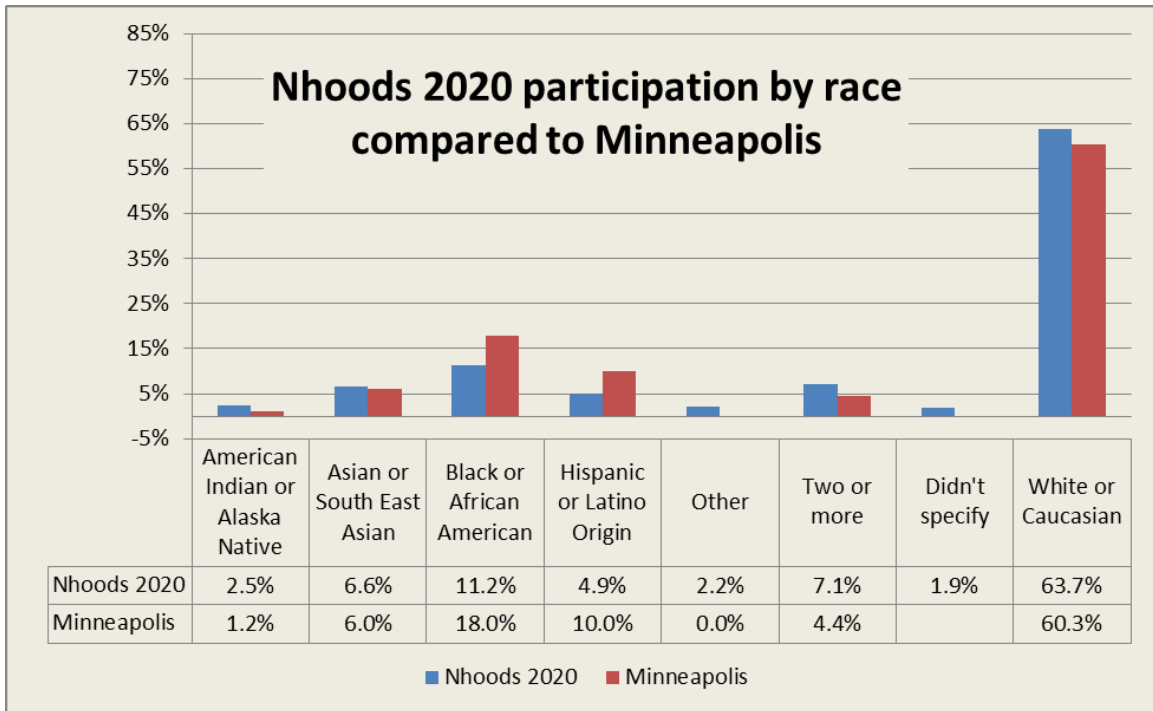
There were four comments that addressed the Neighborhood and Community Relations Department (NCR), neighborhood boundaries or otherwise did not fit under other themes.

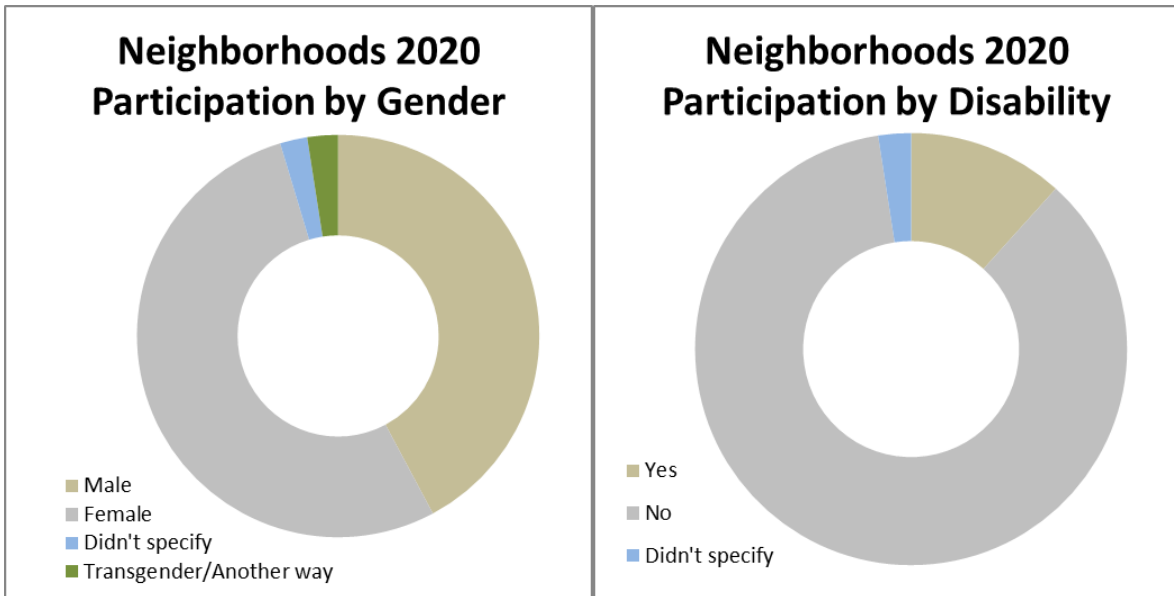
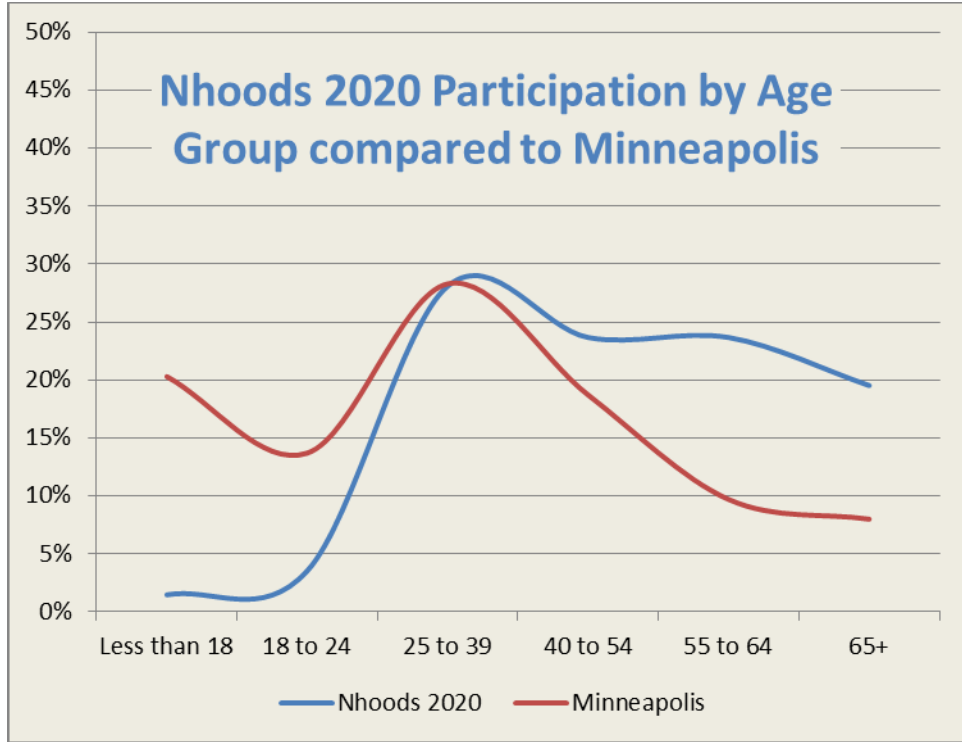
See appendix R: Other Comments





Appendix A: Demographics





## Appendix B: Comments on Neighborhood Programs (101 comments)

---

### Comments identified as favorites:

- Housing
- Igualdad en vivienda (equality in housing)
- Promote safety linked with community policing
- Safety
- Neighborhood liveability maintenance to prevent crime as well trash, grafitti, dog waste
- Safety and Youth Development
- Safety (legal services)
- Seguridad en el barrio (Security in the neighborhood)
- Local problem solving
- Co-ordinate, address local needs
- Identify neighborhood needs
- Improving social and physical environment of neighborhood
- Identifying neighborhood issues & concerns
- Provide local sources & support for food, planning, water & (housing)
- More youth activities
- Youth activities
- Support for vulnerable individuals
- Recreational/social programs
- Mentor programs for youth
- Money \$\$ / services for youth — equitable resource allocation — Accountability
- Beautification
- Give a contact list to newcomers to the neighborhood — Newcomer packet
- Emergency prep & response re: severe weather (climate change)

### All Other Comments:

- Controlling development, housing, traffic, teardowns
- Home loan/grant programs for residents & property owners
- Home improvement/Emergency repair loans
- rehab programs
- Grocery stores-in neighborhood — market for Lao/Asian community — Vietnamese, Hmong, Lao

- Market closer to neighborhood
- Create a market
- Business
- Fostering economic development
- Business & zoning review
- Safety
- Safety
- Safety for everyone
- Safety & crime
- Know more about safety
- Concerned about safety and law enforcement — Many stole items
- Safety — Who to contact if 911 was not an option at the time of incident (not safe)
- Neighborhood patrols like block patrols
- Crime and safety — Connecting police to citizens in a constructive and effective manner
- Safety strategies interaction with police — crime prevention information
- Ask for more walk-beat cops
- Organize block clubs & funnel block clubs into neigh. Organization activity
- If concern — call police, they don't show up.
- Initiating & implementing programs supporting livability
- Organize around common causes
- Issues unique to each neighborhood
- Local projects — identification — funding
- Depends on the neighborhood
- Activities that reflect the community
- Creative solutions to impossible problems
- Respond to local needs
- Helping the disabled
- Community youth programs
- Age appropriate & relevant programming
- Programs for all ages
- Environment centered activities
- Green environment
- Livability — E.g. preservation of our green space e.g. add vegetable garden
- Strong support of neighborhood schools & parks
- Activity on shared interest gardening, make contribution

- Improve Loring Park — Move the picnic area at the curve deeper into the park. — Safety
- More green space w/seating for the community to gather in general and for specific activities
- Community garden, who it belongs to?
- aiding in the enhancement of services & opportunities to new immigrants in the n'hood
- Provide legal rights information
- Asesoría legal migración (Legal counsel on immigration)
- Support for immigrants
- Welcome Packets for new neighbors — Welcome packets/gifts, contact information, for new neighbors
- Welcome packets
- Neighborhood packets for new residents and everyone!
- "Hello neighbor" program
- Voter engagement & make election day social
- Help provide free wi-fi services/internet
- Bring in new development and increase density while mitigating displacement
- home buying assistance
- facilitate residents' ability to shape neighborhood development
- Not blocking housing
- stop allowing rich white homeowners to block new housing
- By allowing new housing to be built so more people can live there and engage.
- housing subsidies for low income residents, training programs for rehabbing old spaces/houses, guidance around local politics
- Encourage greater density and more housing
- advocate for new housing
- land use planning
- development input
- Info on home safety, activities for kids and people
- crime/safety updates
- This largely depends upon the neighborhood. Land use, social and environmental sustainability, and other issues are all appropriate.
- fundraising for local needs
- Neighborhood organizations should strive to represent the broadest possible range of issues within their community
- sustainability
- youth enrichment
- Socialization for seniors
- park programming
- Welcome packets to new renters
- promotes the quality of life in the neighborhood for itself
- classes

## Appendix C: Resource Hub (60 comments)

---

### Comments identified as favorites:

- Connection & resources — NA should be front line to connect people to resources for support & justice
- Neighborhood clearing house (resource center, act as a small town, connect residents to city, nonprofits & other service specific org.)
- Connecting people to resources, city help, each other so no one goes it alone
- Serve as a central hub — Connections
- Network node for other orgs & city with residents
- Neighborhood org as a matchmaker connecting people, groups and businesses
- Be a liaison/advocate between City and neighborhood
- Information about neighborhood services, businesses & residents. — This includes crime statistics
- Provide information to residents regarding safety, updates, etc. activities
- Be a hub for information related to programs and services
- Disseminating information from outside, from City, County, State
- Easy access to service for residents
- Libraries (tool, book, workshop space)

### All Other Comments:

- Clearinghouse for community
- Provide links to city programs services-- access to information/resources
- Conduit for right resources (e.g., gov't or agencies)
- Conduit — to City — to connect w/others — to information
- Communicate to residents when neighborhood issue is on City committee agendas
- Information hub
- Sharing info — Being info hub

- NA's create ways for neighborhood residents to get & give info (online & in person)
- Share events going on both good & bad
- Information conduit/liaison
- Systems navigation support around — school and land usage — home improvement loans/buyer opportunities
- Establish neighborhood based 311
- Resource guide — Distribution — Digital version
- Budget and grant source
- Board provides info to communit resources & guidelines
- Info-distribution & exchange — possibly an app
- Information about relevant resources — n'hood process, tenant rights, finances of org, organics
- Events & pathways to resources
- Provide ongoing/continuous information about what is happening within the neighborhood
- Information on developments (construction & businesses)
- Broaden concept of block leader to include community info — (i.e., point person for resources not just safety)
- accessible resource for information from diff. sources (park board, police, schools, etc.)
- Share success stories
- Collection of info & ideas
- Organize mailers (email, letters, etc..) that reach every body — social activities, volunteer opportunities
- Information
- Provide detailed info for services resources available — easy access
- Rental resources — database — renter's rights
- Central resource hub — civic engagement — tool/resource library — education/volunteer

- Communication of opportunities & services to residents
  - Coordination of info (programs & services)
  - Connect/promote comm. Services/resources
  - Housing clearing house — rent, sale, auction
  - Who? to contact
  - Being Knowledgeable of existing and potential resources, issues and news that impacts the neighborhood (public and private)
  - Provide relevant resources that interest people
  - I think they should serve as both information provider and as input incubator
- and aggregate provider to be the voice of the neighborhoods
  - disseminating hyper local info
  - info on n-hood biz, services, and amenities
  - timelines of projects
  - Information about city services and rules
  - updates on local events (new businesses, Open Streets, infrastructure improvements, etc.
  - local crime info
  - home ownership/rental opportunities
  - To do info on schools, help with City services
  - renter resources and assistance
  - Connections to resources

## Appendix D: Comments on Empowerment and Advocacy (41 comments)

---

### Comments identified as favorites:

- Facilitate neighborhood self-determination
- Empower, engage, enrich
- If neighborhoods had more actual power
- Equal voice at the table
- Neighborhood organizations are a way in-how to be involved tangible guidance
- Board advocacy for neighbors — represent neighbors opinions
- Fight the power
- Representation — give voice — advocacy — local issues
- Advocacy for the neighborhood
- educate & empower residents to be involved in their community
- Engage and empower whole community around relevant needs

### All Other Comments:

- Political clout
- Power
- Implement/Action driver
- Showing that engagement matters
- Use problems & passion to empower neighbors
- Advocate for all residents
- Connection to policy & justice advocacy
- Advocate for residents
- advocacy for residents
- Amplifying nhood concerns (while remaining open & inclusive)
- Voice to City
- Representing the neighborhood interest and organizing across neighborhoods & communities

- Neighborhood orgs are the primary, legitimate voice of the nhood & should be recognized as such.
- Collective voices of nbrhd from which vision & planning emerge. Responsive & advocacy
- Find the issue the community cares about and be the champion
- Advocate to the City
- Advocate
- Strength in numbers
- Provide a collective voice-shared identity
- Community advocacy — Neighborhood organizations to be a voice for its residents to the larger government, especially in these times
- Choose projects that resonate and inspire contagious positivity
- NA should offer opportunities for residents to participate in a meaningful way giving residents a sense of agency
- Renters advocacy
- Advocate for the least-powerful (Renters, POC, low-income), don't believe you know everything.
- It is actively working for people beyond those who show up to meetings: this means renters, people with jobs and kids and other commitments
- speaking for people who don't currently live in hood but want to.
- community organizing
- Advocacy
- Seek out renters
- Renter support
- help people know their rights
- Tenant rights/advocacy

## Appendix E: Comments on Community Building (36 comments)

### Comments identified as favorites:

- Community Building
- Community building
- Building community
- Community building — social — volunteer — projects
- Being the connective tissue for all org'ns in that n'hood
- Sense of Place
- Office as community space
- Opportunities to volunteer to make the neighborhood a better place

### All Other Comments:

- Build community
- Neighborhood — community
- Build community
- Build relations between n'hood associations and residents
- Engender a sense of community
- Provide way to know who we are as a neighborhood
- Connect people through microengagement (e.g., barter, art box, porch party)
- Encourage social connection among neighbors
- Activities and events to get involved and get to know one another
- Help residents get to know each other
- Build individual relationships — (welcoming, listening)
- Ease tensions with neighbors when issues come up, e.g. cutting grass, trimming trees
- Connecting w/people
- Connection (vs. isolation) Welcome, support, etc.
- Community, bringing people together
- Bringing people together
- Constant building relationships
- Establish annual or monthly social events to engage even a changing demographic
- Know history of how Hmong came here, want to have good foundation, leave legacy — monument so people know heritage — memorial — build a monument
- Events to include ppl from all stratas
- Community & volunteer capacity building
- Encourage volunteerism — (current & future)
- Community building
- Community building activities, e.g. annual meetings, get togethers over food, plant sales, garage sales, etc.
- place making
- Create community, create space relevant to all residents
- Volunteer opportunities
- volunteer opportunities



## Appendix F: Comments on Connections to City (31 comments)

### Comments identified as favorites:

- Resources from City, financial support, people-police foot patrol, block patrol
- Opportunities to strengthen connectiveness with City officials
- Interface between residents & City departments
- Neighborhood association should work mutually, in partnership with the City
- Why should Norgs be autonomous from the city?
- Citizens engaged with public policy
- More power over economic developments/determinations
- Use funding as a way to empower people in decision making on budget!
- N.O.'s have political impact

### All Other Comments:

- Serve as an intermediary between community & public leaders
- Define how much decision-making power should neighbors have? What does the City want
- How to engage the City of Minneapolis in neighborhood activities — The City has a lot to offer neighborhood organizations
- Responsibility for City Governance
- Active voice in the city
- Connected to City people (known within government)
- Stronger partnership w/the City & other orgs

- Collaborate with City depts., stakeholders in the community to provide services/resources around nhood priorities
- Conduit to City & vice versa with agency to affect City policy
- Representing (liaising) the neighborhoods interest to City , County, state
- Transparency between Cities, councils, neighbs, and people.
- Liason with Police and City Council
- Liaison between law enforcement, etc. local government & residents
- City needs to work through the neighborhoods not around them
- Lobbying for community establishments
- Help residents shape City policies
- Effective neighborhood figure out how to be heard — at a City level
- Policy influence
- Liaise with city (councilperson, departments), provide forums to channel to developers, speak language of residents, do not alienate renters
- By not pretending they are the "voice" of the neighborhood, and instead encouraging residents to work with the city directly.
- Setting up informational meetings w/city officials, small funding of neighborhood projects, faciliate relationships among neighbors
- advisory role for local decisions & spending

## Appendix G: Comments on Community Forum (14 comments)

---

### Comments identified as favorites:

- Regular community meetings — Hold them
- Providing safe space: — socializing — sharing concerns — reacting to issues
- Exchange of ideas
- Ensure all voices heard via community engagement
- They get people to attend meetings!
- Making sure all people are heard respectfully responsively comprehensively

### All Other Comments:

- Monthly meeting/gathering of residents

- Meetings/forums/listening sessions for people to give input about community issues
- Provide an open environment for engagement
- Forum for residents to voice priorities & concerns to identify problem solving methods
- Forum for community conversations
- Providing a forum where neighbors connect
- Ongoing circle of communication (community dialogues)
- Facilitate/create forum for diverse perspectives/is inclusive

## Appendix H: Comments on Leadership (128 comments)

---

### Comments identified as favorites:

- Realistic goals & understand their abilities/limited resources
- Planning & execution
- Self reflect of current strategies & regular goal setting with evaluation
- Identify community needs by getting input from community
- Clear vision for future
- Neighborhood assoc. creates and implements a vision for neighborhood
- long-term providing a vision for the neighborhood
- Clear goals of community, not just a subset of the community.
- Strategic
- Inspiring others, finding inspiration and learning from others
- Provide space for leadership testing & experience of leadership development
- Passion for the neighborhood
- Passionate, engaged & energized & organized
- Honestidad (Honesty)
- Structure and framework with defined roles and goals
- Term limits
- Solid structure (funding full-time staff, bylaws)
- responsive to community needs
- Listen to residents
- Address concerns
- Address concerns of residents
- People need to feel heard about all community issues
- Transparency — finances, goals, virtual meetings, leadership
- Community/Education
- Skills & tools to navigate neighborhood differences of all kinds
- Guidance for engagement
- Data: information is power
- Effective Board of Directors

- Engaged leadership/board that is representative of the community
- Working Board w/mission in-mind
- Grow leadership & good training
- Building capacity & leadership
- Balance formality & structure to allow open dialogue
- Educate & train to change (mindset & perception)

### All Other Comments:

- Get ahead of community issues... w/ info, w/ programs, w/ funding, etc.
- Export/import expertise to/from other neighborhoods
- Neighborhood planning/small area development
- Goals
- Mission/goals/structure/organization
- Self-evaluating
- Mobilize resources for neighborhood
- Has measurables/evaluations
- Proactive with issues
- Sustainable forward thinking
- To have clear vision/mission
- Vision & mission with strategic planning
- Vision
- Have a common purpose
- Innovative, creative strategies
- Communicating goals and purpose of organization and bring City officials to the neighborhood
- Listen observe & act
- Undering (sic) the history of the neighborhood to understand the specific needs of the neighborhood
- Ask what's relevant today? — To different communities
- Building intentional trust
- Consistencia y solidaridad (Consistency and solidarity)
- Lose egos
- Líderes comunitarios (Community leaders)

- Collaborative leadership leading to mutual respect and trust
- Respected by municipal bodies and the residents
- Unbiased & trustworthy
- Know-how
- Understands the pulse
- Staff/leadership neighborhood oriented
- Respect
- Dynamic & productive (active) — The board needs to reflect the community
- Knowing how to navigate complexities of local/city government and utilizing resources
- Heart & integrity
- Courage/willingness to take risks
- Authentic leadership
- Openness to new ideas
- Trusted
- Compromiso (Commitment)
- Ask for help, like who has expertise in a certain area they could use help with
- No fear — when tackling barriers
- Being creative & thinking outside the box
- Term limits w board members
- Strong & interactive structure
- Organized
- Well managed & clear vision
- Have solid structure for roles & processes
- Organization
- Efficacy
- Fiscally responsible
- Realizing the community vision through transparent fiscal management & civic engagement
- Precise, shorter meetings
- No conflicts of interest — work for comm. No personal agendas — Equal access
- Good organization
- Term limits for board members & staff
- Communicate respect of input and accountability
- Neighborhood summit w/all 70 neighborhoods "Best Practices"
- Topic based agenda
- Responds to needs of residents (not top down but bottom up)
- Prioritizing openmindedness and responsiveness
- Determining what matters to the neighborhood
- Being responsive to residents needs and being consistent with communication
- Close to neighborhood needs
- Listen to and represent the vision of residents
- Meets needs of community
- Spending reflects needs of the community
- Meet the needs of the neighborhood
- Mutual accountability between City and neighborhood
- Transparency of block leader info/identity
- Transparency with money & practices & procedures
- Transparency
- Transparency & Accountable
- Transparency
- Transparency
- Transparency
- Transparency & inclusiveness
- Inner community awareness and communication (connectivity)
- Intentional leadership development
- Building skills and momentum for problem solving
- Visual representation of neighborhood's evolution & resources — Higher Ed via Universities
- Get to know neighborhood & needs
- Leadership training
- Understanding neighborhood population & specific needs
- Adaptable/responsive to change
- flexible
- Active, accessible and encouraging. Also, mindful of differing, sometimes conflicting, opinions on city/neighborhood issues
- good listeners, engaging, knows how to reach their audience/constituents

- Supports the broader interests and goals of the city while striving to accurately represent the diversity of views
- There needs to be much more transparency, communication, and engagement.
- Organized, transparent, and inclusive
- Inclusive, transparent, accessible
- More transparency - difficult to find clear definition of existing powers across city.
- An effective neighborhood organization strives to balance moving initiatives forward while allowing for ample community input.
- Understanding their own role, and especially the limits of their role so that neighbors aren't expecting things that the NHO can't provide
- Big thinking, inclusive of different constituencies, governance that is both stable and welcoming new leaders. Not just for sfhs

## Appendix I: Comments on Inclusive (96 comments)

### Comments identified as favorites:

- Inclusive and representative
- Effective input & output information & communication in multiple language & technology
- Make moral commitment regarding inclusion
- All voices are heard & represented
- Engages & attracts wide range of residents
- representative — actionable results — inclusive
- Inclusive of everyone
- generos conciencia y oportunidades para todos los vecinos (Generates awareness and opportunities for all neighbors)
- Representation of n'hood demographics on board — race, age, gender, renter status, SES, education
- Reflects the residents of the neighborhoods-lots of people involved
- Accurately representing neighborhood demographics
- Welcoming environment
- Welcoming Celebrating new residents & neighborhood identity
- Make it personal (hospitality, real relationships)
- Sense of belonging & responsibility
- Creating a sense of belongingness
- Really listening & being welcoming
- Encourage public gathering
- Diversity
- Engaging cultural differences
- Diversity
- How to engage businesses? — Small and large
- Inclusive renter engagement

### All Other Comments:

- Inclusive of a variety of ages, businesses, renters and owners
- Inclusive
- Inclusive

- Integration (renters, multilingual, different ages, communities)
- NO's focus on build understanding to focus on demographics and addressing disparities & gaps
- Inclusivity
- Inclusive of all residents
- Get it right regarding inclusion
- Inclusive — Accessible — Welcoming
- Open-mindedness & inclusivity
- Inclusive
- Good inclusive processes
- Identify under-represented groups
- Inclusive conversation
- Ability to re-define engagement to reflect/reach diverse residents
- Organizaciones barriales (Neighborhood organizations)
- Representative of the population
- Diverse representation
- Acknowledge different cultures in neighborhoods
- Representation regardless of background or schedule
- Diverse and inclusive to diversity
- Meeting diversity
- All is represented (all race, gender) renters, owner & businesses
- Reflects residents/community they represent
- Balancing different perspectives
- Reflective of populations — welcoming & inclusive
- Reflective of populations & inclusive
- good representation
- Reflects the neighborhood
- Representative of neighborhood
- Build a board representative of neighborhood demographics
- Representation — (most equitable possible)
- Board represents diversity of neighborhood
- Reconocimiento de las minorías e incluirlas a las org.comunit (Recognition of minorities)

and include them in the neighborhood organization)

- Equitable balanced N.O. Bd representation
  - Welcoming
  - Welcome new residents, businesses face to face
  - All are welcome
  - Bridge age gap
  - Welcoming & open minded w/diversity represented
  - Meetings that are welcoming and positive
  - Welcoming and empowering to new voices
  - Positive traits: friendly — approachable — welcoming — engaging
  - Open, welcoming, receptive
  - Welcome community — Household — renters
  - Creating spaces where people can gather
  - Place to congregate
  - Representation (equitable and diverse)
  - Addressing, celebrating and embracing diversity
  - Diverse
  - Inclusive & diverse
  - Give voice to underrepresented communities
  - Identify under-represented groups
  - Diversity among members
  - Diversity
  - Good at engaging people of diverse background rep. of community
  - More diversity on the Board & at community events
  - Mix of renters and homeowners
  - Being inclusive and tolerant of opinions that "longtime" members may disagree with.
- Getting renters engaged, rather than just homeowners.
- By constantly inviting. By conducting clear, purposeful that facilitate solution and resolution.
  - NOs should address city-wide economic and racial disparities at a hyperlocal level by connecting marginalized residents
  - represent the demographics of the residents of the neighborhood
  - Inclusive of all ages, races/ethnicities, renters, owners, and businesses. Transparent.
  - Inclusive, engaging representative of City population (not just neighborhood population)
  - Public, represents diversity of neighborhood (race, age, renters/owners), communication, transparent
  - An effective organization has leadership and participation that reflects the diversity of the neighborhood on every level.
  - Represent entire neighborhood, not just affluent homeowners
  - Accurate reflective representation of the community they work for
  - pro-housing, more than half renters, not all white people
  - Lots of renters, high % of residents subscribed to email list or FB group
  - Reflect neighborhood diversity
  - center marginalized people. active outreach. schedule meetings so that working people, parents can come. Multiple languages if necessary
  - One that doesn't threaten residents and actually engages residents.

## Appendix J: Comments on Resources (28 comments)

### Comments identified as favorites:

- Adequate resources
- Resources: people & funding
- Well resourced (\$, skills, vols, ops.) etc...
- Dedicated staff, etc.
- More paid staff
- Paid staff person(s) to ensure oversight and achieve goals
- Willing, active & flexible participants

### All Other Comments:

- Sufficient resources — \$\$\$
- Hire local — facilitate
- Meaningful funding
- Funding!
- Having stable source of funding
- Stable funding
- Support for neighborhood initiatives
- Importance of funding for local autonomy

- Stable budget & full time staff person!
- Well funded
- Staff (skilled, take initiative, trained) continuity
- generate \$ to be sustainable long term
- Stable funding
- An effective ngd assn has sufficient funding, resources & staff, & is available, engaged & integrated into the fabric of the community.
- Flexibility w funding across neighborhoods
- Stable funding
- Staff paid a living wage with health benefits
- They have staff & space
- Sustainable
- Sustainable
- Full time professional staff, adequate resources to support mission, inclusivity (incl. ownership status)

## Appendix K: Accessible (17 comments)

### Comments identified as favorites:

- Visible
- visible, engaging, active, accessible
- Accessibility
- Accessible

### All other comments:

- Need to know where neighborhood associations are
- Visible
- Visibility
- Visibility & accessibility
- Have visible and visitable neighborhood offices

- Approachability and availability
- Being accessible
- Being accessible
- Never use services
- well known within the community, friendly and familiar, understanding of urgency + feasibility, inclusionary + tolerant
- actually exist
- Representative of neighborhood, physically accessible, available and outward facing staff, regularly revisit vision/goals
- Inclusion of PWD's (walk, roll, & living/visiting)



## Appendix L: Comments on Participation (56 comments)

---

### Comments identified as favorites:

- Democratization of knowledge around how neighborhoods work
- Ongoing ways for involvement
- Fluid boundaries for people to participate
- Chance to be of service
- Whats in it for me
- Offer incentives for participation (e.g., gift card to a local business)

### All Other Comments:

- Gathering information surveys
- Continue to solicitate response of the residence
- Getting people involved
- Get everyone involved
- Appealing to self interest of n'hood residents
- Make it relevant & personal
- Success stories-to demystify engaged citizen
- Engagement for decision-making processes & accountability
- Hosting vs. meetings
- Get neighbors more involved
- Ask needs
- democratic (small d)
- Involve all residents in n'hood business
- Interest groups
- Involvement for all ages
- Involvement & engagement — making sure resident voices matter
- Organize people around issues
- Wide participation
- Childcare/youth involved
- Youth engagement
- Youth reps on park boards & neighborhood organizations
- Youth participation
- Alternatives to meetings
- Have "big idea" grant/\$ for residents to vote on/+microgrants
- Embrace distributed leadership
- Engage & maintain
- Wide participation and buy in

- Provide incentives to participate — (door prizes)
- Don't make assumptions about needs, not being dismissive of young people, renters
- Provide non-standard meeting times & locations
- Provide space for less involved residents
- Remove barriers to participation (Robert's rules, child care, etc).
- Provide various ways to engage to reduce barriers
- Provide incentives to engage
- Restructure neighborhoods to not divide renters
- Have diversity of events/programs
- Bring multi-cultural communities together in Stevens Square
- Understanding cultural/structural issues to engagement
- Relationship building across cultures
- Cultural productivity
- They host meetings, provide materials, and schedule event/activities that allow access and remain flexible to different lifestyles.
- They can't. Ppl don't know what a NHO is and don't care-they just want to go to a festival. This is why the same 10 ppl serve every yr.
- civic and political engagement opportunities
- organizational structure and support for bringing in more neighbors
- Have avenues for both written and spoken input.
- More ways to participate beyond attending meetings. Less stringency around membership. Opportunities for new leadership.
- Stop with traditional meetings in a public building at 6pm. Look for ways to host events, attend events to connect residents
- Variety and redundancy in engagement. Not just meetings.
- Acknowledge problematic histories of white supremacy, anti-growth policies, and

renter-discrimination that have exacerbated disparities

- workshops to develop skills, self-reflection on their own institutionalized white

supremacist structures, partnering with other orgs

## Appendix M: Comments on Community Events (58 comments)

---

### Comments identified as favorites:

- Fun Activities
- Creative energy/having fun. — Don't get complacent
- Food\$ — Food ~ allow neighborhood organizations to use budget on catered events
- Fun — including icons/symbols like a neighborhood song/flag
- Sense of community w/events & 'fun stuff'
- Attract w/ food & fun
- Tap into people's needs for fun and purpose and community
- Social events — meet & greet — fun events ie: art fair movies in the park
- Community building events
- Neighborhood events involving interaction
- Events/community building
- Creative events, places methods — not just meetings /educate
- Community gathering — Events
- Community events
- Cultural events
- Culturally relevant community events

### All Other Comments:

- Fun
- Activities
- Fun events and opportunities to enjoy the neighborhood together
- Food
- Childcare/food
- Events large & small with diverse appeal — should be fun
- Make it fun!
- Free food
- Outreach & engagement — w/food on a regular basis — Business development
- Food & Fun

- More inviting events with food
- Food (as a social catalyst) — style of midtown global market
- Make it enjoyable & have incentives
- Celebration & recognition
- Make it fun/interesting
- Feed people — gift cards
- Varied
- Events
- Block party
- Social events — (neighborhood clean ups, BBQ, ice cream social, sports, job skills, training events)
- More non-meeting events (no set agendas)
- Events/activities that draw people together
- Events (not just meetings)
- Community events/community building
- Organize events. Ex. Art crawl, open streets
- Community events to promote services
- Events organized
- Non-profit, intentional community get together
- Celebrate neighborhood diversity
- Connecting neighbors — cultural sharing
- Events to bring our diverse neigh together
- have fewer meetings, and more events and fun
- park clean-ups
- Social gatherings
- Social events
- Community events
- neighborhood clean up days?
- Community events to bring together residents and business owners
- Social gatherings
- organize events
- Community events
- clean-up/beautification

## Appendix N: Comments on Outreach (49 comments)

### Comments identified as favorites:

- Reaches people at different times of day and week
- Meet people where they are literally & figuratively
- Connect with people where they are: church, school, park, home, etc.
- Meeting people where they are
- Support & foster "non-traditional" engagement — Break down barriers
- engagement of members
- Talk to people!
- Re-define engagement
- Actual, physical inclusive outreach to neighborhood members
- Diversity of tactics/space to remove barriers
- Block engagement captain
- Start Super Local — Block by block

### All Other Comments:

- Outreach for those who are not engaged. — Non-traditional communication channels
- Go to where people are—provide info in lots of formats
- social media — mailings — door knocking — "outreach"
- Talk directly to neighbors
- Going where people are--multi cultural/multi language multiple places
- Meet people where they are at
- Meeting ppl where they are — door-to-door — sidewalk chalk signs
- Encourage face time!
- Meet people where they are — (religion, diverse communities) — food
- go to where communities are. — Neighborhood office on the street
- Meet people where they're at
- Face to face conversations
- Door-knocking
- Interactive
- Engaging local communities

- Intentional outreach and community building
- Multi-faceted communications — welcome packets — Door to door — Events in Northside — Block clubs
- Meaningful activities & opportunities to engage
- Engage normal people consistently & relevantly
- Outreach
- Outreach
- Outreach
- Community outreach
- Effective outreach
- Constant creative accessible community outreach
- Neighborhoods have to reach out
- Opportunities for authentic engagement- — block captains, social events, eblast newsletter
- get out of their own building/offices and immerse themselves in the community
- Reach out via networks of people - members should encourage friends and neighbors to attend
- Early voting, online voting, go to bus stops, schools, daycares, n'hood businesses & talk to employees. Don't make ppl come to you
- Engage new and temporary residents
- Target most disadvantaged residents, be a resource for all news/changes/development updates in the area
- Go beyond simply mailing out invites to annual meetings, door-knock, chalk, & get people talking about current local events
- Communication across broad diversity of residents. I see this happening most effectively with an ongoing door knocking strategy.
- Actively seek engagement to answer-all voices are heard & heeded.
- Outreach around planning positions
- Canvas. Literally knock on every door and get people signed up for emails/FB group

## Appendix O: Comments on Outcomes (18 comments)

---

### Comments identified as favorites:

- Demonstrate effectiveness
- Carry out the things the people want
- Work on issues residents care about
- Understand barriers — Listen
- Listen to community input
- Accomplishment
- High value/high impact — see the value community projects
- Getting results

### All Other Comments:

- Progress
- Accountability to community

- Accountability/evaluation structure
- Demonstrate value to community & City
- Show what the org.is doing and how it helps
- Create programming that is issue — driven and responds to what people want
- Participation with results and loyalty
- actively dedicating time and energy to connect within their communities, EFFECTIVE ACCOUNTABILITY
- Whatever the residents want/need
- Volunteer Hours done by residents in neighborhood would probably be a "goal" type metric that could be tracked.

## Appendix P: Comments on Communication (82 comments)

### Comments identified as favorites:

- Open effective communication w/feedback
- Creatively reaching people with technology and without technology
- Effective communication methods from the neighborhood to the neighborhood to create equal representation
- Have a voice — Market your organization use of flyers, etc. — experiment
- Communication
- Communication
- Communication conduit
- Communication
- Get info out
- 2-way communication
- Communicate & collect information to & from residents
- Various effective ways to communicate information
- Effective communications
- Good communication effective within and beyond boundaries
- Effective communication
- Better communication translated/interpreted and shared from different community groups — including non-english

### All Other Comments:

- Communication
- Communication
- Effectively communicating to the entire community in a timely way
- Good communication and marketing skills
- Communicate well
- Need better communication
- Communication — voice-connections
- Newsletter for websites
- Good communication — democracy at work!
- Create funding & communication infrastructure for projects (small & large)
- NBHD communication conduit
- Communicate info up & down

- Communication & connections... Residents/different cultures/City/County/other orgs/Park Bd/Businesses
- Communication! — Within n'hood — conduit to City, state, etc.
- Communication — effective — clear — minutes/agendas
- Effective info cascading from city to neighborhood & neighborhood to City
- Information dissemination. What gets measured gets done. Allows people to group @ a common goal.
- Conduit of information — both ways
- Outreach & communications
- Information communication services — website
- Keep residents informed
- Communication
- Communication — Residence & between organizations
- Effectively uses all social media
- Good communication
- Non-board communication
- Timely sharing of information & facilitate communication
- Two-way communication (outreach & listening)
- Clear communications
- Timely communication
- Good communications between neighbors, board and the City
- Effective communication
- Communication and louder presence
- Venue for communication to know how to connect
- Multi-directional communication
- Better communication between all people
- Ability to communicate with new neighbors in both directions
- Good communication and outreach
- Comunicacion (Communication)
- Mailings, flyers, posters
- Communication with visible results

- More & varied communication
- Be an effective communicate to diverse stakeholders
- Communication — social media — notice
- Education/info dissemination/marketing via multiple mediums
- Organization needs to be more involved in all of the community and their unique issues
- Use a variety of communication types to reach more people
- Use variety of communication methods
- Communication — different media /lots of comm.
- Communications — mailings — kiosks — social media — different lang.
- Putting information at transit stops — (partnering w/agencies to communicate to community)
- Diversity of communicatino & outreach
- Using social media
- Keep the neighborhood informed
- Timely notice & variety of communication for n'hood meetings & events
- Educate how to participate use media
- Tell people how their input was used
- Translators (for multiple forms of communication)
- Facilitate inclusive communication
- Access- — online printed, multiple languages
- Language barrier-don't know where to get help
- Translation on information provided
- Be active on social media. Allow multiple people access to a neighborhood's account.
- Good newsletters, etc.
- Communications about local events and news
- communication conduit among neighbors and governing bodies

## Appendix Q: Comments on Partnerships (23 comments)

### Comments identified as favorites:

- Create connections between neighborhoods
- Partner w/community orgs
- Connections... community partner — non-profits — local resources — parks schools
- Critical relationships — schools, parks, police, fire, City Hall

### All Other Comments:

- Connecting
- Connectivity
- Relationships with other groups
- Knowing community leaders and how to contact (social media?)
- Advertise for opportunities to connect
- School-church-food-love
- connect w/other besides/own

- think/work across boundaries — (communities)
- Strong connections w/public entities
- Connecting
- Encourage collaboration
- Collaborates with other org's in the neighborhood
- Collaborate w/community organizations — examples: nonprofits NAZ
- Foster partnerships w/other communities
- Engage partnerships — social media — meetings — collaboration
- Partner w/ other neighborhood orgs & businesses to engage
- Sharing info w/other neighborhoods
- Create partnerships
- Convening of NB Executive Directors

## Appendix R: Other Comments on Partnerships (4 comments)

### All Comments:

- NCR needs to remove problem people.
- Reform NCR get applicants from not the flawed neighborhood org pool. Fire David Rubedor, Robert Thompson, and Michelle Chavez.

- I have not seen any I would suggest
- NOs need new boundaries so that community corridors are not split and weakened as political units.