



Model Cities 2011 Strategic Plan Summary

Since 1985, Model Cities has used strategic planning as its primary planning tool to map out its future direction. These plans, developed in 3-year cycles, examine demographic trends and community needs and resources, determine agency current and expected capacity, and outline goals and strategies to achieve a 3-year vision.

Mission Statement

In March 2008, Model Cities' Board of Directors adopted the following mission statements for its work in human services and community development:

To carry out culturally sensitive services that promote the physical, mental, spiritual, social and economic well being of individuals, families and communities.

To carry out community-based development that improves the quality of life and contributes to the revitalization of urban communities.

Vision Statement

In March 2008, to set parameters for the strategic planning process, the Board of Directors adopted the following 2011 vision statement:

We envision Model Cities of St. Paul, Inc. as a recognized national leader for its work with underserved individuals and urban communities. Model Cities of St. Paul will impact the community by serving as an advocate and provider of culturally sensitive community-based human services. Model Cities Community Development Corporation will engage in commercial and residential real estate development and property management in urban areas in need of revitalization.

Agency capacity will be strengthened with a diverse and highly qualified Board and staff. The financial viability of the organization will be strengthened through a combination of sound fund development, asset management, and cash management. Liquidation of underutilized assets and debt restructuring will be a part of the financial management strategy when indicated.

2011 Implementation Strategy

In addition to its ongoing work in human services and property management, during the 3-year period, Model Cities will also work in four focus areas:

Youth services will expand to include alternative services to juvenile detention for youth ages 10 - 17 who are at high risk for inappropriate and unnecessary incarceration. Model Cities will coordinate Ramsey County's Juvenile Detention Alternative Initiative community-based coalition. The coalition will provide a continuum of culturally specific programs and services to include education assistance, life skills development, anger management, service learning, cultural and recreational activities. Case management will be used to conduct client intakes, need assessments and service referrals.

Children and youth are disproportionately affected by violence. According to the Minnesota Department of Health, youth between the ages of 12 and 17 are twice as likely as adults to be victims of serious crimes and three times as likely to be victims of simple assaults. The Ramsey County Attorney's Office reports that, each year, about 3,000 of the county's youth are admitted to juvenile detention. Youth of color are disproportionately impacted by the over-use of detention. In 2003, African American youth were detained at a rate 4.5 times higher than Caucasians, although they represent only 5 percent of the youth population from ages 10-17 years. With the rate of juvenile confinement continuing to grow, the ultimate result is overcrowded conditions that stretch the capacity of facilities, endangering both staff and youth.

Mustard Seed Project will expand to include two additional international sites, development of a teacher training program and capacity-building services for local immigrants and refugees. This latter project will involve Model Cities' working in partnership with other community-based organizations to increase their capacity to provide direct services and affordable housing to African immigrants and refugees.

The in-migration of people from other states and countries (who tend to be younger and have larger families) coupled with the state's birth rates, is expected to result in continued population growth. Minnesota's African/African American population is growing at a faster rate than the nation's. Contributing to this growth is the in-migration of people from Somalia, Ethiopia, Liberia and other African countries. Minnesota is now reported to have the largest Hmong, Somali and Liberian communities in the United States. Refugees represent a significant portion of the immigrant population.

Affordable housing An additional 20 MCASA Homes units will be developed through rehabilitation of existing structures and in-fill development. Affordable rental housing will expand to 20 affordable units, to include a range of market rate units and units affordable to persons at or below 80% AMI. A portion of these units will also be affordable to families experiencing long-term homelessness. Some of these units (multi-family and single family units) will be developed as another housing option for families who lost their homes in a mortgage foreclosure. Model Cities will also work in partnership with members of the Asian community to develop culturally specific senior housing.

Foreclosures within metro areas are especially high and rising in predominantly low-income and communities of color where subprime loans were concentrated. Some Saint Paul neighborhoods have been disproportionately impacted by the foreclosure crisis, and require more intensive and sustained community-based revitalization. Through the City's recent Invest-St. Paul Initiative, the City has engaged community

partners to direct housing rehabilitation, business assistance, and foreclosure prevention programs to areas most impacted by a concentration of foreclosures and vacant housing. In addition, the Metropolitan Council estimates a need for 43,800 new affordable housing units between 2010 and 2020. These units are rental as well as owner-occupied housing. Nationally and locally, first-time home buyers are increasingly likely to be members of the emerging markets.

Commercial development will include Model Cities' working in partnership with other private businesses and nonprofit organizations in the revitalization of the University/Dale and University/Victoria intersections.

By the year 2014, the Metropolitan Council intends to operate a Light Rail Transit (LRT) along the Central Corridor that will connect Minneapolis and Saint Paul via the Hiawatha LRT in downtown Minneapolis. This LRT will travel to St. Paul along Washington and University avenues and then terminate near St Paul's downtown Union Depot. Construction is scheduled to begin 2010 and be completed by 2013. LRT will open for operations in 2014. Because the BROWNstone building is located at a potential transit stop, Model Cities has a vested interest in the LRT development.

Agency Capacity

In addition to the current workforce, only a few additional staff will be required to carry out this plan, along with contractors, volunteers, and interns. Additional real estate development will be carried out to address issues of affordable housing and the mortgage foreclosure crisis. In light of the upcoming LRT construction, BROWNstone will be expanded to accommodate additional space for office and services and parking for staff and BROWNstone tenant uses. These projects will be capitalized with grants and deferred loans.

Model Cities' governance structure will remain the same, including its designation as a Community Housing Development Organization (CHDO). Model Cities' Properties will be incorporated as a private nonprofit entity and owner of most of the real estate Model Cities' organizational structure has been framed around a broader definition of community development that incorporates human services. Limited liability structures and formal partnerships have become important organizational tools used in Model Cities' real estate development projects. These will continue into 2011 as new real estate projects are developed.

Enhancements will be made to ensure efficiency for the agency's information and communication systems, including upgrading records management systems and telephone system and hardware, and purchasing property management software. Purchase of a utility truck will be required to support management of additional properties.

2011 Goals and Strategies

Three goals and related strategies have been established to achieve this vision.

Goal: Strengthen and improve individual and family functioning through culturally competent case-managed human services

Strategies:

- *Maintain service delivery systems that are culturally sensitive and based on a continuum of care model;*
- Develop community-based partnerships within the immigrant and refugee population;
- Expand services for high risk youth to include alternatives to juvenile detention;
- Maintain functional partnerships and collaborations with public and private agencies; and
- Develop innovative methods of communicating outcomes.

Goal: Carry out comprehensive community-based development that contributes to neighborhood revitalization

Strategies:

- Serve as a convener, collaborator, partner, or sole developer of affordable real estate throughout the Twin Cities metropolitan area, primarily along St Paul's Central Corridor;
- Remain an active participant in planning and development activities along the Central Corridor;
- Maintain CHDO designation;
- Expand international development activities of the Mustard Seed Project;
- Maintain agency properties in a manner that enhances neighborhood revitalization efforts; and
- Establish the agency as a leader in property management of affordable housing.

Goal: Strengthen organizational capacity, efficiency, and effectiveness

Strategies:

- Maintain highest standards of quality of processes, services, and assets;
- Establish Model Cities Properties as a subsidiary of Model Cities of St. Paul;
- Ensure Board and staff capacity through targeted recruitment, training and development;
- Broaden the base of agency financial support through individual and organizational philanthropic support and private financing;
- Strengthen the agency's financial viability through asset management and increased earned income;
- Attract and retain a diverse, culturally competent and high quality workforce; and
- Maintain adequate facilities for performing human services functions, administration and community development requirements.