

# Northside Community Housing, Inc.

REBUILDING THE COMMUNITY. LIFTING ITS SPIRIT.

Serving the neighborhoods of North St. Louis



## Five-Year Strategic Plan

2016-2020

# Contents

3 Mission and values

4 Strategic goals

10 Measurable outcomes

11 How can you help?

13 Key Business Plan Elements  
Appendix A

14 Our impact  
Appendix B






# Mission


The mission of Northside Community Housing, Inc. is to provide **high quality housing** that is **affordable** to low- and moderate-income area residents and to create opportunities for them to **improve their lives and revitalize the community.**



# Values

Northside Community Housing, Inc. believes in **empowering residents** and **supporting families** to enable them to **build their personal assets.**

 **We believe that everyone** should have opportunities that allow them to **attain a sense of well-being and satisfaction** in their lives.

 **We value every person and family** and strive to build an **inclusive, diverse community** where everyone is treated fairly.

 **As a community organization,** we value **fiscal responsibility and accountability** in our operations.



# Strategic Goals



## Housing

Preserve and grow the housing stock of North St. Louis and provide long-term housing opportunities for residents.



## Supportive Services

Connect residents with resources and opportunities available within and beyond the community.



## Collaboration, Quality of Life, & Community Engagement

Collaborate with community partners to engage residents in advancing the community and improving their quality of life.



## Organizational Sustainability

Further develop systems that will strengthen the identity and structure of NCHI and improve the organization's long-term economic sustainability.



# Housing



## 1.1 Develop high quality affordable housing

- 1.1.1 Focus housing development efforts in the Ville, Greater Ville and surrounding neighborhoods
- 1.1.2 Actively pursue development opportunities, keeping in mind the need to monitor and manage the related risks (consider quantifying contingent liabilities)
- 1.1.3 Pursue non-LIHTC development opportunities (e.g. HOME, CDBG, FHLB, etc.)
- 1.1.4 Build relationships and collaborate with other developers

## 1.2 Expand homeownership assistance program for residents of LIHTC lease/purchase properties

- 1.2.1 Develop homeownership program policies and procedures manual
- 1.2.2 Make homeownership program a net income positive for the organization instead of an income drain

## 1.3 Facilitate home repair assistance for community homeowners

- 1.3.1 Collaborate with other organizations on funding and administration

## 1.4 Manage real estate partnerships and assets

- 1.4.1 Maintain and improve rental property operations
- 1.4.2 Develop a standard set of asset management reports

# Supportive Services



## 2.1 Coordinate supportive services for tenants

- 2.1.1 Develop budget for supportive services reserve and hire staff person needed to provide supportive services to tenants and to expend NCHI programming
- 2.1.2 Develop a new resident welcome package
- 2.1.3 Develop and implement a needs assessment survey of new tenants and at lease renewals
- 2.1.4 Continue with follow-up engagement and supportive services to former tenants who purchased their homes
- 2.1.5 Establish a Resident Service Fund to provide direct and indirect assistance to NCHI tenants and grow fund substantially through 2020
- 2.1.6 Develop partnerships with other organizations to fill the affordability gap for potential tenants who cannot afford LIHTC rents (e.g., St. Patrick's Center, Gateway Housing Foundation, VA, Criminal Justice Ministry, Queen of Peace Center)
- 2.1.7 Explore concept of creating a tenant lending circle

## 2.2 Collaborate to provide earned income opportunities and training for youth and other area residents

- 2.2.1 Continue to support partner organizations in community gardening, neighborhood beautification projects and other earned income opportunities for area residents
- 2.2.2 In partnership with other Ville Collaborative organizations, expand the network of youth earned income opportunities in the Ville & Greater Ville
- 2.2.3 Identify and solicit grants and contributions to support this work

# Community Engagement, Collaboration, & Quality of Life



## 3.1 Partner with members of the Ville Collaborative to engage and empower community residents in neighborhood change

- 3.1.1 Inform the community about what the organization is doing
  - a Hold community meetings as needed
  - b Develop occasional community social events
- 3.1.2 Get input from residents on what the community needs
- 3.1.3 Gather support from the community
- 3.1.4 Provide organizational leadership through Ville Collaborative

## 3.2 Collaborate with local law enforcement to improve neighborhood safety

- 3.2.1 Develop ongoing communications with key District 5 police officers with the objective of decreasing neighborhood crime and increasing resident awareness and involvement

## 3.3 Beautify neighborhood and support community gardening

- 3.3.1 Rehab and demolish more vacant and derelict buildings
  - a Work with SLPS and facilitate potential developers to re-purpose community schools
  - b Work with City of St. Louis's Vacancy Task Force and local aldermen to develop strategy for addressing vacant parcels
- 3.3.2 Provide administrative support to the Ville Collaborative to improve maintenance of vacant lots
  - a Expand community gardening
  - b Develop regular schedule of meetings with Neighborhood Stabilization Officer
  - c Have NSO attend neighborhood meetings
  - d Coordinate Citizen Service Bureau complaints

# Organizational Sustainability



## 4.1 Build on position as a broadly supported, respected community development organization

- 4.1.1 Maintain support from the Aldermen, Mayor's Office, and Missouri Housing Development Commission (MHDC)
- 4.1.2 Build on community collaborations with other organizations that serve the community
- 4.1.3 Increase community and public awareness of NCHI's work
- 4.1.4 Develop and implement a social media strategy to update communication via website, e-newsletters, and social media

## 4.2 Achieve an annual operating surplus

- 4.2.1 Develop a feasible marketing and fund development plan
- 4.2.2 Secure grants and contributions to fund programs, operations
- 4.2.3 Actively pursue opportunities to provide homeownership conversion consulting services to other organizations with properties in the LIHTC extended use period
- 4.2.4 Price program and development fees at levels designed to provide a fair return on investment of staff resources
- 4.2.5 Consider opportunities for organizational mergers

## 4.3 Improve the efficiency and effectiveness of organizational governance

- 4.3.1 Establish a Marketing and Fund Development Committee, recruit an experienced chairperson and non-board members, and require committee to define marketing and fundraising goals
- 4.3.2 Establish a Make it Home Task Force in the Housing Committee



# Organizational Sustainability



## 4.3 Improve the efficiency and effectiveness of organizational governance

- 4.3.3 Establish an Asset Management Committee and include non-board member(s) so rental property operating reports do not have to be reviewed at board meetings
- 4.3.2 Assign any unassigned board members to committees

## 4.4 Track progress of each strategic plan goal

- 4.4.1 In January of each year, NCHI's staff will prepare an Annual Strategic Plan Progress Report measuring NCHI's activities for the preceding calendar year against the goals set forth in the Strategic Plan.

The Annual Strategic Plan Progress Report will:

- Include a description of progress and achievements under the strategic plan during the year.
- Chart any variance between actual outcomes and annual goals identified in the Strategic Plan.  
Make recommendations for corrective or remedial actions or strategies as may be determined to be desirable in order to enhance NCHI's future performance under the Strategic Plan.
- Provide a clear measure of NCHI's progress under the Strategic Plan.
- Be utilized as an ongoing management tool.

# Measurable Outcomes

To be accomplished by 2020

## Housing



- Have **75 housing units** completed or under development.
- Have **30 homes** purchased by LIHTC property tenants with NCHI assistance.

## Supportive Services



- **Hire one new staff person** to increase tenant awareness of and access to supportive service resources.
- Use **Resident Service Fund** to provide direct and indirect assistance to at least 10 NCHI tenants annually.
- **Increase annual funds available** in Resident Service Fund.
- **Grow network** of youth **earned income** opportunities in the Ville and Greater Ville.

## Collaboration, Quality of Life, & Engagement



- Conduct a **Community Needs Assessment**.
- Hold at least **two community meetings** per year.

## Organizational Sustainability



- **Maintain** a current website, social media pages, and e-newsletter as **forms of communication**.
- **All board members** will be active on **at least one committee**.  
**Establish regularly scheduled meetings** of the Asset Management Committee, Executive Committee, Marketing & Fundraising Committee, and Make it Home Task Force.
- **Develop and implement** 2016-2020 Marketing & Fund Development Plan.
- Provide **Annual Strategic Plan Progress Report** to the Board of Directors.

# How can you help?



## Donate

Visit our website to donate online:

[www.northsidecommunityhousing.org](http://www.northsidecommunityhousing.org)

Or send checks payable to **Northside Community Housing, Inc.** to our office address:

**4067 Lincoln Avenue  
St. Louis, MO 63113**



## Volunteer

Contact **Mona Majid**, our **Community Development Coordinator**, to talk about your ideas for the community and ways you can volunteer with us:

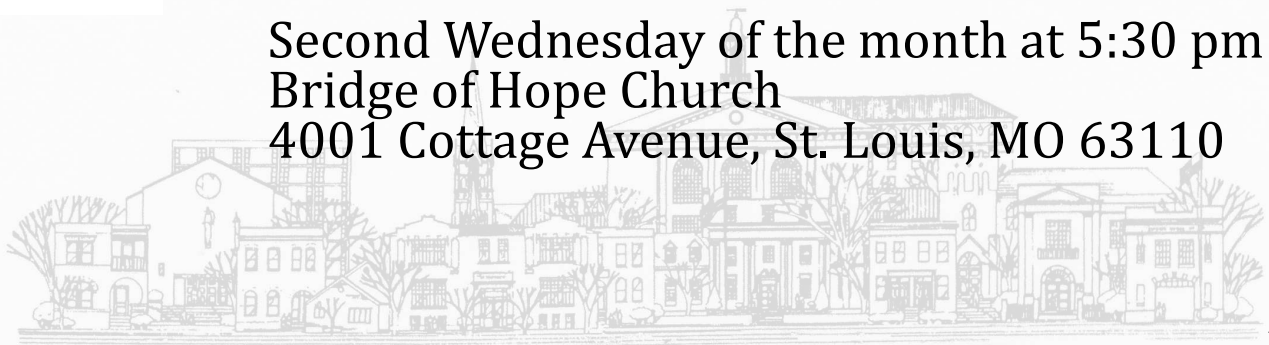
**(314) 531-0310  
mona@nchistl.org**



## Get Involved

### Ville Collaborative Meetings

Second Wednesday of the month at 5:30 pm  
Bridge of Hope Church  
4001 Cottage Avenue, St. Louis, MO 63110



# Key Business Plan Elements

## Appendix A



### Primary Clients

- Low- and moderate-income people and households
- Neighborhood stakeholders
- Government agencies
- Investors and other financial partners



### Client Needs Served by NCHI

- High quality affordable housing
- Household asset building for long-term financial security
- Stable neighborhood
- More effective public sector engagement in community development
- Quality investment opportunities for investors and other partners



### NCHI Operating Funds

1. **Fees** – incentive management fees, development fees, and other fees
2. **Grants**
3. **Contributions** – restricted and unrestricted

# Key Business Plan Elements

## Appendix A

### NCHI Operating Funds

Source	2011-2014 Annual Average (actual)	2016-2020 Annual Average (goal)
Contributions	5%	↑ 10%
Grants	12%	↑ 20%
Development Fees	57%	↓ 50%
Incentive Management Fees	24%	↓ 20%
Social Service Fees	1%	↓ 0%
Other Income	1%	↓ 0%
<b>Total Operating Income</b>	<b>100%</b>	<b>100%</b>

### Opportunity Assessment

Northside Community Housing will assess opportunities for project development and programming using an opportunity grid that measures:

- Potential the activity has for addressing NCHI's mission.
- Potential the activity has to attract financial resources.

<b>High Financial Opportunity</b> <b>High Mission</b>	<b>High Financial Opportunity</b> <b>Low Mission</b>
<b>Low Financial Opportunity</b> <b>High Mission</b>	<b>Low Financial Opportunity</b> <b>Low Mission</b>

# NORTHSIDE COMMUNITY HOUSING, INC.

REBUILDING THE COMMUNITY. LIFTING ITS SPIRIT.

Serving the neighborhoods of North St. Louis

## Affordable housing since 1977

341

Homes and apartments impacted by NCHI



163 rental



123 lease-purchase



15 for-sale



40 homes repaired

All homes managed by Fox Grove Management

2013

Launched the **Make It Home** program to transition families renting lease-purchase houses to homeownership



## Ville Collaborative Projects

NCHI has provided administrative & fiscal support to various programs:

9

Vacant lots made into community gardens



5

Years supporting youth employment programs



4+

Annual neighborhood events



Collaborative projects made possible thanks to grants from:

Rise  
Community Development Administration  
Incarnate Word Foundation  
St. Louis Philanthropic Organization



## 2016-2020 Strategic Goals



Housing



Supportive Services



Collaboration, Quality of Life, & Community Engagement



Organizational Sustainability