FutureHeights

Strategic Plan 2007-2010

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Introduction

FutureHeights embarked on a strategic planning process in the fall of 2006 to create a shared vision of the community, focus the mission of the organization, define the overall priorities, and refine its programs. This effort was facilitated by Gina Cheverine, a strategic planning consultant with extensive familiarity with Cleveland Heights.

From its inception in 2000, FutureHeights has encouraged community-wide participation in all of its programs, and the strategic planning process was no different. Interviews of each Board member revealed their collective aspirations for the organization and their shared vision for Cleveland Heights. With a common set of questions, Board members then individually interviewed more than forty stakeholders, gathering data about FutureHeights and Cleveland Heights.

FutureHeights held a community focus group with eight attendees and a City Planning Department focus group with eight staff attendees. In addition, twenty-eight individuals completed on-line surveys providing input from the community-at-large. In sum, eighty-five stakeholders and community members offered their opinions about the work FutureHeights does and their hopes for what it might do in the future.

A compilation of this stakeholder data revealed commonalities about the challenges facing the community and identified creative ideas to address these issues. The Board thoroughly reviewed this information to hear more clearly the combined voice of FutureHeights stakeholders. With this data in hand, the Board worked together through two half-day retreats to discuss their ideas, decide on the overall focus for the organization, and to articulate the work FutureHeights will accomplish in the next three years.

The Board reviewed the three-year Strategic Plan at meetings in March and April 2007. The plan was formally adopted on May 21st, 2007 with a commitment to use the plan to guide their decisions. The challenging work of the Board and staff moving forward is implementing the plan, thus brining to fruition FutureHeights's shared vision.

Planning Committee

The following board and staff served on the Strategic Planning committee that worked with the consultant to create this three-year plan for FutureHeights: Julie Langan, Executive Director; Sarah Wean, President; Mark Majewski, Incoming President; Greg Donley, Board Member, Judi Miles, Board Member. Other board members, all of whom fully participated in the process, included: Mazie Adams, Trevor Gile, Eileen McKeon, John Milgram, Chuck Miller, Andrea Morris, Patrick Paoletta, Toby Rittner, Terry Schwarz and Michael Wellman.

Vision

FutureHeights envisions Cleveland Heights as the core of the region's cultural and intellectual scene, with thriving local business, attractive neighborhoods, strong connections with neighboring communities, and a deeply engaged citizenry.

Mission

To promote a vibrant and sustainable future for Cleveland Heights through innovative ideas and civic engagement

Values

FutureHeights – its board of directors, staff and members – share a set of beliefs that guide the organization in making thoughtful, sound, and appropriate decisions. Using this shared set of beliefs for strategic decision-making guides the organization to identify priorities, set goals, and implement programs. By acting on these values, the shared vision then becomes a reality.

FutureHeights values:

- Active and informed citizen participation in community decision making
- Innovative ideas in addressing the challenges of inner ring suburbs
- Open and effective communication and partnerships among nonprofits, schools, local business, city government, and citizens
- A thriving local business community
- Historic neighborhoods and commercial districts
- High quality and sustainability in design and architecture
- A regional approach to innovation, planning and development

OVERVIEW

As Cleveland Heights matures, revitalization and redevelopment becomes a critical part of the community's economic vitality. FutureHeights recognizes that vibrant and sustainable communities exist when people are engaged in building their community together for long-term benefit. Encouraging public participation from all segments of the community promotes equitable outcomes for everyone.[1] Long-term solutions require partnerships and processes that allow citizens, government, and the public and private sector to be involved in discussion, planning, and decision-making that responds directly to unique local needs. When all facets of the community collaborate, the vision of a thriving community becomes a reality. FutureHeights's aspiration is to be the convening organization making this collaborative work possible.

PRIORITIES

To fulfill its mission, FutureHeights is addressing the following four priorities over the next three years:

1. **ENGAGING & EDUCATING THE COMMUNITY**
2. **SUPPORTING ECONOMIC VITALITY**
3. **IMPROVING & PRESERVING A QUALITY BUILT ENVIRONMENT**
4. **ENSURING ORGANIZATIONAL STABILITY & GROWTH**

AUDIENCE

FutureHeights's programs have value for all citizens in the community regardless of ethnicity, age, or social standing. Thus, the primary audience for all programming is the citizens of Cleveland Heights, with a secondary goal of attracting a wider, regional audience. FutureHeights takes into account the unique circumstances for each specific population, paying particular attention to how they best access information and how they can most fully participate. In the next three years, FutureHeights is making a concerted effort to engage under-served and under-represented neighborhoods, the younger demographic of 20 to early 30 year-olds, and potential Cleveland Heights residents.

ENGAGING & EDUCATING THE COMMUNITY

PRIORITY	FutureHeights recognizes the need for, value of, and strength in a broad and inclusive, informed and engaged citizenry for the creation of a vibrant, healthy, and sustainable community.
VALUES	By engaging and educating the community, FutureHeights embraces the following values: ❍ Active and informed citizen participation in community decision making ❍ Open and effective communication and partnerships among nonprofits, schools, local business, city government, and citizens ❍ Innovative ideas in addressing the challenges of inner ring suburbs
GOALS	FutureHeights provides community-based, issues-oriented programs primarily for the citizens of Cleveland Heights, and secondarily for the citizens of other first-ring suburbs and the Hidden City[2] area of Cleveland. FutureHeights narrows the "information gap" that keeps many people from fulfilling their highest potentials as good citizens of the community. FutureHeights connects citizens to civic engagement opportunities allowing for increased involvement in their community
OBJECTIVES	To this end, all efforts to engage and educate the community will concentrate on fulfilling the following objectives: ❍ Helping citizens reap the most from having access to information ❍ Providing outlets for discussing and acting on quality of life issues ❍ Supporting citizen participation in planning the future of their city and neighborhoods
PROGRAMS	FutureHeights meets these objectives through the following programs: 1. Public Programs a. Community Conference b. Public & Member Events 2. Community News a. Articles, Discussion Forums, Links 3. Polls & Surveys

Supporting Economic Vitality

Priority	FutureHeights recognizes the economic vitality of Cleveland Heights as a priority for the creation of a vibrant, healthy, and sustainable community. Connecting citizens to the local business community grows the local economy and promotes the unique characteristics of the city.
Values	By supporting economic vitality, FutureHeights embraces the following values: ❍ Innovative ideas in addressing the challenges of inner ring suburbs ❍ Values a thriving local business community ❍ Historic neighborhoods and commercial districts ❍ A regional approach to innovation, planning and development
Goals	FutureHeights supports a diverse and sustainable Cleveland Heights economy through programs that actively seek to connect citizens to the unique neighborhood commercial districts and the businesses that inhabit them. FutureHeights promotes local businesses by highlighting their unique characteristics to the local citizenry and educating citizens about the importance of keeping their money in the local economy.
Objectives	To this end, all FutureHeights efforts to support economic vitality will concentrate on fulfilling the following objectives: ❍ Promoting the Shop Local philosophy ❍ Connecting citizens to the local, independent business community ❍ Encouraging spending at independent businesses
Programs	FutureHeights meets these objectives through the following programs: 1. Shop Local Campaign 2. Best of Cleveland Heights Awards 3. Meet-the-Merchants Profiles 4. Community News a. Articles, Discussion Forums, Links

Preserving & Improving a Quality Built Environment

Priority	FutureHeights recognizes that a quality built environment is at the foundation of a thriving community. Preserving and improving quality architecture, green space, and pedestrian friendly environments create a vibrant, healthy, and sustainable community.
Values	By supporting preserving and improving a quality built environment, FutureHeights embraces the following values: ❍ Historic neighborhoods and commercial districts ❍ High quality and sustainability in design and architecture ❍ Active and informed citizen participation in community decision making ❍ A regional approach to innovation, planning and development
Goals	FutureHeights educates citizens about the characteristics of a quality built environment – good design and historic preservation – so they can be well-informed and actively involved as partners in community planning efforts. FutureHeights addresses the barriers that have inadvertently diminished the ability of the community to pursue a more participatory approach to strengthen the planning process.
Objectives	To this end, all FutureHeights efforts to improve and preserve a quality built environment will concentrate on fulfilling the following objectives: ❍ Advocating for a participatory planning process ❍ Educating citizens about the importance of preservation integrity ❍ Providing technical assistance regarding development issues ❍ Partnering with related organizations to meet these objectives
Programs	FutureHeights meets these objectives through the following programs: 1. Public Programs a. *Historic Preservation Month* Lectures b. Walking Tours c. Public Updates d. Sneak Peak Events 2. Community News a. Articles, Discussion Forums, Links

Ensuring Organizational Stability & Growth

Priority	FutureHeights recognizes that increasing its community impact requires thoughtful consideration to sound operational practices and calculated organizational growth.
Values	By ensuring organizational stability and growth, FutureHeights embraces all of its stated values. Strong board governance, sound financial operations, and creative program promotions ensure a vital, healthy, and sustainable organization. With a secure foundation, FutureHeights can successfully fulfill its mission.
Goals	FutureHeights acts responsibly and ethically in all operational decision-making, ensuring the long-term viability of the organization FutureHeights follows sound financial management through annual budget creation and approval FutureHeights plans and reviews regularly the programs implemented by the organization, ensuring relevancy and appropriateness to the community
Objectives	To this end, all FutureHeights efforts to ensure organizational stability and growth will concentrate on fulfilling the following objectives: ❍ Developing a strong board of directors ❍ Securing resource needs through a variety of funding sources ❍ Ensuring adequate staffing needs ❍ Creating a comprehensive branding campaign
Programs	FutureHeights meets these objectives through the following committees: 1. Executive Committee a. Board governance and development b. Executive director development 2. Resource Development Committee a. Fundraising, b. Staffing needs c. Promotions

Board Structure

The FutureHeights Board consists of twelve members with one board president, two vice-presidents, a treasurer, a secretary, and three program committee chairs. Three program committees direct and support the work of the organization in conjunction with the Executive Director; and these committee chairs are responsible for routinely reporting the status and progress toward strategic goals. The Executive Committee is responsible for the development of the full Board, the executive director, and any needed advisory boards. The Resource Development Committee creates the plans for fund development, staffing needs and promotional activities.

Committees

Three committees focus on program development, with two committees responsible for operational direction and support. Committee membership is as follows:

- ***Community News***: three-to-four board members and one committee chair
- ***Shop Local***: three-to-four board members and one committee chair
- ***Public Programs***: three-to-four board members and one committee chair
- ***Executive***: President, Past President, Treasurer, Secretary, two Vice-Presidents
- ***Resource Development***: Past President and Program Committee chairs

WorkPlans

Committees, in conjunction with the Executive Director, are responsible for creating annual workplans that guide the actions of committee members to achieve their stated goals and objectives. Each workplan outlines the action steps to take, with thoughtful consideration of the following:

- The committee focus
- Programs and objectives
- Timelines for implementation
- Responsibilities of each committee member
- Resources needed and sources for funding
- Collaboration with other organizations
- Environmental impacts i.e. other organizations addressing similar issues, local government initiatives, economic climate, etc.

COMMITTEE: COMMUNITY NEWS

FOCUS

The **Community News** committee supplies citizens with current information about Cleveland Heights by directing and supporting the implementation and on-going maintenance of a dynamic website and periodic e-mail blasts. The **Community News** committee understands that community journalism is a powerful tool for community change, and selects its content accordingly[3].

PROGRAMS & OBJECTIVES

Community News Website

- Creating a business plan for *Community News* by June, 2007
- Implementing *Community News* by end of year 2007
- Gathering a baseline of website hits; increasing 20% each year for the next three years
- Developing a protocol for citizen participation in *Community News*, both legally and philosophically
- Increasing attendance at community meetings and events through the Community Calendar
- Offering affordable, local advertising to local merchants; improving their visibility
- Investigating the option of a print version of *Community News* by 2010

1. **Engaging & Educating the Community**
   - Community Calendar
   - Nonprofit Network
   - Government Meetings & News
   - Discussion Boards
   - Polls & Surveys
   - Volunteer Opportunities
   - Resident Showcase
   - Classifieds
   - Related Events, Articles, Links, and Editorials

2. **Supporting Economic Vitality** (SEE **SHOP LOCAL** COMMITTEE)
   - Meet-the-Merchant Profiles
   - Restaurant Reviews
   - Homework in the Heights
   - New Business Highlights
   - Polls & Surveys
   - Advertisements for Independent Businesses
   - Coupons Supporting Independent Businesses
   - Business-to-Business Discussion Board
   - Related Events, Articles, Links, and Editorials

3. **Improving & Preserving a Quality Built Environment**
   - Recent Development Projects
   - Current Preservation Issues
   - Discussion Boards
   - Unique Places in Cleveland Heights
   - Polls & Surveys
   - Related Events, Articles, Links, and Editorials

RESOURCES

Funding Needs:

- One-time Start Up Funding
- Consultant Fees

Human Resource Needs

- Staff Support
- Advisory Board Volunteers
- Community Journalists
- Web Development Consultant

Funding Sources

- Foundation Grants
- Advertising

Collaborations:

- City Planning Department
- School Board
- Nonprofit Network
- Special Improvement Districts

COMMITTEE: *SHOP LOCAL*

FOCUS

The **Shop Local** committee connects citizens to the local business community by directing and supporting the Shop Local Campaign, Best of Cleveland Heights Awards, Meet-the-Merchants Profiles, and *Community News*. Through these programs, FutureHeights is promoting the Shop Local philosophy.

PROGRAMS & OBJECTIVES

1. **Shop Local Campaign**
   - Outlining FutureHeights's philosophy of "Shop Local" by July 2007; creating a definition and guidelines to use
   - Increasing the number of businesses involved in the program by 10% each year for the next three years
   - Increasing the amount of money spent with gift certificates by 10% for each year for the next three years
   - Implementing a user-friendly swipe card system for gift certificates by 2009
   - Surveying residents about their product and service needs to assist with local business development on an annual basis

2. **Best of Cleveland Heights Awards**
   - Instituting a set number of categories to be awarded at each annual event
   - Increasing the number of voting surveys completed for the awards by 20% each year for the next three years
   - Increasing the number of merchants attending the awards event by 5% each year for the next three years

3. **Meet-the-Merchant Profiles**
   - Implementing an on-line *Meet-the-Merchant Profile* program using an interview template and volunteer support by August 2007
   - Producing 6 merchant profiles for the website in the first year, increasing to 12 for 2008, and a total of 24 profiles for 2009

4. **Business District Events**
   - Implementing an annual Holiday Shopping event by end of year 2007: emphasizing available retail options in Cleveland Heights
   - Hosting a District Shopping Spree by 2010: highlighting specific business districts

RESOURCES

Funding Needs:
-
-

Human Resource Needs
- Staff Support
- Advisory Board Volunteers
- Community Journalists

Funding Sources
- General Operating Funds
-

Collaborations:
- Regional Chamber of Commerce
- Special Improvement Districts
- Local Business Owners

COMMITTEE: PUBLIC PROGRAMS

FOCUS

The **Public Programs** committee engages and educates citizens by directing and supporting public programs on topics including, general Community Issues, Economic Vitality, and the Built Environment. Staff will track attendance at each program, and community participation in these programs will increase by 20% on an annual basis for the next three years.

PROGRAMS & OBJECTIVES

1. **Community Issues Programs**
   - Implementing an annual *Community Conference* by second quarter 2008: gathering key stakeholders for issue-specific discussions, idea generation and on-going collaboration
   - Holding the organization's *Annual Meeting* for members and general public: highlighting FutureHeights accomplishments
   - Assembling an annual *State of the City* address given by the Mayor of Cleveland Heights: educating citizens about city-wide affairs and issues
   - Facilitating *Candidates Forum*s during election years: encouraging citizen participation in the democratic process

2. **Built Environment Programs**
   - Producing *Historic Preservation Month* lectures annually
   - Hosting public discussions and design charettes as needed: educating about the importance of design standards
   - Convening *Public Updates* on new developments when appropriate: encouraging community participation in the planning process
   - Directing *Walking Tours* annually: building awareness of local interests and unique locations
   - Offering member-benefit programs like *Project for Public Spaces* and *Sneak Peak* events regularly: providing benefits of FutureHeights membership

RESOURCES

Funding Needs:
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-

Funding Sources:
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-

Human Resource Needs:
- Staff Support
- Community Volunteers
-

Collaborations:
- Nonprofit Network
- City Government
- Local Business Owners

COMMITTEE: *EXECUTIVE*

FOCUS

The **Executive** committee ensures organizational stability and continued growth by overseeing proper Board functioning. This committee supports and directs the full Board in fulfilling their fiduciary oversight and executive director development responsibilities. Unless noted otherwise, the Executive committee completes all objectives on an annual basis.

PROGRAMS & OBJECTIVES

1. **Board Development**
   - Reviewing the size of the board and necessary skill-set to accomplish the work of the organization
   - Developing a strong board of directors through thoughtful recruitment, nomination, orientation, and leadership development
   - Educating the board of its fiduciary and leadership responsibilities
   - Creating and approving an annual budget, in conjunction with the Executive Director

2. **Executive Director Leadership Development**
   - Reviewing the Executive Director on an annual basis; mutually setting goals and offering development opportunities as appropriate
   - Providing the Executive Director with the necessary tools to successfully complete the responsibilities of the position
   - Supplying funding for appropriate staffing levels to support the work of the Executive Director

3. **Advisory Board Development**[4]
   - Creating Advisory Boards, as appropriate, to provide additional advice and support to specific committees and the overall organization
   - Developing a written description of the Advisory Boards' responsibilities, activities, and limits of authority
   - Establishing a formal relationship between the Advisory Board and the governing board and distinguish between the role of the Board of Directors and the Advisory Board

RESOURCES

Funding Needs:
- o
- o

Funding Sources:
- o
- o

Human Resource Needs:
- o Staff Support
- o
- o

Collaborations:
- o
- o
- o

COMMITTEE: RESOURCE DEVELOPMENT

FOCUS

The **Resource Development** committee ensures organizational stability and continued growth by creating and implementing a comprehensive development plan. This committee also supports and directs the promotional activities of FutureHeights.

PROGRAMS & OBJECTIVES

1. **Resource Development**
   - Reviewing annual workplans to decide the funding resources and staffing needs to implement FutureHeights programs
   - Creating a Resource Development plan, with specific funding targets and human resource recruitment goals to fulfill the needs of all programs
   - Securing resource needs through a variety of funding sources, including foundation support, membership campaigns, public programs, fundraising events and *Community News* advertising
   - Ensuring adequate staffing needs through traditional employment, as well as volunteer support, internships, and consultant relationships

2. **Fundraising Events**
   - Producing the annual auction event and increasing the funds raised by 10% each year for the next three years
   - Instituting an additional annual fundraising event with a goal of $15,000 in the first year, with a 10% increase each year thereafter
   - Initiating a membership drive promoting the benefits, to increase total membership by 10% each year for the next three years

3. **Promotional Activities**
   - Promoting FutureHeights through a comprehensive branding campaign that utilizes websites, print materials, and public programs
   - Creating a memorable identifying label – a tagline to use on all promotional materials
   - Contracting with external consultants, as needed, to create the new look and feel of FutureHeights; including tagline, letterhead, website, etc.

RESOURCES

Funding Needs:
- Consultant Fees
- New Marketing Materials

Human Resource Needs:
- Staff Support
- Marketing/Graphic Design Consultant
- Community Volunteers for fundraising

Funding Sources:
- Foundation Grants
- General Operating Funds

Collaborations:
- Local Business Community
- Nonprofit Network
-

Next Steps

Adopting this Strategic Plan is the first step in the process of becoming a sustainable organization that continues to make a large community impact. Fulfilling the mission of FutureHeights requires constant review of the health and relevance of each program. Use each program objective as an effectiveness gauge for achieving the overarching goal; not as the singular measure of program health, but as an indicator that more thoughtful review is required.

Continuous, strategic program review is an important Board responsibility. Instituting a program review practice at every meeting makes it part of the organizational culture; thus, creating a strategic thinking board that can quickly make appropriate decisions.

In addition to reviewing the program objectives, it is important for the Board to gather stakeholder opinions on the organization's effectiveness. Collecting this information on a regular basis is another way for the Board to gauge the health and relevance of the programs, giving one more piece of data for sound decision-making.

Lastly, the success of FutureHeights lies in the hands of the Board and staff – and ultimately their level of commitment, energy, passion, and enthusiasm for the work of the organization. Motivating one another to continue the important work of FutureHeights does not happen accidentally, it requires constant praise and appreciation for each other and for the hard work and accomplishments of everyone.

Conclusion

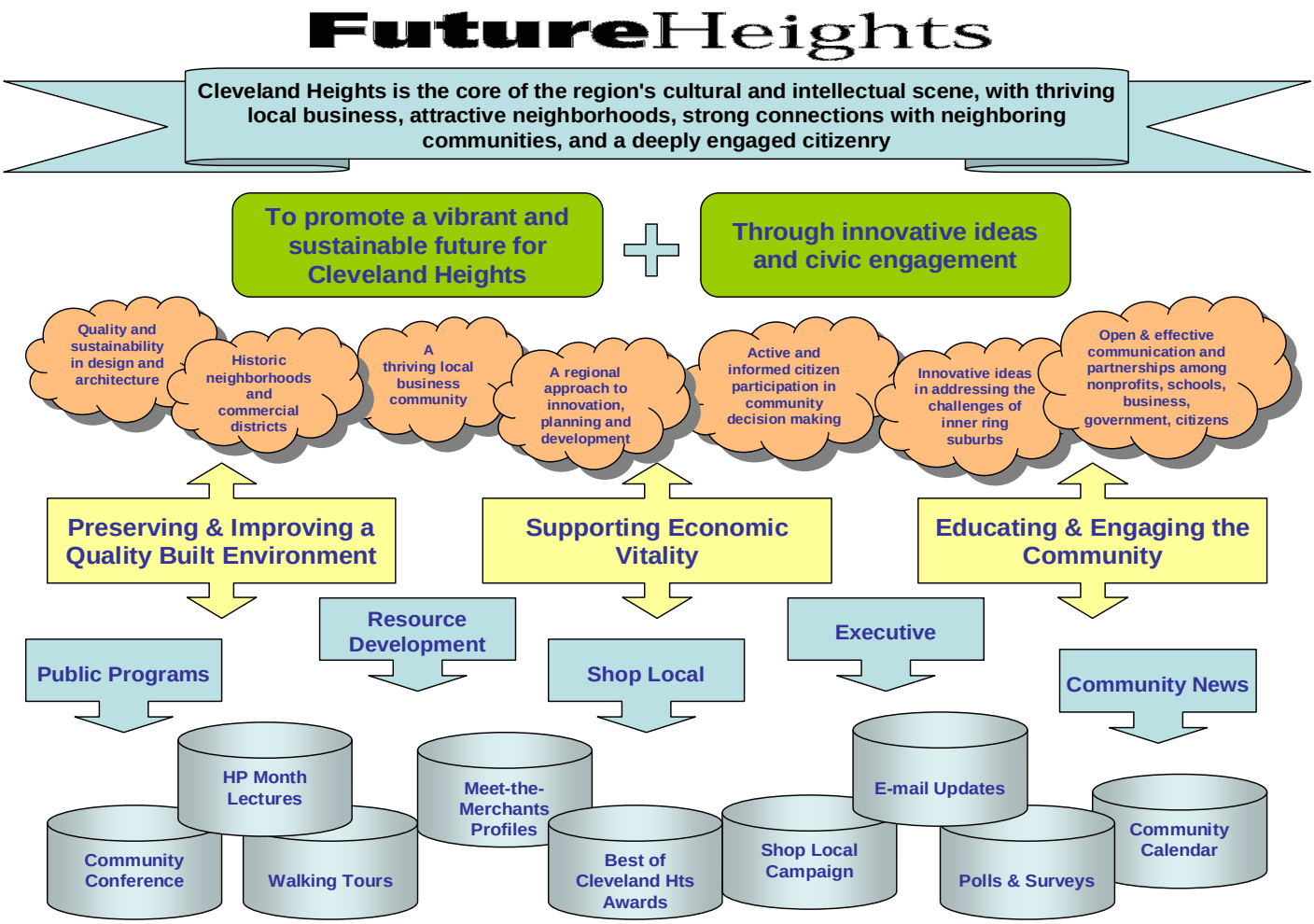
FutureHeights is a strong community asset for Cleveland Heights. The work set out in this plan, if implemented, has the potential to build a stronger community for all citizens. Yet, the core of this work is convening, educating, and ultimately empowering citizens to join FutureHeights in strengthening their own community.

This plan includes input from only a small group of community members. However, it represents the voices of those who believe that what makes this community unique is the desire to engage and inform its citizens, the wish to create a strong and thriving economy, and the hope to build a sustainable environment.

In the words of one stakeholder, FutureHeights's role in creating a vibrant and sustainable Cleveland Heights is:

> *"…To educate and bring together the public about issues that affect the quality of life in this community; providing a way for citizens to participate in making the city a better place to live."*

Appendix A – Strategic Framework



Appendix B: Stakeholder Interview Questions

FutureHeights Stakeholder Interview Questions

Thank you for agreeing to an interview with a FutureHeights board member. We have provided you a copy of the questions we will be asking during the interview. Please note however, there is no preparation necessary for this meeting. Our hope is to engage in an informal conversation about our community and the future of FutureHeights.

Topic #1 – About FutureHeights

FutureHeights is a relatively young, but powerful nonprofit organization in Cleveland Heights, full of energy to continue its positive impact on our city. In an effort to harness this energy and move forward in a planful manner, we are completing a strategic planning process. We have asked you to participate in this process because you are a valued stakeholder of FutureHeights. Our hope is that the input you provide will help us draw a clear roadmap to our collective vision of the future.

4. How did you first become aware of FutureHeights?

5. Tell about a time when you were most excited by the work FutureHeights was doing? What made this experience exceptional?

6. In your opinion, what is the one, main purpose of FutureHeights?

7. What is your general perception of FutureHeights?

Topic #2 – Powerful Programming

FutureHeights began as a grassroots, citizen-action organization. The original members of the organization were, and still are, impassioned and motivated by supporting local businesses, quality design standards, and above all, citizen participation – all in an effort to improve the quality of life in Cleveland Heights.

1. With this in mind, tell about a time when you could see that FutureHeights was making a positive impact on our community. How did you know FutureHeights was making a difference?

2. Give an idea of one **new** program or project that would heighten FutureHeights's impact on the community. What does this program look like? How does it make a difference?

3. FutureHeights believes that informed citizens build a stronger community. Therefore, one of FutureHeights's goals is to make information available to Cleveland Heights residents, not only about the organization's programs, but also about community news and issues.

    a. What information about Cleveland Heights would you like to receive, that you are currently not receiving?

    b. How would you like to receive this information?

    c. How can FutureHeights better serve the community in this capacity?

Topic #3 – Strategic Opportunities

Inner-ring suburbs today exist in an ever-changing sea of challenges. These challenges, addressed in a strategic way, can create opportunities for positive change within our city. The ability to act on these strategic opportunities will ensure the sustainability and viability of our community, thus continuing to make Cleveland Heights the city we want to live in.

10. What do you see as the top three challenges facing our community in the next ten years?

Topic #4 – Our Vision for the Future

Community organizations like FutureHeights exist because of a shared vision of a better society. Keeping this in mind, let's imagine you fall asleep tonight and don't wake up for ten years. While you slept, something exciting happened… positive changes occurred, the city is thriving, citizens are involved, and you feel great! When you wake it is 2016 and Cleveland Heights is being awarded "*Best Inner-ring Suburb*" by the US Conference of Mayors.

8. What do you see happening in the community that is new, positive, and different? What changes in the community led to this prestigious award? Share what you see, hear, and feel. Be specific in describing the details of your vision. Paint a descriptive picture of what the city looks like.

9. How did FutureHeights help to bring these changes about? Be creative with your answer.

Thank You!

Thanks again for your participation! Your feedback will be helpful in our planning and to our future! If you have any questions, please contact the FutureHeights office at (216) 320-1423 or e-mail jlangan@futureheights.org.

Appendix C: References

- [1]Silverman, Ph.D., Robert Mark. Editor. *Participation*, Journal of the Community Development Society, Vol. 37, No. 4, Winter 2006. (Strategic Plan: page 1)

- [2]Kurdziel, Steve. © 2003 The Plain Dealer. Used with permission. Copyright 2003 cleveland.com. All Rights Reserved. (Strategic Plan, page 6)

- "…30,000 people living within five square miles in parts of Cleveland, Cleveland Heights and Shaker Heights. Inside the boundaries of this Hidden City are all of the amenities that urban planners dream of creating. Most importantly, the Hidden City contains [the] region's richest concentration of an essential resource for growth and prosperity - members of what Carnegie-Mellon University scholar Richard Florida has dubbed the 'creative class.'"

- [3]Moss, Jordan (2002). *The Power of the Community Press: Community Based Organizations Create Their Own Newspapers to Inform and Organize*. www.bronxmall.com/norwoodnews (Strategic Plan: page 11)

- [4]Masaoka, Jan., Board Café (www.compasspoint.org). What is an Advisory Board and Should We Have One? October 2002. (Strategic Plan: page 14)