Kensington Corridor Trust Final Strategic Plan

Prepared by: STRATEGY Arts
Develop a measurable three-year strategic plan for Kensington Corridor Trust that:

- Builds on the existing equitable community engagement process for the Trust
- Meaningfully and transparently engages stakeholders
- Provides a plan that clearly articulates the organization’s strategy and how it will create sustainable impact
DEVELOPING STAKEHOLDERS PERSPECTIVES

1.1 Project Initiation & Document Review
1.2 Landscape Analysis
1.3 Stakeholder Research (Interviews/Survey)
1.4 Stakeholders Perspective Report
Creating a Shared Vision

2.1 Customized Meeting Preparation

2.2 Strategy Retreat

2.3 Meeting Output Report
ENGAGING THE ORGANIZATION IN ACTION

3.1 Initiative Action Planning Session
3.2 Strategic Plan Drafting
3.3 Public Report Summary
3.4 Final Strategic plan & Recommendations
**STRENGTHS**
- Prioritizing Engaging the Community
- Not Extractive
- Novel Concept

**WEAKNESSES**
- Community Engagement
- Financial Understanding
- Real Estate Expertise

**OPPORTUNITIES**
- Community Needs
- Commercial Activation
- Acquisition
- Youth

**THREATS**
- Safety
- Insufficient Funds
- Increasing Cost
VISION SESSION

DEVELOPING OUR VISION

KENSINGTON CORRIDOR TRUST STRATEGY RETREAT 3/15/2022

PROXIMITY
COLLECTIVE BARGAINING

SOLIDARITY
ECONOMY

COMMUNITY INVESTMENT TRUST

OUTSIDE IN

MISSION-ALIGNED FUNDRAISING PARTNER

NATURAL CAPITAL

LESS DEPENDENT ON GRANTS FOR OPERATIONS

EXPERTISE

EXPERIENCE

ADVOCATE

WHERE DO THESE RELATIONSHIPS EXIST?

EXPERIENCE EXPERTISE

COMMUNITY RALLYING

GENERATIONAL WEALTH BUILDING

EXPLORING COLLECTIVE LEADERSHIP

CHANGING WHAT'S NORMALIZED

JOINT USE SPACES

INCREASING OWNERSHIP LOCALLY BY 40%

GRAPHIC RECORDING BY ILLUSTRATING PROGRESS (ALAY McDERMOTT)
The Kensington Corridor Trust has raised and deployed significant capital, is building toward mission-aligned funding support and operational stability, and is exploring innovative mechanisms that facilitate community investment.

**Increased Capital**
KCT has raised $13 million and deployed $10 million

**Funding Support**
KCT has a mission-aligned fundraising role. There are linkages that provide access to non-traditional capital to secure emergent opportunities

**Community Investment**
KCT has explored the possibility of CIT Model (Community Investment Trust)

**Sustainability**
KCT is close to operational sustainability through income-producing properties/commercial activity
Through relationships, convenings, and advocacy, KCT has an active role and influence in connecting people to positive policy change efforts and beneficial programs.

**Influence, Advocacy, and Policy**

- KCT can decide and convene those who participate in its solidarity economy.
- KCT has a defined process for community residents and businesses to provide direct input on what is coming to the corridor.
- KCT has a hand in creating policies that directly impact the local economy that support the Trust model.

**Convening and Programming**

- KCT connects community to a continuous series of workshops that raise awareness around real estate.
- KCT leverages existing homeownership programming to advance local ownership.
As an organization, KCT has increased leadership capacity, organizational knowledge, and can tap into an active network of external experts and advocates.

1. Structure
   - KCT has explored "Collective leadership" as a possibility
   - KCT has fully implemented the Neighborhood Trust as a successful model

2. Capacity
   - KCT has created a succession plan and 'leadership bench' of/for board and staff

3. External Network
   - KCT has created a network of skilled personnel that supports real estate and business development (for KCT and corridor businesses)
   - KCT will have built a network of external advocates that act on our behalf and can teach
ECOSYSTEM

KCT is active and known in its ecosystem as a convener for issues within its corridor boundaries.

**Visibility**
- Leaders/political cheerleaders with corporation support and increase the community rallies for KCT.
- Other initiatives cite KCT as the example.

**Programming**
- KCT has active programming in place that is consistent and replicable to activate spaces as means to ensure positive space usage.

**Impact**
- KCT has built an additional 5 mixed commercial/residential spaces that we lease.
- KCT has realigned the ecosystem to have integrity and collaboration, specifically with local organizations.

**Partnerships**
- KCT has a working relationship with local CDCs to acquire affordable units in the Trust that the CDCs cannot support.
- KCT has a partnership with the City to have trash picked up twice a week.
- KCT has partnered with an organization to keep our green spaces clean.
- KCT partners with CDCs to provide home ownership programming/uptake.
A New Mission

Utilize collective ownership to direct investments on the corridor that preserve culture and affordability while building neighborhood power and wealth in Kensington.
CONCEPT: Establish the structures and secure the opportunities to support increases in capital and organizational sustainability

**Activities**

1.1 Raise capital on a trajectory to achieve scale

1.2 Develop partnerships, channels, and processes to support funding efforts

1.3 Create a consistent flow of non-grant-based resources that support operational stability

**Outputs**

- Action plan to reach $20 million in raised capital
- Formal/informal fundraising relationships with mission aligned partners
- Partnerships with agencies/individuals that can support management, leasing, etc. to preserve sustainability of KCT properties
**NEIGHBORHOOD ACTIVATION AND ADVOCACY**

**Goal:** Develop the process for amplifying neighborhood power by equipping people with the tools necessary to create change for their benefit

### Activities

2.1. Develop programming to cultivate neighborhood political/systems knowledge and co-create a process for community residents and businesses to have direct say on what the KCT can do on the corridor

2.2. Pilot a process for individual residents to "buy-in" and invest their money in the KCT

2.3. Implement the process designed by the Community Working Group to establish the Neighborhood Trust as a model for stewarding assets on the corridor

### Outputs

Core curriculum of systems and political information for all community member participants

Pilot community investment program

Recruit Trust Stewardship Committee members from the community to serve and participate in quarterly meetings for the Neighborhood Trust
DEVELOPING/SUSTAINING STRATEGIC RELATIONSHIPS IN KCT’S ECOSYSTEM

Goal: Leverage the human, financial, and structural benefits in KCT’s ecosystem and tap mission-aligned partners

**Activities**

3.1 Develop strategic partnerships with the City, utilities, and nonprofit services in Kensington that do work outside of the organization’s focus and capacity

3.2 Collaboratively seek funding opportunities with neighborhood partners

**Outputs**

Partnerships and relationships with the City result in specific, observable change (i.e. trash pickup frequency)

Other organizations highlight the work of KCT

KCT has a stable of cross-cutting programs
KCT AS A CONVENER AND STEWARD

Goal: Build the structure and reputation to be a trusted convener and steward for the neighborhood

Activities

4.1 Build the competency to organize and convene meaningfully

4.2 Cultivate and demonstrate an identity as a trusted presence in Kensington

Outputs

Community members are incorporated into convenings in ways that share power

Benchmark events are identified for showcasing KCT and the community power of Kensington

People from KCT regularly ‘show up’ at community events for other mission aligned organizations, collectives, and causes
THANK YOU!