EXHIBIT C

Engagement Plan

Neighborhood: Linden Hills

Timeframe: 2023-2024

Work Summary:

This year, LHiNC's Community Engagement Committee reviewed our 2021-22 strategic plan centered on better engaging our community as a whole. Within that plan, the committee developed strategies specific to the engagement of underrepresented members of our community, including renters and BIPOC. LHiNC shares NCR's belief that all Minneapolis residents should have a voice and feel part of the decision-making in their communities, and as an organization tasked with creating community within our neighborhood and being a voice for our community on civic issues, it's incumbent upon us to seek out all the voices, especially those that have been underrepresented.

LHiNC's 2021-22 strategic plan for community engagement included macro-level engagement strategies that will increase our connection with all residents of our neighborhood and therefore also help us engage historically underrepresented community members; in this plan, the two underrepresented groups LHiNC chose to focus on are renters and BIPOC.

The macro-level strategies are listed below. In blue is a summary of what was achieved in 2021-22.

- Improving communication to residents, so they feel more connected to their community and have a better understanding of what LHiNC does and how they can engage with us. We defined this as more of a one-way engagement process LHiNC pushing information out to residents. We worked towards this by: reinstating LHiNC's print newsletter and utilizing EDDM to reach every household, mailing at least one postcard annually to advertise the annual meeting, and increasing number of e-news subscribers and Facebook and Instagram followers. (Please see funding application for specific numbers)
- Increasing outreach events and programs, so residents have an opportunity
 to engage with LHiNC, and LHiNC has the opportunity to hear from residents. We
 defined this as two-way engagement opportunities that might be one-time events
 or a planned engagement program. These outreach events and programs
 included: the annual meeting, fall festival, tabling at the farmers market and other
 local events, LHiNC-organized civic forums and educational events, and

designing and distributing a Community Survey.

• Pursuing partnerships with organizations and businesses both inside and outside Linden Hills to better understand the needs and concerns of groups both within our neighborhood and within our greater community of Minneapolis and discover if and how we can provide support. We defined this as two-way engagement, focused on relationship-building with businesses, schools and nonprofits that may lead to events, projects or programs. LHiNC created a Business Subcommittee to be able to better understand the needs of our independent business owners. We developed a partnership with the North Minneapolis nonprofit Camden Collective and work with them on a coat event, as well as monthly Community Food Shares. We also grew a partnership with Waite House, expanding from one Holiday Food/Toy Drive to an additional Spring Food Drive.

The committee also focused on micro-level engagement strategies to not only increase overall engagement but hopefully increase engagement of historically underrepresented groups. Those strategies are outlined in more detail below and sorted into accomplished and yet to be done:

Accomplished:

- Recruit renters and BIPOC at local events and block gatherings
- Increase Block Captain Engagement
- Design and disseminate a community survey to assess neighborhood needs and priorities
- Organize outreach events like pop-ups at apartment buildings, block captain gatherings, and booths at neighborhood events to increase our engagement in all parts of the neighborhood (one pop-up plus tabling at Farmers Market (4) and other neighborhood events: Woofstock, St. John's Enviro Fair)
- Hold civic and educational forums on issues that impact all our residents, including renters and BIPOC (elections, immigration, redistricting, etc.)
- Partner with BIPOC-owned businesses and non-profits on city-wide projects;
 invite them to participate in LHiNC events (i.e. tabling at LHiNC Festival)

Yet to be done:

- Welcome renters using flyers with LHiNC info
- Launch a door knocking campaign to ensure the community survey results represent the views of as many residents as possible

Demographic Group 1: Renters

Numbers or Percentages: 36.8% of HHs, Total: 1200 HHs

Initiative: Renter Engagement Program

Barriers: Barriers remain the same as last year. The largest barrier to engaging renters is accessing the renters residing in large apartment buildings and locating renters in area homes, duplexes, triplexes, etc. Also, unlike homeowners, we have no current system to alert us when new renters move in.

Outreach and Engagement Strategies 2021-22: We have marked COMPLETE next to strategies completed.

- Welcome renters using flyers with LHiNC info
 - Create welcome flyers for renters : COMPLETE
 - Identify contacts for area management companies- COMPLETE
 - Work with area realtors/management companies to distribute flyers to new renters
- Recruit renters at local events and block gatherings
 - Table at the Linden Hills Farmers Market, Woofstock: COMPLETE
 - Recruit renters for committees, board, volunteer opportunities and e-news subscription
 - Increase Block Captain Engagement
 - Collect Block Captain names and contact information through e-news, social media, newsletter and website:
 COMPLETE
 - Distribute LHiNC information to block captains quarterly via email and physically for NNO, including e-news sign ups and committee and board election materials: COMPLETE
- Use communications vehicles that reach every HH
 - Restart the print newsletter and utilize EDDM, so it is delivered to every HH: COMPLETE
 - Send two postcards/year via EDDM promoting engagement annual meeting plus one other event (festival, fundraiser):

COMPLETE (but only enough budget for one postcard)

- Use communication vehicles that younger residents use
 - Increase our social media followers (Grow to 3,000 for FB, 800 for Instagram): COMPLETE
 - Identify a board member to keep LHiNC Instagram active:

COMPLETE

Plan special initiatives to increase social media participation:
 6x this year (Pets of Linden Hills, Earth Day, Shop Local):
 COMPLETE (4)

Outreach and Engagement Strategies 2022-23:

- Communications Strategies
 - Increase number of e-news subscribers Goal: 20%
 - Increase number of Facebook and Instagram followers (by 20%)
 - Special initiatives to increase social media participation:Goal: 4
 - Share content through SW Connector and SW Voices Goal:
 Quarterly
 - Welcome Flyers for renters
 - Promo Postcard: Annual Meeting/Elections
- Outreach Strategies
 - Renter Outreach
 - Work with area realtors/management companies to distribute welcome flyers
 - Apartment Pop-ups
 - Renter-focused newsletter/e-news articles Goal: Quarterly
 - Block Captain Engagement
 - Continue Quarterly Emails
 - National Night Out Continue LHiNC engagement/goodie bags (using non-City funds)
 - Events
 - Tabling Goal: 4 ; Farmers Market (3), Woofstock
 - Civic Forums/Speakers Goal: Quarterly
- Partnerships/Projects Strategies
 - Collaborations with non-LH groups/orgs Goal: 4 annually; to increase community engagement through volunteer events
 - One in-depth partnership: Camden Collective
 - School Supply, Coat and Food/Toy Drive

Resources needed

- Welcome flvers
- Promotional materials for board and committee involvement

- Newsletter editor and printer
- Instagram volunteer

Partners in the work:

- Rental Management Companies
- Block Leaders
- Camden Collective
- Waite House

Persons Responsible:

Becky Allen, Executive Director

Elianna Lippold-Johnson, Community Engagement Chair

Members of the Community Engagement Committee

Timeline:

- Welcome renters using flyers with LHiNC info
 - January 2023 Contact area management companies/property owners to distribute flyers to new renters
 - March 2023 Assess success of initial outreach to management companies/property owners; revise plan as necessary
 - June 2023 Check in with management companies/property owners; send new flyers, if necessary
 - Every January Update Renter Welcome flyer, send new batch
 - Every June Assess program and revise as necessary; send new batch to participating apartments, if necessary.
- Recruit renters at local events and block gatherings
 - Summer/Fall 2023 & 2024 Table at the Linden Hills Farmers Market,
 Woofstock, Fall Festival
 - Increase Block Captain Engagement
 - Distribute LHiNC information to block captains quarterly via email
 - National Night Out 2023 and 2024: provide goodie bags with giveaways for kids (using non-City funds), as well as e-news sign ups and committee and board election materials
- Use communications vehicles that reach every HH

- Deliver a quarterly print newsletter and utlize EDDM, so it is delivered to every HH quarterly
- Send a postcard via EDDM promoting annual meeting
- Use communication vehicles that younger residents use
 - Continue to Increase our social media followers (Grow FB and Instagram by 20%)

Quantitative Goals

- Get 50% of rental management companies and property owners to participate in our Renter Welcome Program
- Increase renters on board
- Have renter representation on all committees

Qualitative Goals

- Better understand the needs and concerns of the renters in our neighborhood
- Use that understanding when making decisions as a council
- Increase renters voices within LHiNC by increasing representation on board, committees and at events

Outcome of Engagement

- LHiNC making decisions with an understanding of renters concerns and needs
- More renters knowing what LHiNC is and what we do
- More renters attending LHiNC events
- More renters engaged with committees and projects
- More renters serving on the board

Demographic Group 2: Black, Indigenous and People of Color

Numbers or Percentages: 18% Initiative: BIPOC Engagement

Barriers: Demographically, Linden Hills population is 82% white. The largest barrier to engaging the Black, Indigenous and People of Color in our community is that they make up only 18% of our population and cannot be easily targeted. However, LHiNC believes it is crucial to make this underrepresented group feel welcome and engaged in our community and council. We hope that this engagement could set the stage for making more BIPOC people feel welcome here and growing our BIPOC community.

Outreach and Engagement Strategies 2021-22: We have marked COMPLETE next to strategies completed.

- Design and disseminate a community survey to assess neighborhood needs and priorities: COMPLETE
- Launch a door knocking campaign to ensure the community survey results represent the views of as many residents as possible
- Organize outreach events like pop-ups at apartment buildings, block captain gatherings, and booths at neighborhood events to increase our engagement in all parts of the neighborhood: COMPLETE
- Hold civic and educational forums on issues that impact all our residents, including BIPOC (elections, immigration, redistricting, etc.)
 - Hold at least one election forum: **COMPLETE**
 - Feature civic-focused content in every e-news/newsletter:
 COMPLETE
- Partner with BIPOC-owned businesses and non-profits on city-wide projects; invite them to participate in LHiNC events (i.e. tabling at LHiNC Festival): COMPLETE
- Use communications vehicles that reach every HH; not just electronic
 - Restart the print newsletter and utlize EDDM, so it is delivered to every HH: COMPLETE
 - Send two postcards/year via EDDM promoting engagement annual meeting plus one other event (festival, fundraiser):
 COMPLETE (only one postcard due to budget constraints)

Outreach and Engagement Strategies 2022-23: In 2020, LHiNC formed an Equity Committee, which has evolved into an Equity Advisory Committee. The Equity Committee developed a vision statement to guide future board decisions and actions. Approved and adopted by the LHiNC Board in March 2021, it reads:

LHiNC envisions a Community where we:

- 1. Recognize diversity and equity as core values that drive decision-making, resource allocation, and the development of all policies and practices within the neighborhood council and greater community.
- 2. Collaborate internally and externally to support the needs of Linden Hills residents and the greater Minneapolis community in which we live and work.
- 3. Act based on historical knowledge and racial and socioeconomic awareness to dismantle patterns of racism and injustice in our community.

The board developed an Equity Audit, which it uses when making board and committee decisions. The board also asks people or organizations to answer these questions, if they are requesting council support or partnership. The Equity Audit Questions are:

- 1. How will this project improve the racial and socioeconomic equity in the neighborhood and/or city?
- 2. Who benefits from this project?
- 3. Who will be burdened by this project?

The Equity Committee has now evolved into an Equity Advisory Committee that will be composed of board members from each of our standing committees and will meet bi-annually to assess if/how the board and committees are meeting our equity goals and to set new goals for the board as we move forward.

Below are LHiNC's Equity Goals outlined by this committee, categorized under each tenet of LHiNC's Equity Vision. While we recognize that not all of these strategies would be categorized under engagement and outreach, we also believe that our work in this area must include the creation of more welcoming and safe spaces for our BIPOC community members, who reside within this neighborhood and within our larger Twin Cities community.

Recognize diversity and equity as core values that drive decision-making, resource allocation, and the development of all policies and practices within the neighborhood council and greater community.

- Update Audit Questions and develop system to track use
- Continue internal education
- Recruit more racially, socio-economically diverse board and committee members
 - Kick off at Farmers Market
 - Pop ups at Apartment Building
 - Recruit earlier with postings throughout neighborhood
 - Look into stipend for 1-2 positions (using non-City funds)
 - Make sure meeting schedules respect all holidays
- Meet with Equity Consultant to evaluate where we are, where to go from here; include development of an inclusion survey, board training and community curriculum

Collaborate internally and externally to support the needs of Linden Hills residents and the greater Minneapolis community in which we live and work.

- Partner with Neighborhood Orgs Equity Groups on events Goal: 1 event (possibly Georgia Fort Exhibit and talk)
- Partner with external CBOs Goal: 1 solid partner, deep relationship -Camden Collective
- Continue to organize Food (Dec), Coat(Nov), School Supply Drives (Sept)
- Provide Community with more volunteer opportunities promote, organize, and/or manage this process
 - Evaluate every three months to ensure diversity of volunteer locations/opportunities

Act based on historical knowledge and racial and socioeconomic awareness to dismantle patterns of racism and injustice in our community.

- Host Educational Equity Events for the community Speakers, forums, training, field trips (using City funds as allowed or non-City funds), discussion group
 - Build a curriculum to guide topics, speakers and locations
 - Goal: Quarterly Field Trips (using City funds as allowed or non-City funds Board members asked to attend at least 1)
 - Goal: Quarterly Speaker/Forum Events
 - Goal: Monthly Volunteer Event w/ Camden Collective
- Use Media to Promote Equity Events and Promote Diverse Voices:
 E-news Monthly section, Social Media promote diverse voices (FB, Insta, YouTube)
 - E-news: monthly section
 - Social media: Connect FB and Instagram

Resources needed

- Equity Consultant
- Speaker Fees
- Funding for event booths and accompanying literature
- Newsletter editor and printer

Partners in the work:

- Camden Collective
- Waite House
- Equity Groups from other Neighborhood Orgs
- BIPOC-owned businesses and non-profits

Persons Responsible:

Becky Allen, Executive Director

Board Chair Gina Rautenberg

Equity Advisory Committee Chair Elianna Lippold-Johnson

Equity Advisory Committee Members

Timeline:

- Work with Equity Consultant to evaluate where we are, where to go from here; develop two-year timeline to include development of an inclusion survey, board training and community curriculum
 - November 2023: Equity Advisory Committee Review Consultant Proposals, make recommendation for board vote in Dec. 2023
 - Dec 2023/Jan 2023: Survey board and community
 - Feb 2023: Committee of the Whole Consultant Session
 - Spring 2023: Review and Approve 2-year plan
 - Bi-annually: Equity Advisory Committee Reviews plan and reassesses
- Organize outreach events like pop-ups at apartment buildings, block captain gatherings, and booths at neighborhood events to increase our engagement in all parts of the neighborhood
 - Jan 2023 Set goals for timing and location of outreach events
 - Hold one outreach event per quarter through 2023-2024
 - Each January assess effectiveness, locations, etc.
- Recruit BIPOC neighbors at local events and block gatherings
 - Summer/Fall 2023 & 2024 Table at the Linden Hills Farmers Market,
 Woofstock, Fall Festival
 - Increase Block Captain Engagement
 - Distribute LHiNC information to block captains quarterly via email
 - National Night Out 2023 and 2024: provide goodie bags with giveaways for kids (using non-City funds), as well as e-news sign ups and committee and board election materials
- Use communications vehicles that reach every HH
 - Deliver a quarterly print newsletter and utilize EDDM, so it is delivered to every HH quarterly

- Send a postcard via EDDM promoting annual meeting
- Host Educational Equity Events for the community Speakers, forums, training, field trips (using City funds as allowed or non-City funds), discussion group
 - Build a curriculum to guide topics, speakers and locations (with consultant
 Spring 2023)
 - Goal: Quarterly Field Trips (using City funds as allowed or non-City funds -Board members asked to attend at least 1)
 - Goal: Quarterly Speaker/Forum Events
 - Goal: Monthly Volunteer Event w/ Camden Collective
- Use Media to Promote Equity Events and Promote Diverse Voices: E-news -Monthly section, Social Media - promote diverse voices (FB, Insta, YouTube)
 - E-news: monthly section
 - Social media: Connect FB and Instagram

Quantitative Goals

- Develop two-year LHiNC Equity Plan
- Per Quarter:
 - Host 1 Outreach Event
 - Host 1 Field Trip (using City funds as allowed or non-City funds)
 - Host 1 Speaker/Forum

Qualitative Goals

- Better understand the needs and concerns of BIPOC in our neighborhood
- Use that understanding when making decisions as a council
- Increase BIPOC voices within LHiNC by increasing representation on board, committees and at events

Outcome of Engagement

- BIPOC feel more heard and represented in the community
- LHiNC better understands the needs and concerns of BIPOC neighbors and makes decisions accordingly
- More BIPOC engaged in LHiNC events, committees and board