STRATEGIC PLAN
2018-2022

SOUTHSIDE INSTITUTIONS NEIGHBORHOOD ALLIANCE

207 Washington Street
Hartford, CT, 06106
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Dear Friends of SINA,

On behalf of the board of directors, the staff, and the Chief Executives of our member institutions, I am pleased to present SINA’s new strategic plan that will guide our work through 2022. Created through an intensive process of deliberation, this plan honors SINA’s historic role as a pioneer in the anchor institution movement which encourages communities to live local, hire local and buy local. These three pillars continue to inform SINA’s strategic initiatives.

The 2022 Strategic Plan reaffirms SINA’s overarching values—We want to improve the quality of life and well-being of those who call our local neighborhoods home while partnering with community stakeholders to make the neighborhood a welcoming place for the people who work and study here. Initiatives that were new to our previous plan, such as community engagement and economic development, are now core elements of our work. The plan defines measures that will serve as guide posts so we can compare SINA’s strategic aspirations to its accomplishments. It also identifies areas in which board members must engage actively with staff at the SINA member institutions in order to implement initiatives.

I am proud to present to our friends, colleagues and supporters this well-articulated blueprint for purposeful change in the SINA neighborhoods.

Sincerely,

Jane Baird, President
SINA Board of Directors
The Southside Institutions Neighborhood Alliance (SINA) is a partnership between Connecticut Children’s Medical Center, Hartford Hospital and Trinity College. SINA envisions a thriving South Central Hartford where residents, employees, and businesses can enjoy a high quality of life, good health, and opportunities for success.

SINA's mission is to work cooperatively with community stakeholders to restore economic vitality and improve the quality of life for the people who live, work, visit, study, and play in the neighborhoods of South Central Hartford.

SINA pursues this mission through a comprehensive community building model, integrating critical components of community life -- education, housing, economic development, community engagement, and public safety.

SINA's strategic plan for 2018-2022 expands on its past activities, core competencies and strengths and reflects a clear understanding of external conditions. SINA's understanding of the elements of purposeful partnerships between neighborhoods and community institutions has driven its selection of strategic priorities. Each strategy is designed to leverage long-term, positive impacts on South Central Hartford. The strategic plan for 2018-2022 builds on three recent SINA planning processes:

- SINA Neighborhood Economic Development Study, Peter Kwass Consulting, September 2015
- The Creation of the SINA Public Safety Committee and the Development of Strategies to Address Crime in Hartford's South End, June 2017
- Goals & Strategies for a Welcoming & Engaged Community of Opportunity, 2016-2020: A five-year plan to support strategic development in the Frog Hollow neighborhood of Hartford, SINA, Mutual Housing of Greater Hartford, September 2017

After convening several focused board meetings over the course of 6 months and engaging the leadership of SINA's 3 partner institutions, the board established strategic goals and priorities that comprise SINA's focused strategic plan for the next 5 years.
THREE STRATEGIC PRIORITIES

1. Neighborhood Economic Development: Advocate for and increase investment in housing, employment, and commercial development;

2. Strengthen Community: Increase community and institutional engagement while solidifying SINA’s role and visibility as a facilitator of community collaboration; and

3. Education & Health: Work in partnership with other organizations to improve education and health

These priorities reflect the board’s understanding of the investments required for community revitalization - the two highest priorities being neighborhood economic development and community strengthening (see SINA historic investments, p. 9).

Both neighborhood economic development and community strengthening are seen as inextricably linked within SINA’s comprehensive neighborhood strategy. Neighborhood development and economic security - improved through development and employment initiatives - provide a financial foundation for other initiatives under SINA’s strategic plan to succeed. Specifically, increasing homeownership – a focus area that has consistently been cited as a strength of SINA’s work - is an important contributor to neighborhood stability. By eliminating blight and attracting additional investments to the area, residents are more apt to be committed to neighborhood improvement. Strengthening community is an equally important priority - in that neighborhood safety and authentic resident engagement are cornerstones of neighborhood revival and efforts to stimulate retail and commercial investment. A clean and safe neighborhood not only benefits residents, but also potential inhabitants, employees, businesses and the greater community.

With an increasing focus among health professionals on the social determinants of health, SINA’s work to improve social and economic outcomes for neighborhood residents contributes to the health mission of the two hospitals.

SINA will support its work on these priorities through the development of a focused marketing and communications plan, ongoing fund development, professional development for staff, and effective financial management (see p.8).
FIGURE 1: SINA’S 2018-2022 STRATEGIC PRIORITIES

- Neighborhood Economic Development
- Strengthen Community
- Education & Health

Priorities Include:

- Home Ownership
- Employment
- Development Plan

- Scholarships
- STEM Education
- Literacy
- Healthy Homes

- Clean & Safe
- Community Voice & Recognition
- Volunteer Opportunities
In implementation of its 2013 strategic plan, SINA embarked on a major neighborhood development planning process, beginning with a detailed study by consultant Peter Kwass which fed into a year-long planning process with Mutual Housing Association of Greater Hartford supported by the Local Initiatives Support Corporation (LISC). Building on its historic strength in housing development, SINA board and staff worked extensively with community stakeholders to chart a course in commercial, workforce, and business development.

In the area of housing, SINA will continue to pursue state and tax credit resources to expand affordable homeownership opportunities, taking a focused block-by-block approach to acquire and rehabilitate properties and provide homeownership opportunities. In the last 20 years, SINA has built and sold 70 homes which have included 58 rental units, for a total of 128 units. Across these homes, there has been limited turnover, $491,000 generated in taxes each year, and engaged homeowners who have taken on leadership roles in neighborhood improvement efforts.

In 2017, this groundwork and the designation of the neighborhood under the State of Connecticut's Innovation Places initiative led to a renewed interest in revitalizing the four block area between Trinity College and the two hospital campuses.

In addition, through its new Employment Initiative, SINA will collaborate with partners and new funders within the education and workforce system to connect neighborhood residents with employment opportunities at its three institutional members.

**Initiatives**

**Home Ownership:** Continue development of home-ownership units and expand participation in the Homeownership Incentive Program (HIP) at CCMC and Trinity.

**Employment:** Support education and training opportunities and increase placement of local residents in jobs at member institutions.

**Development Plan:** Support comprehensive planning for target area between Trinity and hospitals and Innovation Places initiatives.
SINA has, throughout its existence, used the resources of its institutional partners and the energy of engaged residents in unified efforts to improve neighborhood conditions and promote a safe, inviting, and thriving South Central Hartford for all.

In support of youth development, neighborhood advocacy and community leadership, SINA hosts the REACH Neighborhood Service awards annually and honors individuals who epitomize SINA’s commitment to neighborhood revitalization and community.

In 2016, SINA convened a 6 month intensive planning process with the SINA Safety Team, bringing together partner-institution staff, Hartford Police and residents to diagnose crime and safety issues. Through this process, individuals were trained on the expanded model of Community Policing Through Environmental Design (CPTED) and four residents participated in a national NeighborWorks training. This led to the formation of a new neighborhood coalition named SAFE (Safety Alliance For Everyone) which brings together diverse neighborhood stakeholders to fight crime and blight through grassroots action and neighborhood cleanup efforts.

This work has reenergized the SINA role as a convener of neighborhood leaders and groups in a common purpose of organizing neighborhood events, engaging with the Hartford Police Department and institutional security offices, and developing neighborhood leadership and voice through block-by-block community organizing.

**Initiatives**

**Clean & Safe:** Improve neighborhood safety and cleanliness by providing backbone support to build SAFE coalition, engaging resident organizations, institutions, and other stakeholders to address safety and blight.

**Community Voice & Recognition:** Increase community engagement and voice through community meetings, resident surveys, facilitated leadership development, and recognizing community leaders through Neighborhood Service Awards.

**Volunteer Opportunities:** Engage institutional employees and residents through a range of volunteer opportunities.

**Impact:**

Neighborhood revitalization; increase in social capital and civic participation and increased resident and employee engagement.
Through its REACH Committee (Recognition Education Achievement and Community Health, SINA has long supported a range of efforts to improve educational outcomes in the South Central Hartford corridor.

Initiatives centered around improving education and health outcomes have included sponsoring and cultivating employee engagement in elementary-school science fairs, book drives, and tutoring through a partnership with the Hartford school system. Annually, SINA awards seven scholarships to college-bound neighborhood students through a competitive process run by institutional volunteers. In the summer of 2017, SINA secured the participation of a nutritionist from CCMC in co-ordinating a garden plot as part of the Know Thy Neighborhood street cleanup. Youth from the Harford Project and Compass Peacebuilders participated in growing healthy food by planting a range of vegetables that were ultimately donated to a local food kitchen.

In 2017, SINA joined with the CCMC Healthy Homes Initiative to support action to address issues at the intersect of housing and family health. Healthy Homes works with property owners and tenants to integrate health and safety interventions, lead hazard control, energy efficiency interventions, and housing rehabilitation.

Moving forward, REACH will serve as the focal point and structure for renewed and expanded efforts to engage both institutional staff and students and neighborhood residents in the areas of education and health improvement.

**Initiatives**

**Healthy Homes:** Engage CCMC and collaborative partners to facilitate energy and health-related home improvements and connection to services for neighborhood families

**Scholarship:** Fund and support student access to higher education

**Literacy:** Explore partnering to support literacy in area schools

**Education:** Support STEM and related education initiatives in local schools

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**Impact:**

*Increase in access to higher education and improved learning and health outcomes for community residents.*
SINA will continue to build its organizational capacity to undertake these strategic directions over the next five years. Areas of work include:

**Staffing.** SINA’s Executive Director works with the board to adjust the staffing plan to best support SINA’s mission and strategic directions, seeking to build a team with the specific skills required to drive each component. Staff leadership and board will regularly define where additional staff capacity may be needed and seek new resources from member institutions and outside funders to secure that capacity.

**Development of a focused marketing and communications plan.** SINA recently rebuilt its web site and has developed a strategic communications plan to get the word out about SINA’s work to the wider Hartford and regional community. Staff and the SINA communications consultant will work with member institutions to raise awareness of SINA and volunteer opportunities in the neighborhood among their employees and students. In 2017, SINA joined with the CCMC Healthy Homes Initiative to support action to address issues at the intersect of housing and family health. Healthy Homes works with property owners and tenants to integrate health and safety interventions, lead hazard control, energy efficiency interventions, and housing rehabilitation.

**Professional development.** SINA continues to identify professional development opportunities for staff to acquire the knowledge and skills that will help them execute the plan, including conferences, workshops, and online and in-person courses.

**Ongoing fund development and strategic alliances.** SINA has been successful recently in attracting development grants for its housing work and program grants to support its new employment initiative which involved new strategic alliances with workforce and education partners. Staff will continue to scan the public and philanthropic landscape for strategic alliances and new grant opportunities to support elements of the plan.

**Continued effective financial management.** SINA manages at least seven distinct legal entities, SINA itself and separate entities established to complete real estate development projects. Staff provide regular, comprehensive financial reports to the board and funders which will be refined to facilitate effective board oversight.

**Measurement of Activity and Impact.** SINA staff will continue their work with the board and funders to improve its capacity to measure its activities and their impact in the community. With help from board members, SINA has developed a dashboard to track outputs each month and quarter which will be refined over time and used as a management tool by staff and board leadership. Table 1 details responsibilities for each plan strategy and the metrics that will be collected related to each.
SINA will continue to focus its financial resources on the highest priority areas of work. Figure 2 illustrates the 2018 expenditures by priority area in the plan. Over time, SINA has leveraged institutional resources for maximum impact. These figures illustrate the leveraging of institutional contribution over four years (0.91:1) (Figure 3) and over 20 years (5.3:1) (Figure 4).

**FIGURE 2: OPERATIONAL EXPENDITURE BY STRATEGIC AREA, 2018**

- Strengthen Community: $183,722 (22%)
- Health & Education: $99,556 (12%)
- SINA Infrastructure: $138,791 (16%)
- Neighborhood Development: $430,485 (50%)

**Total Operational Expenditures, 2018:** $852,554

- 4 years (2013-2016): $2.6 million leveraged, Ratio of 0.91:1
- 20 years (1997-2016): $137.1 million leveraged, Ratio of 5.3:1

**FIGURE 3: EXPENDITURES, 2013-2016**

- Institutional Contributions: $2,815,325 (52%)
- Grants & Contributions: $1,798,493 (34%)
- Loans/Equity: $771,083 (14%)

**FIGURE 4: EXPENDITURES, 1997-2016**

- Grants & Contributions: $126,610,207 (78%)
- Learning Corridor (Institutions): $10,000,000 (6%)
- Loans/Equity: $10,532,040 (6%)
- Institutional Contributions: $15,959,861 (10%)
| TABLE 1: METRICS FOR STRATEGIC PRIORITIES

**: SINA DASHBOARD METRICS |
|---|

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<tr>
<th>RESPONSIBLE</th>
<th>METRICS</th>
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<td><strong>Neighborhood Economic Development</strong></td>
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| Home Ownership | Director of Housing  
Board members and other staff at institutions (HIP) | Units produced and sold  
HIP Participants in pipeline  
HIP Units closed  
Number of properties purchased  
SINA Rental vacancy rate  
Cumulative contribution to Hartford Tax Rolls  
New Investment Commitment |
| Employment Initiatives | SINA Employment Coordinator  
HR departments at institutions | Potential applicants worked with  
Number of residents who have completed education/training programs  
Number of residents placed in jobs in institutions and elsewhere, by job category  
Change in income for participants (CTDOL data) |
| Comprehensive Development Plan/Innovation Places | SINA Executive Director and Trinity staff and consultants | Total Investment in Target Area (SF, value) |
| **Strengthening Community** | | |
| SINA Safety Team | SAFE Coalition Leaders  
SINA Community Engagement Staff  
REACH Committee | Number of community partner connections  
Number of community interventions  
Number of resident connections  
Volume of trash cleaned up (# of bags, bulk)  
Impact on resident attitudes/behavior (as measured by surveys) |
| Community Voice & Recognition | Board members at each institution (for volunteer initiatives) | Number of member institution employees/students participating in community events  
Number of volunteer hours (by residents/institutional employees) |
| Volunteer Opportunities | | |
| **Education & Heath** | | |
| Access to Higher Ed | REACH Committee  
SINA Staff support Board members at each institution (for volunteer initiatives) | Number of scholarships funded  
Literacy initiatives supported  
Number of children served through initiatives  
Number of volunteer hours (by residents/institutional employees) |
| STEM Education / Literacy Initiative | | |
| Healthy Homes Initiative | Exec. Director and Community Engagement Staff  
Selected staff at CCMC | Number of homeowners enrolled in Healthy Homes Initiative  
Number of service connections made for enrolled families (e.g. asthma, lead) |
| **Organizational Capacity** | | |
| Funds Leveraged | SINA Executive Director | Funds Leveraged (grants received) |
## Priorities

### 2018-2022

#### Neighborhood Economic Development
1. Increase home ownership
2. Support education and training opportunities and increase placement of local residents in jobs at member institutions
3. Support the 4-block development plan

### 2018-2022

#### Strengthening Community
1. Improve neighborhood safety and cleanliness
2. Increase community engagement and voice
3. Engage institutional employees and residents through volunteer opportunities

### 2018-2022

#### Education & Health
1. Facilitate energy and health-related home improvements
2. Fund and support student access to higher education
3. Support literacy improvements in area schools
4. Support STEM related education in local schools

## Targets

### By 2022

#### Neighborhood Economic Development
- **30** new homes built
- **100** job placements in member institutions
- **15** education and training opportunities created

#### Strengthening Community
- **750** volunteer hours
- **300** community interventions
- **250** Institution employees engaged as volunteers

#### Education & Health
- **50** household improvements made through Healthy Homes
- **20** scholarships for college-bound youth
- **500** children reached through literacy initiatives

## Goals: 2043

### By 2043

#### Neighborhood Economic Development
A prosperous, diverse neighborhood of opportunity for living, working and playing, where institutional employees choose to live.

#### Strengthening Community
A safe, clean neighborhood with a strong culture of volunteerism and civic duty, where institution employees are directly engaged in activities to help neighborhood residents.

#### Education & Health
A healthy and educated neighborhood where students thrive, and are provided with the education and opportunities necessary for them to achieve their most ambitious goals.