

GIBRALTAR

NEIGHBORHOOD ASSOCIATION, INC.



First Steps Toward Long Term Planning Gibraltar Neighborhood Association (GNA) Concept Document • February, 2017 • Draft #3

Purpose and Need: As we seek to write grant applications, coordinate our priorities with the city, and inspire participation, membership and giving among our residents, we need to have a clear path for the future through the establishment of goals and priorities. Ultimately, these goals need to be approved by the active membership, and set forth in a plan expressed as short term (1-3 years), mid-term (4-7 years) and long term (8-12 years). These goals should be S.M.A.R.T. Goals (Specific, Measurable, Achievable, Relevant & Time-Based). Our goals should be regularly revisited. We may also want to consider each goal in the context of a S.W.O.T. Analysis (Strengths, Weaknesses, Opportunities, Threats). Ideally, we want our community to consider practicalities balanced with out-of-the-box thinking, envisioning what our neighborhood could look like, feel like and be like in 2035. We then work forward from now and backward from 2035 to identify goals in the context of a timeline. Always and every chance we get, we'll seek to communicate these goals.

Another product of this work would be a clear, concise and inspiring **vision statement**.

Below is a sampling of goals we might want to consider. (Again, this document is intended to be received as a very simple "first step conversation.") Some of what is in here is obvious. Some of it may seem out of reach. Through listening to the needs of our community, we can begin to bring priorities, timetables, and cost projections to bear. The goals below are in no particular order:

Increase Renter & Homeowner Participation on Bluff Street:

- Have a reduced "non-property owner" membership rate
- Have a "renter's corner" in the newsletter
- Organize a social event at the 3-Point Lofts apartments every year
- Focus as many events as appropriate on Bluff street
- Have a dedicated Board member position who is a renter

Lighting

- Short Term: Convert all to LED
- Medium Term: Do a neighborhood survey identify three darkest areas, install addt'l lights
- Long Term: Bury electric utilities under streets, install antique-style lighting

Sidewalk & Curbs:

- Short Term: Replace bad sidewalks (reward GNA paid members first priority). Notify city of updates and ask them to repair any decayed adjacent curbs.
- Medium Term: Repair all bad sidewalks in our neighborhood. Notify city of updates and ask them to repair any decayed adjacent curbs.
- Long Term: Develop and implement a turn-key system to keep all sidewalks and curbs in good condition. Ensure basic wheelchair accessibility.

Community Garden(s):

- Work with Lutheran church and the Big Garden Project
- Priority in and around Bluff and 4th St.

Social Development:

- Continue quarterly events.
- At least one event on Bluff / 4th a year with a priority on non-members & renters
- Have prizes to encourage attendance
- Work with city and other Neighborhood Associations to create and acquire a “block party trailer” owned by the city. (Reference: arvada.org/residents/city-neighborhoods/block-party)

Fundraising & Income:

- Keep up the awesome fundraisers. (We’ll need a plan to ensure the long term stability of this team. The Board can’t lead *and* be the sole fund-raising group at the same time.)
- Consider increasing dues to \$30 or \$35 / year in 2019. (Communicate well in advance.)
- Pursue Pottawattamie Gives every year (develop a process to market)
- Have a monthly giving program and allow givers to allocate their donations to a specific cause
- Encourage long-time members to remember GNA in their Estate Planning
- Research and implement online technology to securely allow people to donate and purchase association memberships online using a credit card. (Hopefully, also build in the auto-generation of a “thank you/receipt” for their tax records.)
- Seek grants that are clearly consistent with our priorities
- Think out of the box: local bond issue, local tax (if possible), state funding, what else is possible?
- Once we have identified goals and a timetable, we can dedicate a percentage of regular, non-designated income to each goal. We would need a second account to hold designated (endowment) funds. Implement ongoing communication with members and donors to keep them apprised of progress towards the goal.
- Coordinate our planning with the city for best outcomes.
- Brainstorm ways to make our annual neighborhood cleanup raise funds as well.
- Goal: Increase overall neighborhood income/revenue by 15% annually (not including designated endowment income).

Security & Safety:

- (See lighting goals.)
- Over time, purchase wireless security cameras that will have street views only. Frequently, when a property crime is committed on our streets, there is a request from the victims for any video footage. Appoint a local block captain who would be in charge of data. (This will be potentially controversial and we'll really need to map out the details.)
- Install speed bumps at key locations.
- Enhance safety at three-way stops. Seek additional stop signs for dangerous intersections.

Remember & Recognize:

- Keep a centralized journal / record of our accomplishments recorded on a quarterly basis. Assign a board member this responsibility.
- Celebrate our progress on a regular basis.
- Thank people that helped make a difference.

Improve and Increase Neighborhood-Wide Communication:

- Strategize and implement a process designed to steadily increase resident participation in NextDoor.com website (with a goal of having all neighborhood residents included)
- Secure long-range, ongoing funding for the mailing of our bi-monthly newsletter. Currently, newsletters are hand-delivered to residents. This process is time-consuming and relies on availability of manpower (which is likely a tenuous long-term proposition). Bulk mailing to all residents (including those in locked apartment buildings that may not be reachable in person) will cost approximately \$200/annually (bulk rate for non-profit orgs is \$.17 per piece).
- Strategize possible funding sources for the printing of our newsletter (should current funding from the 712 Initiative come to an end).

Brick Streets: (This initiative, along with burying utilities and updating sewer service, is a multimillion-dollar project and will require a cohesive, multi-pronged, long term and sustained strategy.)

- **Short Term:** Identify and develop a consensus of our short and long-term agenda among GNA members. Continue our dialogue with Public Works Dept. Begin a dialogue with City Council and our State Legislators. Identify potential grant-makers. Begin planning with other brick street concerned neighborhood associations. Begin reserving and saving funds. Identify our priorities for preservation.
- **Mid Term:** Solicit and receive commitments from local and state policy makers. Receive grants and raise funds locally. Communicate and celebrate our progress. Ensure maintenance and repair of current brick streets.
- **Long Term:** See to the burying of utilities (which needs to be negotiated separately from the city) and the repaving of our brick streets.

SWOT Analysis

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STRENGTHS

- Committed Core of leaders
- Long-term residents
- Small, intimate geography
- Kirn Park
- Historic Homes
- Proximity to downtown

WEAKNESSES

- Small neighborhood footprint
- Possible leadership turnover
- Very few children and youth
- Lack of relevancy with renters and people of color
- Long memories of conflict
- Division in community represented by 3rd street

OPPORTUNITIES

- Potential grants
- Abundant organizations to collaborate with
- Dodge House
- Lutheran church
- Potential to collaborate with other Associations
- Good relationship with Mayor

THREATS

- Crime
- City goals inconsistent with our own
- Neglect / Destruction of old homes

