

**A Neighborhood Place
Business Plan
2018**



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THE 'PLACE' SOLUTION

The Neighborhood Place

The mission of A Neighborhood Place is to assist neighborhoods/communities in the creation of community spaces; spaces that will serve not merely as places of activity, but as centers for the building of a new social fabric that will transform our isolation into connectedness and caring. The work of A Neighborhood Place will be shifting our conversations from the problems of community to the possibility of community.

To that end, our focus will be in assisting community-oriented non-profits discern the shapes and types of spaces they need and then find the resources required to build/remodel/re-purpose them.

Each community/neighborhood will present different needs and require different approaches by ANP. Once we have determined the scope of a project, we will be able to determine the resources needed for that project. Those resources can include people, social media, print, internet use, websites, phone resources, offices, and many others.

Working primarily with community-created non-profits, the aim of ANP is to make a positive impact on society and the environment. It will be intentionally working with these communities and partners to provide safe, welcoming places for diverse communities to thrive.

Our solution is not a cookie-cutter template for area recreation centers or meeting spaces. Our focus is in assisting community-oriented non-profits find the shapes and types of spaces they need and then find the resources required to build/remodel/re-purpose them to whatever extent is needed.

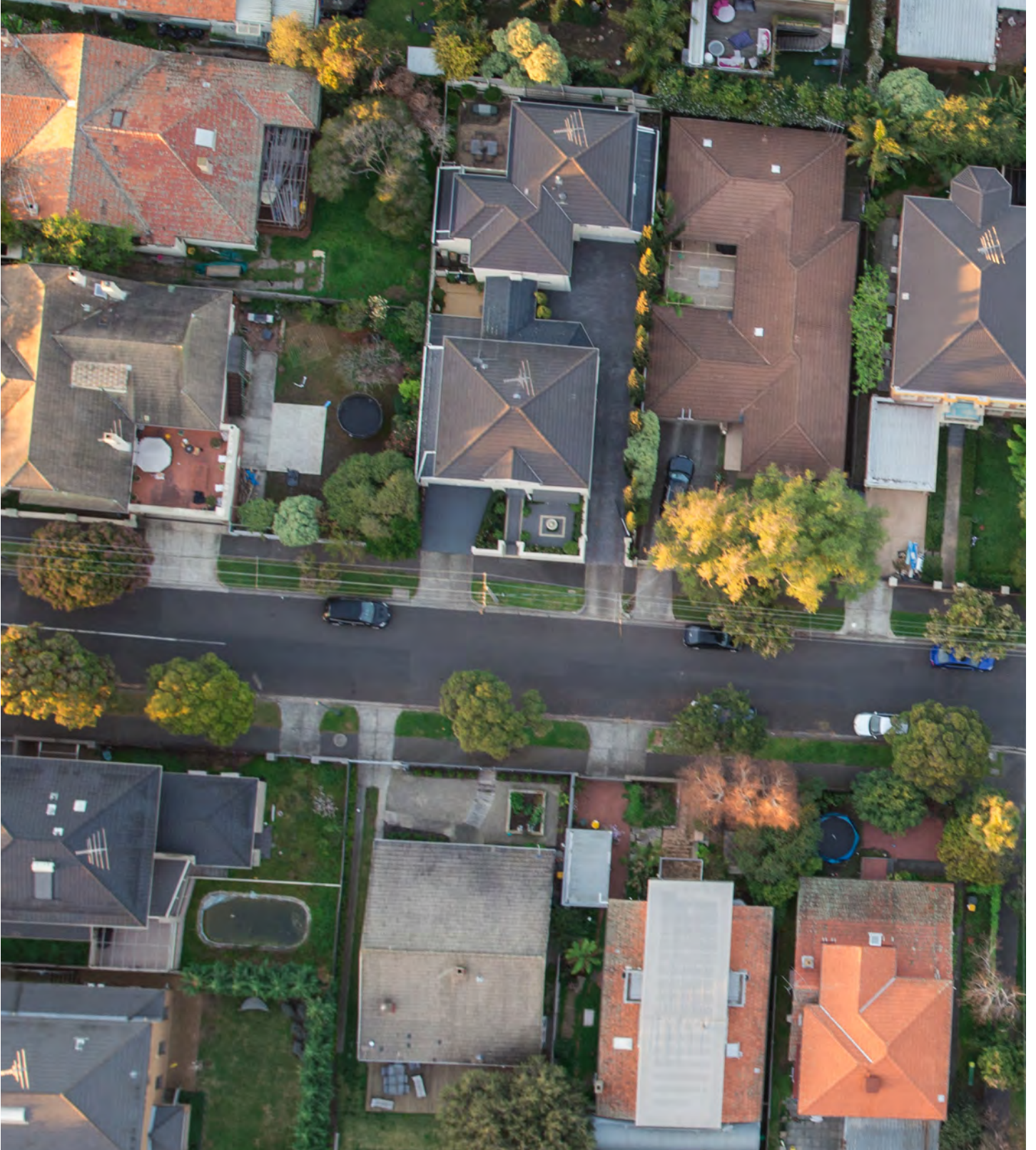
Also, as a part of ur bundle of resources, we can provide other services such as project management and facilities management, leveraging its own expertise so that its community partners can focus their efforts on local engagement and development.

The key to creating or transforming community, then, is to see the power in the small but important elements of being with others.

Block, Peter. *Community: The Structure of Belonging* (p. 10). Berrett-Koehler Publishers. Kindle Edition.

The principle of participation: All decisions about to build, and how to build it, will be in the hands of the users.

Alexander, Christopher. *The Oregon Experiment* (p. 58). Oxford University Press.



THE IMPACT OF COMMUNITY ENGAGEMENT

Communities will have the chance to imagine and create a place unique and particular to their values and beliefs. Each neighborhood as an opportunity to discover what will be an authentic vision for a shared experience of community belonging and relatedness.

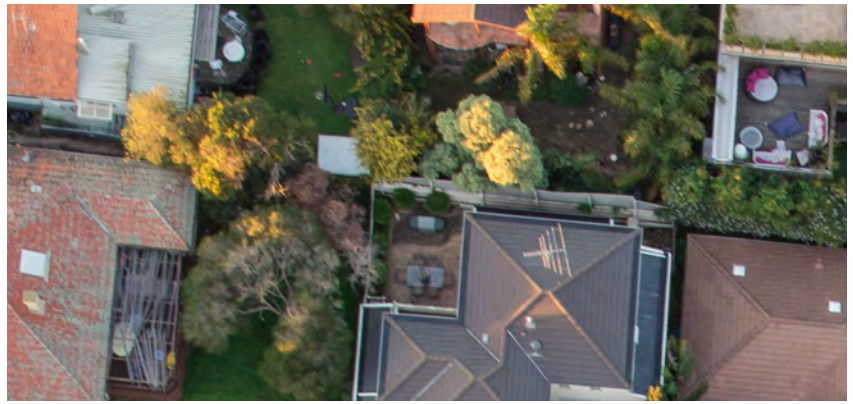
It could be said that almost every neighborhood not already served by community space – and maybe even some that do – has a potential for the involvement of ANP. Growing its impact will, in many respects, be much like the process of growing community space: Contact is made with community leaders, a vision is shared, the community responds, and new life is created in shared space. ANP will make continuous contact with communities by sharing its vision with all as a project is raised and developed.

In What ways does the community Benefit?

- » They have access to resources not previously available to do the work of supporting community
- » Their community experience creates the possibility of belonging and connectedness
- » It has a place for conversations that can lead to a future with new opportunities for involvement
- » They have created, by their own work, a place of inclusiveness rather than exclusiveness

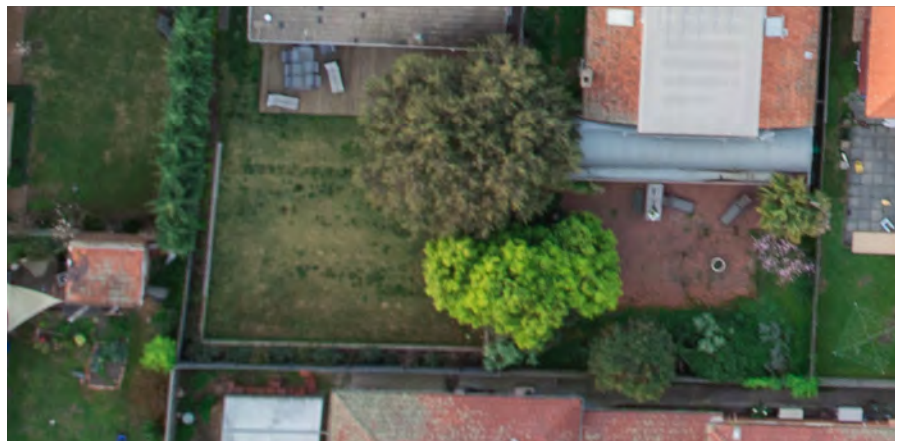


THE TENUOUS TIES



The Fraying Fabric

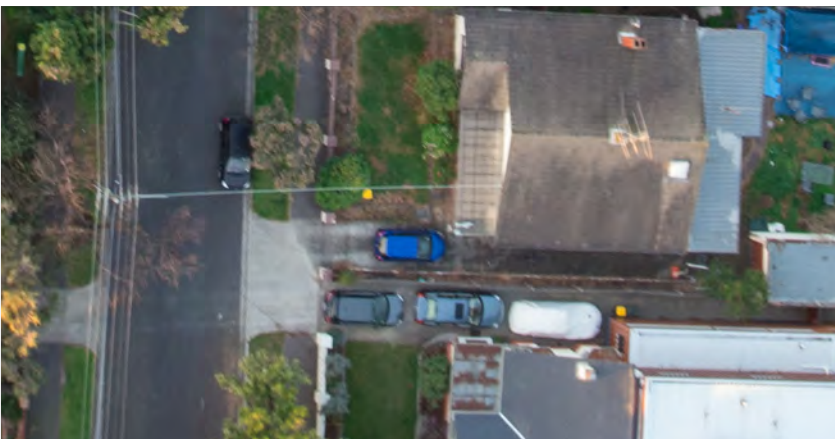
The social fabric of our culture is more worn than we realize. Cultural and demographic shifts have altered our experience(s) of belonging, relatedness – community. Some basic assumptions of the nature of our shared lives have been frayed and torn. As we attempt to create a sense of belonging with online avatars and tribal longings, neighborhood spaces that are unpretentious, safe, welcoming, and available have become rarer and rarer. We as members, notice this absence and try to communicate with our communities and community leaders the dreams and desires for transforming our neighborhoods. But, we are faced with limited resources, experience, and the tools that are needed for creating and developing neighborhood places.





Holding the Threads Together

The communal soul of a neighborhood suffers in the absence of shared gathering spaces not defined by consumption such as pubs, coffee shops, and similar businesses. The ongoing reduction in places for collective belonging and restoration means there are few opportunities to connect with other members of the neighborhood. Most often, those seeking those communal experiences have to travel outside their neighborhoods, sometimes even several miles. Also, what gathering spaces there are can be membership restrictive, such as churches and schools. A school or church may offer discussion groups for instance, but they likely center around the shared needs or creeds that define the group and the space they use. And, the membership of the group may not be offering those opportunities in a public forum like a local news source or bulletin board. The reality is that many neighborhoods lack these spaces and the ones that don't suffer that same surfeit, have been extremely lucky to have organizers and sponsors creating spaces for these shared activities or there are underutilized spaces in local churches, association buildings, schools, and other similar structures that are currently available for outside use.



Lack of spaces: one affect

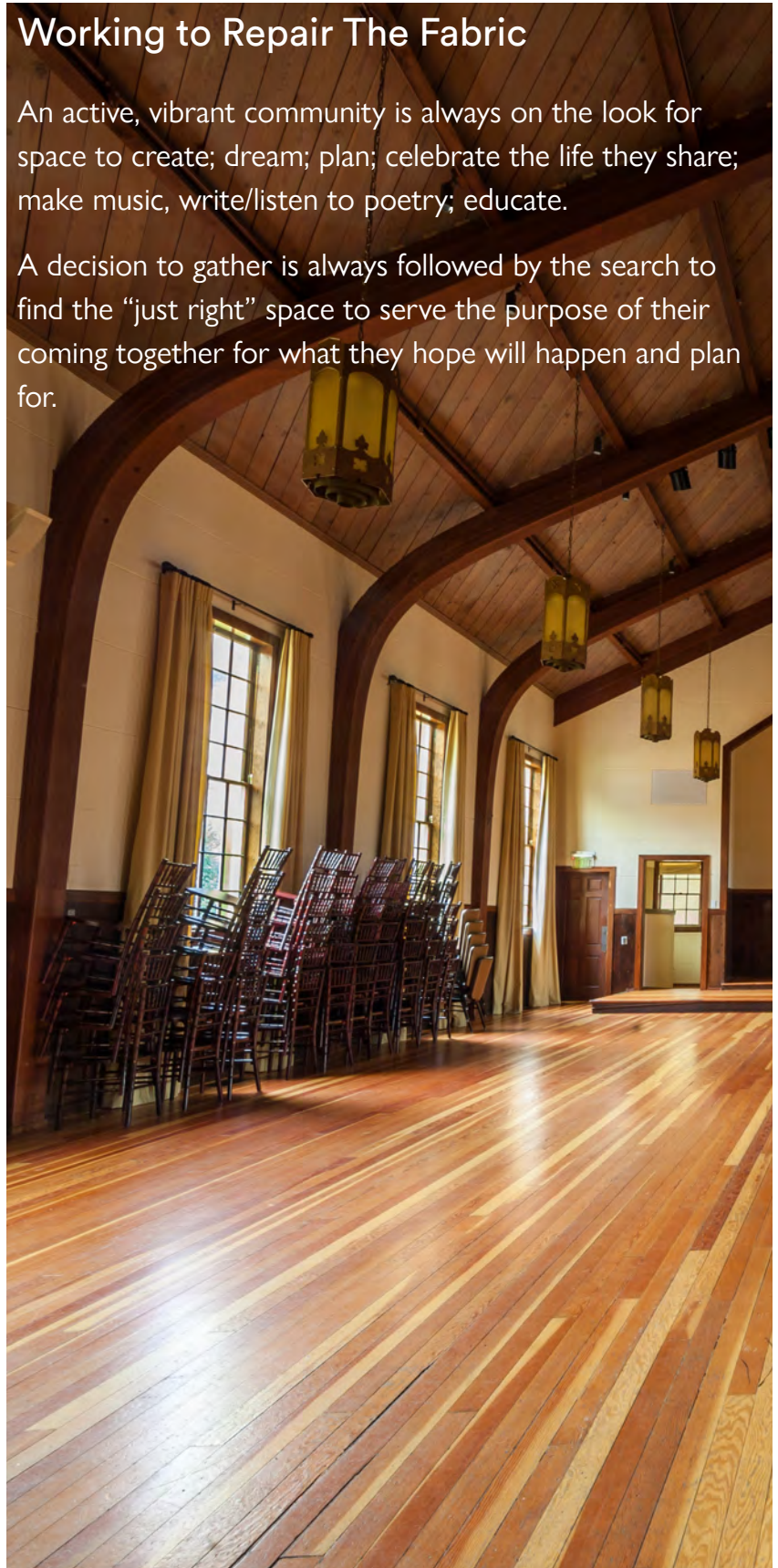
When welcoming communal space is not present in a community, friends, families, and neighbors must find those places to connect outside the neighborhood. The cost and consequence of this experience is real, manifesting in the time and expense to travel and the resulting loss of local connection. The impact is more than economic for communities and the ones who live there, it also leaves behind a vacuum of lost vibrancy and vitality. The consequence of the absence places that promote personal well-being, renewal, and feelings of belonging is isolation and disconnection.

This lack of meaningful space is endemic to our communities. The issues are shared across our society's economic and educational strata as well as the neighborhoods and communities in which they live.

Working to Repair The Fabric

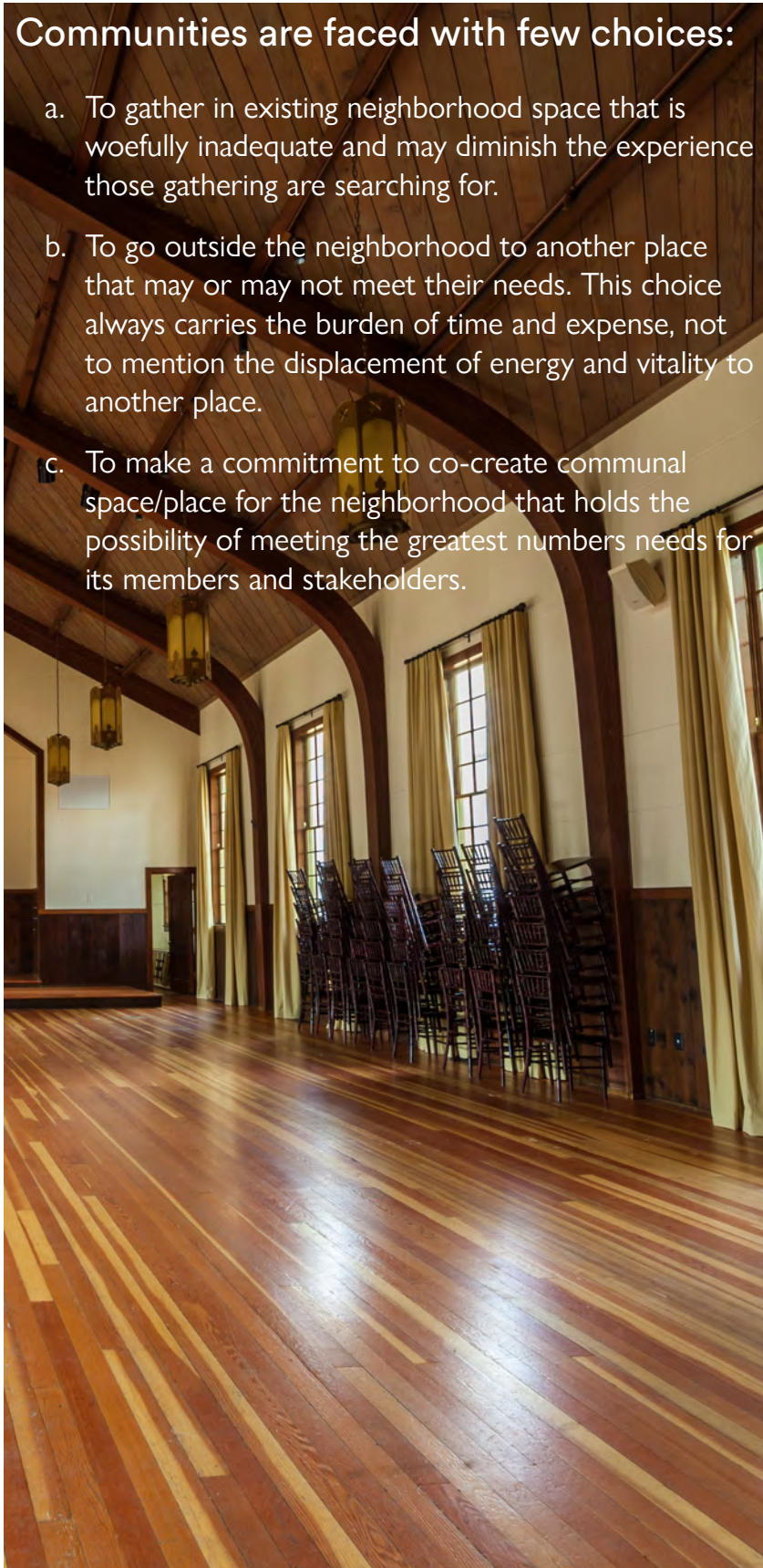
An active, vibrant community is always on the look for space to create; dream; plan; celebrate the life they share; make music, write/listen to poetry; educate.

A decision to gather is always followed by the search to find the “just right” space to serve the purpose of their coming together for what they hope will happen and plan for.



Communities are faced with few choices:

- a. To gather in existing neighborhood space that is woefully inadequate and may diminish the experience those gathering are searching for.
- b. To go outside the neighborhood to another place that may or may not meet their needs. This choice always carries the burden of time and expense, not to mention the displacement of energy and vitality to another place.
- c. To make a commitment to co-create communal space/place for the neighborhood that holds the possibility of meeting the greatest needs for its members and stakeholders.



Lack of spaces: another affect

The biggest problem for most groups is the near constant search for shareable space. There may be organizations with buildings with available spaces, but those are only available at specific times and there are no options for shared communications with other groups that are using that facility. Again, that creates a silo effect where groups or members of groups are not aware of other groups or group members with shared concerns or needs.

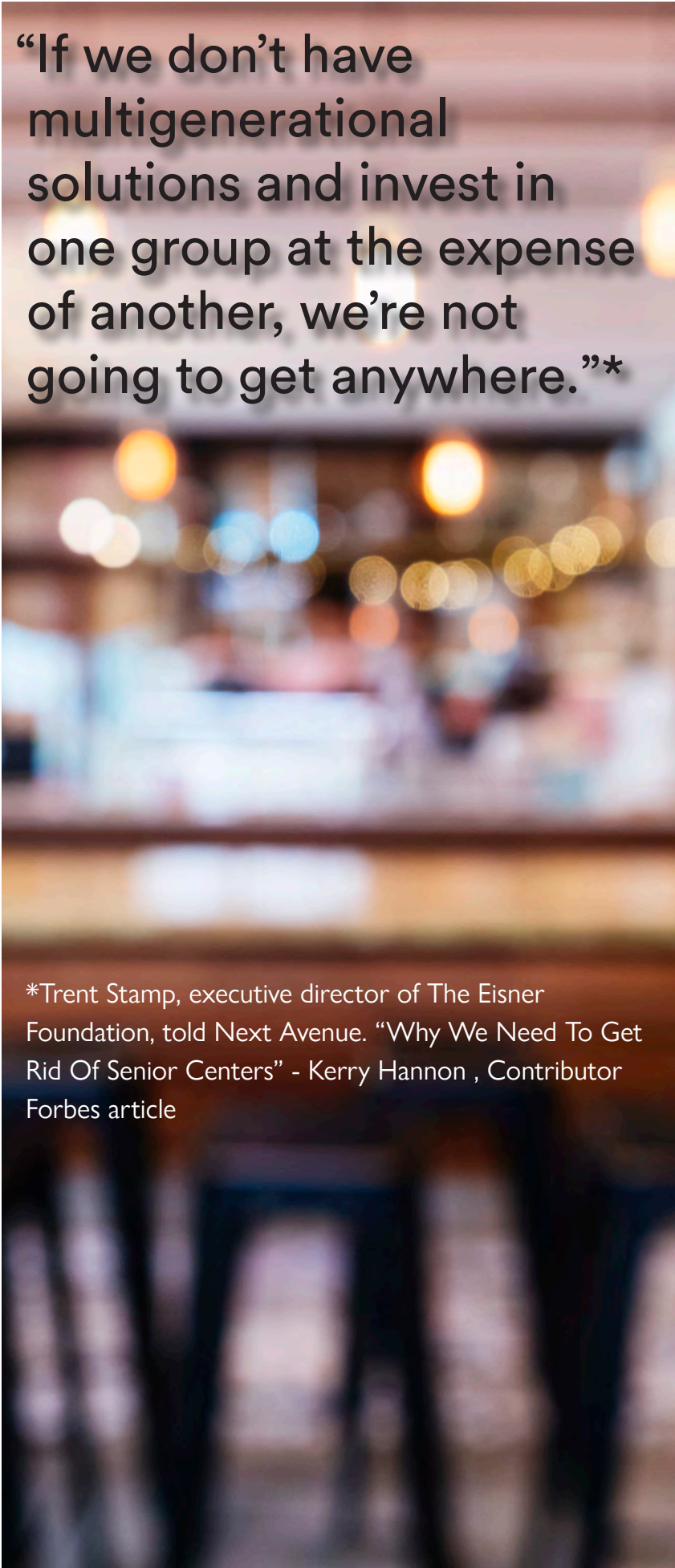
THE SEARCH FOR COMMUNITY

Who is Searching?

There is a huge growth in places offering collective experience. These are largely places offering a single product/service or a range of products or services in the same category. While that in itself does not reference a need for places offering multiple collective experiences, it does suggest a need to congregate for other reasons than just to experience a single product. This group of searchers is multi- generational and crosses economic, social, and ethnic boundaries.

People are taking part in a wide range of sought experiences from the multiplication of coffee shops to the numbers filling up fitness clubs and from the enormous growth of craft beer to the various types and offerings of yoga. But also, not as visible as the comings and goings of storefronts is the constant growth of the “meetup.”

Offerings on meet up websites and apps as well as bulletin board offerings along busy streets, in stores, and posted on the windows of coffee shops and pubs, have exploded. People are meeting in homes, offices, churches, and wherever else there is a free space.



“If we don’t have multigenerational solutions and invest in one group at the expense of another, we’re not going to get anywhere.”*

*Trent Stamp, executive director of The Eisner Foundation, told Next Avenue. “Why We Need To Get Rid Of Senior Centers” - Kerry Hannon , Contributor Forbes article

The Collective Trends

Yoga is a thriving, growing industry.” ... 2016 Yoga in America Study Highlights: There are 36.7M US yoga practitioners, up from 20.4M in 2012. 34 percent of Americans say they are somewhat or very likely to practice yoga in the next 12 months – equal to more than 80 million Americans.

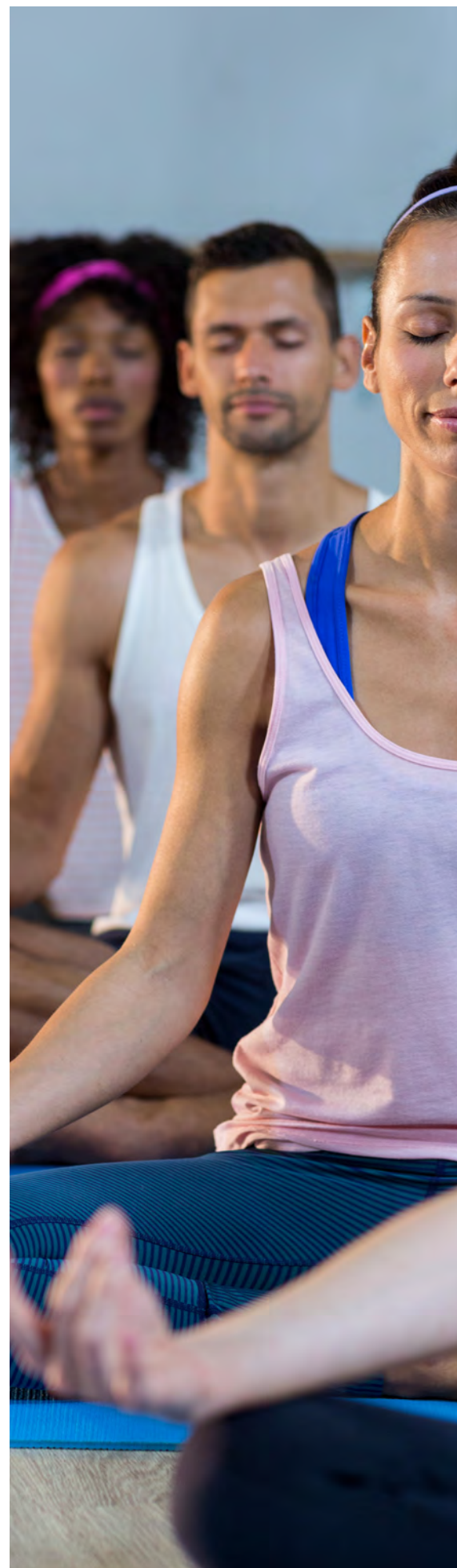
Coffee consumption represents 75 percent of all caffeine absorbed in this country. This explains in part the 7 percent annual growth rate of coffee shops, and represents the fastest growing segment in the food service industry. In 2012, 83% of Americans reported drinking coffee, equating to a 5 percent growth over 2011.

Health and fitness clubs provide their customers with the infrastructure for their workouts and physical activity in exchange for a membership fee.

The global fitness and health club industry generates more than 80 billion U.S. dollars in revenue per year. The North American market had an estimated size of more than 28 billion U.S. dollars in 2015, of which 90 percent, around 25.8 billion U.S. dollars, was attributable to the United States. The U.S. is the single biggest market worldwide not only in terms of revenue but in regards to the number of members in health & fitness clubs as well. <https://www.statista.com/topics/1141/health-and-fitness-clubs/>

Millennials have surpassed Baby Boomers as the nation’s largest living generation, according to population estimates released this month by the U.S. Census Bureau. Millennials, whom we define as those ages 18-34 in 2015, now number 75.4 million, surpassing the 74.9 million Baby Boomers (ages 51- 69). And Generation X (ages 35-50 in 2015) is projected to pass the Boomers in population by 2028.

As Nancy Henkin, the founder and executive director of Temple University’s Intergenerational Center asks: “Instead of a senior and a youth center, why not one energetic community center where people come together and intentionally nurture trust and empathy through interacting with each other?”



THE SEARCHERS

Who is Looking?

While every community and neighborhood have different needs, the leaders, teachers and visionaries of those places have big dreams and desires for their neighborhoods. Most often they have limited resources, experience, and/or tools available to them for creating and developing neighborhood places. Also, most are focused on providing one service or experience and not how they can leverage associations with other like persons to find better solutions to their space needs.

What these individuals and groups have in common is a need for these space resources to be within their budget restrictions. This need to keep costs under tight control is the single biggest factor in the long-term survival of these groups and efforts.

We also recognize that within the context of a vibrant community, other groups/social entrepreneurs, exist to serve the purpose of creating space for belonging, relatedness and community. Some of these may find a place with us as partners, offering their unique gifts.

A Neighborhood Place represents “co-creation capital,” a menu of resources and experience dedicated to creating spaces for relatedness, community... places of belonging.

Who Else is Doing this Work?

Where we stand

There are no competitors in the traditional sense for this level of social entrepreneurship. Our Core presence with others doing like-minded work will be as partners, bridge-builders, and collaborators. There are many people in many communities working to develop community spaces. Private individuals, churches, community service groups, and others are doing work like this. ANP proposes to provide developmental and managerial consulting services for these groups as partners in this community work.

Competitive advantages

Expertise

Our collective wisdom, experience and networks as social entrepreneurs sets us apart. The founders, and many we will be recruiting, have long experience working with local community groups. We have significant background in assisting churches engage their neighborhoods and evolve their community models.

Innovation

We are introducing a new way to look at the development of community space. Our model of practice, working with neighborhoods as co-creators and collaborators is unique in the marketplace.

THE RISKS OF PLACE

The Relational Risks

The key risks for ANP are in poorly established relationships, failed relationships, and relationships that are dropped because of inattentiveness. Because the business of ANP is relational and not product based, it will be important that the ANP leadership team, as a group, evaluate all community and vendor/provider relationships as they begin. Any impediment to smooth and open communication with these persons/groups can threaten the integrity of ANP and the success of a project. Full communication about all relationships between ANP, partners, and community members must be the ANP operating model. All meetings with partners, neighborhood clients, funders, employees, and contractors, need to be open to all and collaboratively approved.

The expectations of behaviors for all members of the leadership team and employees of ANP will be established as part of a group policy agreement. ANP operations must be transparent to all members and never walled off behind a privacy screen. Though ANP will not intrude on a member's privacy, the operations of ANP will not be considered private outside of HR concerns.

Critical Success Factors

- » Vibrant, healthy relationship with our Resource Partners. It is critical to be in relationship with and networked deep with our resource partners who will be serving our Client base.
- » We must exercise integrity and clear decision-making in selecting our partners as they represent the critical success experience for our Clients.
- » Adequate funding for full project development.
- » A leadership team and employees that operate at all times by the values of the group.





LEADERSHIP FOR A NEIGHBORHOOD PLACE

We will be recruiting initially for a core group of persons to lead the ANP team. Because our business is relational in nature and collaborative in action, it will be important that team members, while having different roles in the company, consider themselves as co-equal partners in the business leadership.

The core leadership team:

- » **Leadership Director**
Functional CEO. Responsible for organization of leadership team.
- » **Community Engagement Director**
Responsible for community relations and engagement of local community members and stake holders.
- » **Finance Director**
Chief financial officer for A Neighborhood Place and main resource for community center financial resources.
- » **Communication Director**
Responsible for ANP website content, social media content, print media and direct communication with outside media outlets. Also responsible for initial media relations and content for ANP projects.
- » **Project Coordination Director**
Maintains the contacts, engagement, and scheduling for partners and vendors of each project. Also responsible for ANP central scheduling and meetings.
- » **Vendor/Partner Liaison Director**
Responsible for ongoing vendor/partner relationships with ANP, and community members / stakeholders.

What other leadership is involved?

ANP leadership will also include:

- » The ANP advisory council
A group of 4-5 interested and committed persons to serve as advisors to the ANP leadership
- » ANP investors
- » ANP resource partners: builders, designers, suppliers, creators, and others who assist in the realization of community space.

The Neighborhood Place Foundation

Additionally, a separate group of people will be recruited to serve on The Neighborhood Place Foundation, a non-profit, whose mission it will be to raise funds and accept donations meant for the purpose of creating neighborhood space. This foundation will be separate from ANP though there will be an ANP leadership team member sitting as a non-voting member of the board. All neighborhood groups, including any existing groups and others not associated with ANP, will be able to apply for funds from this foundation as will ANP itself.

Informational leadership

The founders of ANP have been informed by authors and creators such as Peter Block and Christopher Alexander. Their work, and others, will inform the vision/values/process by their significant contributions to the work of creating social fabric: great places.



THE NEIGHBORHOOD PLACE APPROACH

VISION

A Neighborhood Place (ANP) is a social entrepreneurship with the core mission of acting as a source of tools for the building of community spaces wherever communities and neighborhoods come together for that work.

GOALS

In two years A Neighborhood Place should have at least 2-3 projects in stages from startup to construction and one community space either about to open or open. At that point we should have a staff that is operating at a high level of communication and cooperation. The Neighborhood Place Foundation should really be a self-sustaining non-profit with invested funds of at least 2 million dollars and a deeply recruited and engaged advisory board.

The immediate tasks

- a. Fund the ANP startup
- b. Build the A Neighborhood Place core operational team.
- c. Recruit an executive director for The Neighborhood Place Foundation
- d. Fund the foundation
- e. Develop the ANP resource partners.

The 3-5-year tasks

- a. Establish long term growth goals
- b. Develop a board of directors that can be a resource to the team leadership
- c. Adding members to the core team who are in position to eventually be the core team
- d. Develop core teams in other locations, keeping in mind that each location will have its own organizational needs

Longer than 5 years:

- a. Establish succession plan for team leadership
- b. Involve all employees in the process
- c. Implement plan

Where we are in the marketplace

Sometime around the turn of the 21st century, Adobe developed the position of company evangelist. The people with this position spoke and wrote persuasively about Adobe products and services at seminars, classes, workshops, and on blogs. They were not necessarily around to show how the software worked or teach, though some did, their function was to speak about how Adobe was creating products and services that were going to make the work lives of users better. They were very successful at this and while other companies have attempted to emulate them with varying degrees of success (see Google today), the cycle of updates and improvements to Adobe products reinforced the positioning to such a degree that today Adobe virtually stands alone in its field.

In a similar way, A Neighborhood Place must position itself as the tool most able to assist communities and neighborhoods in their efforts to create spaces offering connection and a sense of belonging. The core of this offering is that ANP, because of our team's unique understanding and implementation of creating space with community involvement, is the best tool to work with. Our grounding in the works of Peter Block and Christopher Alexander have informed our work and given us unique perspective. ANP must communicate that we are not just finding rooms and buildings to use but are committed to the creation of places of invitation, built with sensitivity to the needs of each community.

Our core offering is basic neighborhood engagement.

Our team will meet with community members who are interested in creating a space for their neighborhood. Initial meetings with interested community meetings will be followed by a discovery process intended to determine if the neighborhood/community really has the energy for this work.

That work will be followed by invitations to the community to meet and plan what the residents might want, what they have, and what they might be missing.

Once that is done, ANP will put together a proposal that will identify those community needs / wants, outlining what will likely be needed to make the neighborhood vision a reality in terms of costs, space, and individual involvement.

Further services provided by ANP radiate out from that center.

Project planning: Determining what people resources will be needed to create the space and if some of that is available in the neighborhood or if we need to engage our list of resources.

Project management: Providing ongoing and on site day to day management of the development process.

Facility management: Community members may not have the skills to operate, hire, and manage the facility they envision. ANP will offer management by contract.

THE REVENUE MODEL

The three sources of revenue for ANP:
Project planning, Project management, and
Facility management.

Project Planning

Leadership Engagement

Project planning has three phases beginning with neighborhood/community leadership engagement. This initial step is the result of one of two things: either ANP has been approached by representatives of a neighborhood/community, or ANP has identified a neighborhood/community that it feels has some of the benchmarks (quantifiable needs, uses, and resources) of an area with available energy for the task.

In the first case, the planning phase undergoes a discovery process for the purpose of determining whether the benchmarks exist. While it is good to have community leaders approach ANP first, that does not necessarily mean they can see or understand what the community is ready or not ready to take part in. The ANP team will have to make a community evaluation and the leadership group from the community will have to bear the cost of that effort. We will encourage that group to look to The Neighborhood Place Foundation for financial support if they feel it will help their efforts. We will assist them in making a grant application.

In the second case ANP will be largely taking the risk of its own time. However, if the team can demonstrate that enough of the criteria exist to justify the work, a proposal could be made to The Neighborhood Place Foundation for a grant

for the engagement phase. The steps taken then, would be to identify the leadership of the community for the purpose of engagement. Alternatively, funding could come from other sources such as a community angel, interested civic group, or perhaps the owners of underused facilities.

Neighborhood/Community Engagement.

The second phase of planning is neighborhood/community engagement. Again, the leadership group will bear this phase's costs either themselves or with help from TNP Foundation. If this is a project being done initially by ANP, the costs should be built into the grant proposal to TNP Foundation unless funding comes from another local source.

At this point in project planning, ANP will have to determine if the neighborhood/community will be able to support the development of the space. If it can, the third phase of Project Planning is leadership/community partnership.

Leadership/Community Partnership

At this point a development board comprised of committed community members should be formed. The board should be made up of equal parts local leadership and community members. This board should be about 7-9 members and should appoint from those members a chairperson who can serve as a central point of communications.

The demands on time and resources for this final part of the planning will be quite substantial

so it will be vital that the board's first business will be securing funds to complete the planning of the project. These funds will be used largely for ANP, working with the board, to complete the detailed plans needed to begin the physical development of the project. Consideration will have to be made for the possibility that funding will be needed for future work that ANP will not necessarily be doing or managing, such as payments for property or equipment that precedes the actual beginning of the project. ANP will not, as a part of its work, do fund raising, but will rely on the neighborhood/ community groups, ANP Foundation, and others to provide the funding.

Project Management

When the parameters of the project have been completed and all parties have signed off with approval, the project will in a position to begin the work of making the space a reality. ANP will present a bid to undertake general project management under contractual agreement with the local board. As a part of the report, ANP will include other parties, businesses or groups that might provide project management as well. ANP will not make any assumptions that it is the best solution for every community but will present a proposal that shows that its interests align with those of the community and using ANP represents a logical and clear choice. Project management proposals will be highly detailed and well thought out. The project parameters, as lined out in the report of the planning phase, will be the basis for any proposal by ANP for project management and will hew closely to those parameters. ANP will also hold to tight timelines so that projects remain

on time and within budget. As a B Corp, ANP will always answer directly to its partners and employees, maintaining an open and welcoming work space.

Facilities Management

The third major revenue stream for ANP is facilities management and it has the potential to be a sustaining revenue source.

As neighborhood place projects near completion of the creation process, the planning of how it will operate and who will be responsible for its operation will become the focus of the next steps. Each project will have management needs particular to its final formation. A place may have a coffee house, a pub, food service, a performance facility, meeting rooms, offices for rent, classrooms, or any number of other configurations. No matter what the configuration, it will need to generate revenue and it will need to have on-site business management.

ANP will offer, as a part of its resources, management and hiring expertise. We will aid in setting up the processes for the initial hiring and training of personnel and, if desired by the local group, we will continue the management under contract. The ANP leadership team will have the depth of experience in business operations that local groups may not have or want to spend time developing. ANP will offer contracts covering all phases of a site's operations for periods of two to five years.

Contract estimates will be based on needs and best practices, focusing on daily operations and facility growth.



A Neighborhood Place Pricing Strategies

Pricing the ANP service starts with an estimate of the time and resources needed to complete the phase of the project involved. For ANP, this is primarily an estimate of leadership resources. To some extent, there will likely be an initial period where these estimates are low. This will not be result of what is called “penetration” pricing, but because this is a new type of business. Eventually, costs and estimates should align as more projects are developed and precedents are set. ANP will not indulge in premium pricing but will instead cover costs and add percentage for all costs and resources paid for by or through ANP initially that percentage will be 10%. Again, time and experience will indicate whether that will be sufficient for the company to thrive. Every attempt will be made to make that pricing structure work knowing that doing so will help local organizations succeed.

ANP management contracts will be set up in a similar way, with agreements based on initial estimates of business and growth goals. Contracts will also include preset points for a reevaluation of those growth estimates. These points can be time-based or revenue-based. Marketing for the spaces themselves may be included in management contracts as well. The development of a detailed marketing plan would precede any contract, but could include website development and hosting, social media and email campaigns, print materials design and printing, and video creation. The core ANP team will include marketing, design, video, social media, and web professionals for its own efforts and will be able to serve as resources for these efforts whether as contractors or advisors to the local groups.

Costs, Revenues, and Funding

Startup Costs

There is no office to create or furnish and there is no inventory or product to buy and stock so initial costs are low. The business will operate out of the home office of one of the principal founders and there is ample room to accommodate growth for the first two

years and perhaps longer, dependent on growth and the need for meeting space. Phones, computers (laptops or Surface tablets), and other electronics are in place as is all the software needed to support operations. A website is in development and should be public by July/August.

Total startup costs **\$40,450**

Average Monthly Costs

The largest monthly expense will be wages and benefits. Initially the Leadership Director and the Community Engagement Director will be the only FTE, although two other positions have been recruited for. Initial projected monthly costs include another FTE, but that may be spread among two or more positions as the need arises. The two main startup tasks will be initiating a project (for which there is already interest) and building the partner relationships.

Average Monthly Costs (first year) **\$16,885**

Revenues

Project startups should generate approximately the equivalent of three FTE for three months or around \$48,000. It will likely be six months to a year before there is more than one revenue source in operation, so income will fall short of expenses during that time.

Average monthly revenues (first year) **\$15,000**

Funding

Initial owner capital **\$25,000**

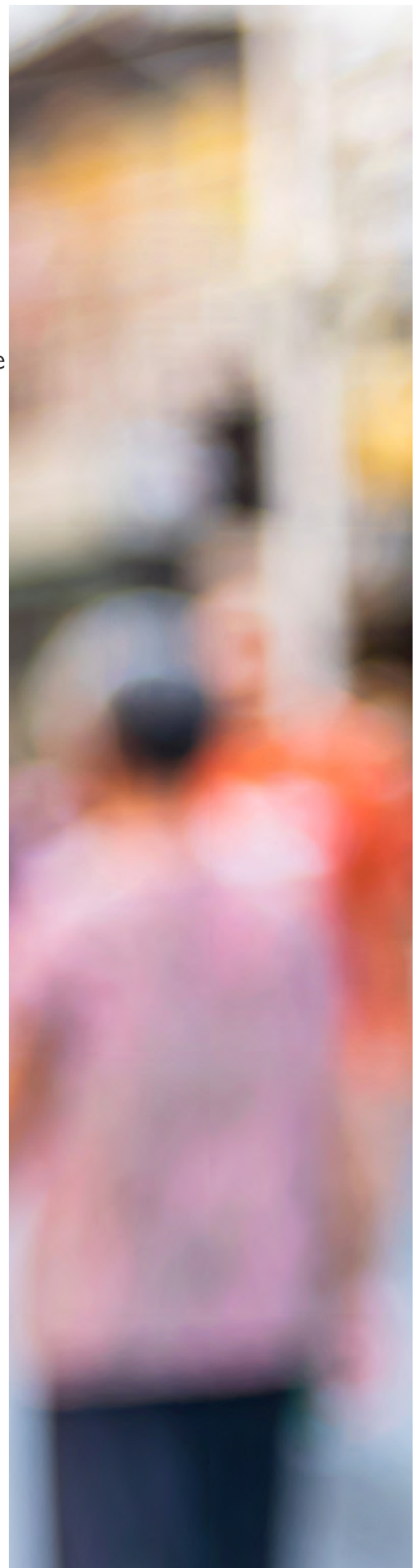
Other investors **\$100,000**

Go Fund Me **\$125,000**

Total initial funding **250,000**

The Neighborhood Place Foundation

Though it doesn't fit directly into either the revenue or funding model, an initial funding for the foundation will be sought at \$50,000. These funds will be available for grant requests by community/neighborhood groups.



GROWING A NEIGHBORHOOD PLACE

The market for growing the business of ANP is very broad. It could be said that almost every neighborhood not already served by community space is a potential customer, and maybe even some that do have those spaces. Growing the business will, in many respects, be much like the process of growing community space: Contact is made with community leaders, a vision is shared, the community responds, and new life is created in shared space. ANP will make continuous contact with communities by sharing its vision with all as a project is raised and developed. How that vision is shared is the key to marketing success.

Of primary importance in keeping the vision alive and growing is the use of all the tools of popular media, from Twitter to Instagram and from YouTube to live television. It will be important to engage the community that is the center of a project so that the community members can share the process and that excitement builds as a project nears completion. It will be important that that excitement is shared with people outside of the project community and ANP will encourage the sharing of stories of a project to the wider audience of member's friends, families, and acquaintances.

Another way we plan to engage a wider audience for the work is to develop a mobile app that will allow people to track their local project, suggest new projects, add resources, and map potential locations. In essence, this will be a crowdsourcing app, but its main purpose is community engagement. The app will encourage membership and connecting with others in a neighborhood.

OUR PARTNERS

At its core, A Neighborhood Place is an instrument of connectedness. The product being delivered to its clients is a place for building and maintaining community. That product is a collaboration between the community in which it takes place, ANP, and ANP partners.

ANP, as a provider of resources, will build relationships with service providers and vendors who, while available and competent to do the work, also share in the vision a community has for itself. The task of ANP will be to identify these providers and vendors and build lasting relationships with them. Because the needs of each community will be different, it is important that all members of the ANP team participate in growing these resources. These resource providers as partners will be invited to take part in all phases of the planning, development, and building process for each project.

MAINTAINING RELATIONSHIPS

The long-term success of ANP is entirely dependent on staying in relationship with the communities and partners that constitute each project. Though a project may be in a “finished” state, with its objectives ostensibly reached, ANP will not walk away from its involvement in the community. In some instances, ANP may be involved in an ongoing managerial role, but even for projects that it is not, ANP will continue to engage with the community leaders and other local directors to offer support and resources. The ANP brand will be loyal to its users.

A project based on social entrepreneurship will lack a product warrantee or enforceable bond, so, while ANP cannot guarantee that a project will be a success over the long term, it will do all it can to assist in the viability of the effort. It is in the interest of all parties involved in any project to maintain their working relationships as the community responds to the project and the project itself (with partners, ANP, and community leadership) changes and adjusts to evolving needs and events.

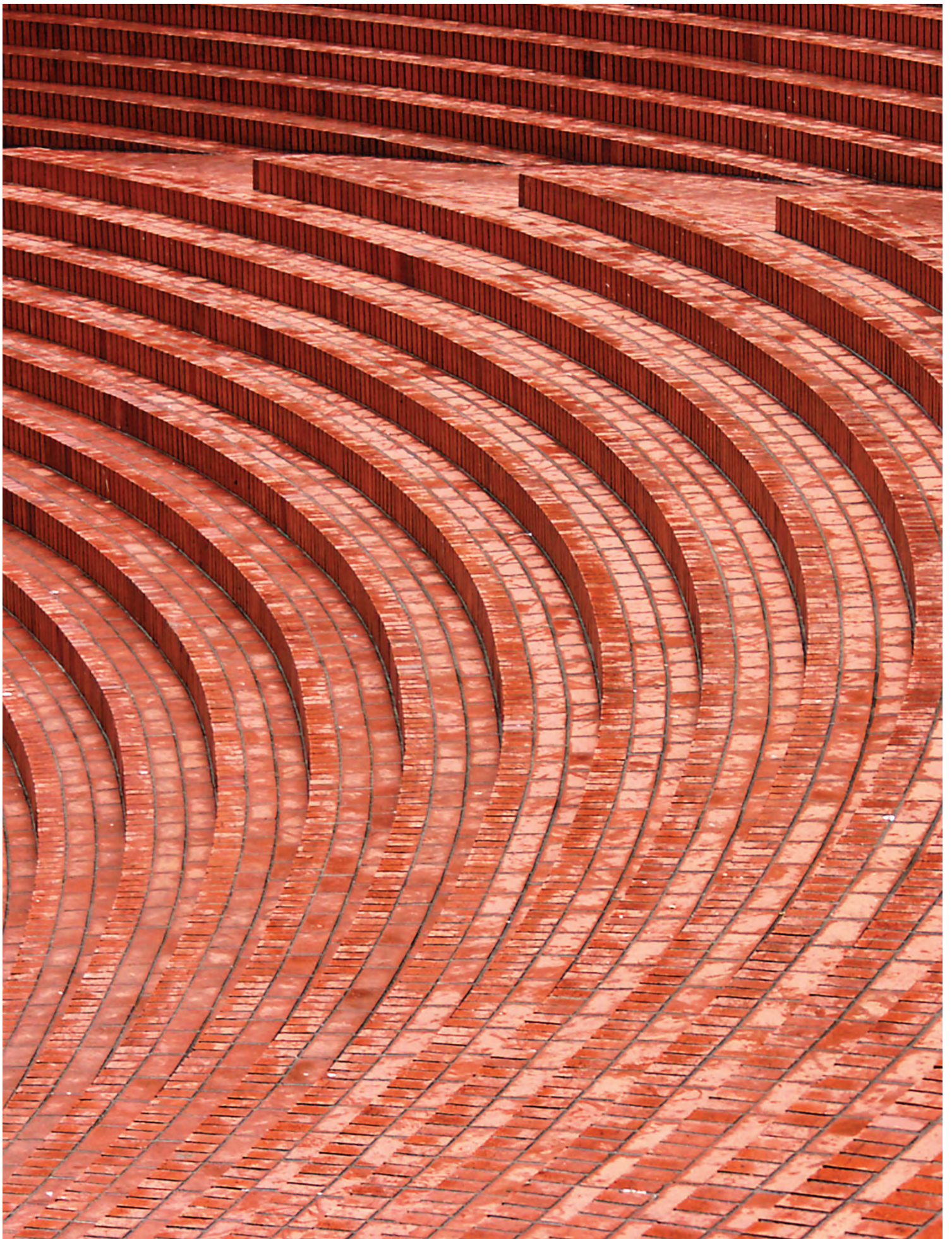
Customer satisfaction for ANP is relational and for it to work, it can't have an end date.

THE STEPS OF SUCCESS

The success of projects developed by ANP will produce more projects. ANP will not only be a resource for community space development, but also for others intending to do similar things. Project by project ANP will build a community of communities sharing and nurturing each other and creating more places.

For each project, A Neighborhood Place will maintain a small local meeting place staffed during business hours by at least one person during project development. Each project will include a project manager who will be the main point of contact. That person will be tasked with maintaining relations with community stake holders, development vendors, project donors, and the ANP company leadership team. Having one or two local project locations open at any time will be a key milestone.

ANP services will become known largely through word of mouth, social media, and local media outlets. It will actively look for under served markets (areas and communities with no community-owned/managed centers) and make personal contact with local organizations. However, for a community to be successful in creating a sustaining local place, it is essential for them to actively seek assistance rather than having it offered to them. ANP will look to “plant the seed,” but each community must be willing to do the work.





A shift in the thinking and actions of citizens is more vital than a shift in the thinking and action of institutions and formal leaders.



Block, Peter. *Community: The Structure of Belonging* (p. 31). Berrett-Koehler Publishers. Kindle Edition.

The Context for a Restorative Community

The existing community context is one that markets fear, assigns fault, and worships self-interest. This context supports the belief that the future will be improved with new laws, more oversight, and stronger leadership.

We seek to create a new context that restores community as one of possibility, generosity, and gifts, rather than one of fear, mistakes, and self-interest. Citizens of the new community become powerful when they choose to shift the context within which they act in the world.

The words above are paraphrased from author Peter Block in his book, *Community: The Structure of Belonging*. The works of Block, as well as the writings of Christopher Alexander, Werner Erhard, and Robert Putnam have been the binding inspiration behind the developmental work for A Neighborhood Place. These works all place a premium on changing the context of our communities and creating the possibility for citizens to come together in places that support that effort not only in intention, but in design.

The principals of ANP have not only watched but have been intimately involved with communities in search of life and connectedness. They have seen how groups find and create spaces for neighborhood involvement and activity that go beyond the building of venues for music, or swimming pools, or fitness clubs. New life is born when doors are opened to all the members of a community and they are asked, “What do you want?”

Parker, who calls himself a community alchemist, feels he has been in the process of preparing for this adventure his entire life.

He began his professional life in banking, working with businesses and communities, tying them together. This led to being recruited to some time as a pastor, forming new communities in the burgeoning suburbs of Seattle and NW Washington. In 1992 he began working on the first of two community impact events to engage church, community, and business leaders with the specific goal of strengthening families and the social fabric of those communities. The first was fatherHEART, helping men become better providers of the kinds of physical, emotional, and spiritual support that families need. The second event was lifeWORKS, assisting people in finding real balance in the struggles and stresses of work and home life to be better at both. In 2007 he became involved with the creation of TaborSpace at Mt Tabor Presbyterian Church (a description of which follows in Appendix II). In 2012, he and J T Quanbeck began to form the first concepts of A Neighborhood Place while involved in The Conversation Project with the Episcopal Diocese of Oregon and St. Luke the Physician Episcopal Church in Gresham. The Conversation Project was about the development of a template for church/community partnership.

J T Quanbeck is a life-long communicator. His professional life began in construction which was an outgrowth of college studies spent in architecture, art, and video studies. Though continuously involved in graphic arts and writing over the years, he also spent time in restaurant management. Since 1998 he has been in communications full-time, art directing magazines, managing a graphic design firm, and doing web development. In 2009 he became the communication director for the Episcopal Diocese of Oregon, retiring from that position in 2016. He has served on several non-profit boards of directors, including leadership positions. While at the Diocese of Oregon he served on the national board of the Episcopal Communicators and remains a member. Since 2016 he has been occupied with freelance graphic design and web development while working on the A Neighborhood Place project.

TaborSpace

In 2007 Carley Friesen, Pastor of Mt. Tabor Presbyterian Church in Portland, Oregon, met with Parker to show him Copeland Commons, until then a little-used section of the church space. The struggling congregation of less than 100 in the 115 year-old, 38,000 sq. ft. expansive stone building had little use for the space that had been built for overflow seating in the long-gone days of burgeoning membership. The room had become dusty storage space. Pastor Carley had an idea she had been mulling over for some time that the space could be used for community engagement.

The question was, what would an invitation to the neighborhood look like for sharing the space and perhaps co-creating something beautiful. No strings attached. Parker and Carley shared a starting vision with the church elders to create an elegant coffeehouse in the Bell Tower of the church and invite the neighbors to meet us there and ask them what they would like to do in the offered space.

The project was approved and the bell tower doors, which had been locked for over 40 years, opened. An unassuming sandwich board was set out on the sidewalk and professionally trained, volunteer baristas served up the best coffee, tea and treats. Next, Pastor Carley and Parker formed a team of deeply invested folks from the church and neighborhood to discover what going forward looked like. This team helped inform strategic planning for an event platform and infrastructure for musicians, artists, films, poetry, art, book clubs, recovery programs, dance, music lessons, spiritual practice, yoga in all forms and more, much more.

After that, in the west wing of the church which had been vacant for many years, Pastor Carley and the TaborSpace leadership team created a model for artists, musicians, and similar practitioners to rent space both as needed and monthly. The Parish House Partners, as they are called, are also active in fund-raising and other activities to support the ongoing vision of TaborSpace. Every room/space in this 38,000 sq foot building is now filled with life, vibrancy, and meaningful activity and practice.

In the beginning, 100 people used a small part of the church but now, more than 2500 folks a week come from not just the neighborhood, but all of Portland, showing up for connection; relatedness; community; belonging; joy; healing; spiritual practice. The mission and purpose of TaborSpace is to cultivate connected community, founded on the belief that life is better, fuller, greater and deeper when experienced together.

Inquiries of this experience are coming from across the country, world. Articles, columns telling the story locally, regionally, nationally, globally are surfacing. The telling of the story, experience of TaborSpace is inspiring others to begin their new conversations, commitment to re-vision community and a shared life.

The Conversation Project

Working with the Episcopal Diocese of Oregon, the ANP principals began a project to develop what might be a template for the churches of the diocese to engage their communities in conversation about developing partnership. St. Luke Episcopal Church in Gresham, as a result of this process developed a community art education space.

BridgeWORKS

BridgeWORKS was founded in 1992 as an educational non-profit 501[c][3] dedicated to the strengthening families through unique, creative educational services/products. Key strengths have been engaging with business, civic, and community leaders to host one of BridgeWORKS inter-active, multi-media events dedicated to strengthening the HEART of families in their city.

APPENDIX III - THE SPREADSHEET

A Neighborhood Place

FUNDING		Estimated
Investor Funding		
Owner 1		20,000
Owner 2		5,000
Investor funding		100,000
Total Investment		125,000
Loans		
Bank Loan 1		N/A
Bank Loan 2		N/A
Non Bank Loan 1		N/A
Total Loans		-
Other Funding		
Grant 1		
Go Fund Me		125,000
Total Other Funding		125,000
Total FUNDING		250,000

COSTS	Estimated
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Startup Costs

Accounting setup	1,000
Website hosting setup	250
Brand Development	1,000
Business Cards/Stationery	300
Business Entity	300
Business Licenses/Permits	200
Computers and Accessories	4,500
Legal/Professional Fees	2,000
Operating Cash (Working Capital)	25,000
Reserve for Contingencies	5,000
Phones	400
Travel	500
Total Startup Costs	40,450

**Average Monthly Costs
(first year)**

Business Insurance	30
Software and subscriptions	150
Employee Salaries	12,500
Health Insurance	1,200
Credit Card Interest & Principal	1,000
Bank and Accounting Fees	300
Payroll taxes or Self-employment tax	1,000
Supplies	25
Printing	150
Internet access	100
Telephone	100
Travel	300
Website Hosting/Maintenance	30
Total Average Monthly Costs	16,885
x Number of Months	12
Total Monthly Costs	202,620

Total COSTS	243,070
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SURPLUS/(DEFICIT)	6,930
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