

EXHIBIT C

Engagement Plan

Neighborhood

Heritage Park

Time frame

Year(s) 2023-2024

Plan detail

| Demographic group | Renters | East African | Adults 18-40 |
|--|--|---|--|
| Numbers or percentage | 62% | ~20% | 35% |
| Initiative, activity, project or program | <ul style="list-style-type: none"> Board engagement Event attendance | <ul style="list-style-type: none"> Board engagement Event attendance Garden Involvement | <ul style="list-style-type: none"> Board engagement |
| Barriers to engagement | <ul style="list-style-type: none"> High turnover Mistrust of MCB/Wrong association of HPNA and MCB USI has primary connection | <ul style="list-style-type: none"> Language barriers Lack of knowledge of board | <ul style="list-style-type: none"> Busy with other things Working hours |
| Outreach and engagement strategies | <ul style="list-style-type: none"> Work with MCB and USI to introduce HPNA when someone new moves in Continued door knocking | <ul style="list-style-type: none"> Develop translated documents Add in celebrations around cultural holidays | <ul style="list-style-type: none"> Emphasize flexibility of board membership Offer childcare if barrier to participating |
| Resources needed | <ul style="list-style-type: none"> Video and brochure Flyers | <ul style="list-style-type: none"> Translated brochures/flyers Trusted community kitchens to provide meals familiar to EA community | <ul style="list-style-type: none"> Flyers Childcare |
| Partners in the work | USI | Translators | TBD |
| Person(s) responsible | <ul style="list-style-type: none"> Board Organizer USI MCB | <ul style="list-style-type: none"> Board Organizer | <ul style="list-style-type: none"> Board Organizer |

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| Demographic group | Renters | East African | Adults 18-40 |
|------------------------------|---|--|---|
| Timeline | <p>Winter/Spring</p> <p>Develop welcome packet/videos</p> <p>Summer</p> <p>Establish process with MCB to identify new renters</p> <p>Fall</p> <p>Begin delivering welcome packets</p> | <p>Winter/Spring</p> <p>Create plan for developing translated documents</p> <p>Summer</p> <p>Plan/host cultural celebration</p> <p>Fall</p> <p>Support East African thanksgiving event</p> | <p>Winter/Spring</p> <p>Revamp board recruitment materials</p> <p>Summer</p> <p>Push for attendance of annual meeting and new board members</p> <p>Fall</p> <p>Second push of recruitment</p> |
| Quantitative goals | Give out new neighborhood welcome packets to at least 75% of new renters (pending notification of new renters from McCormick Baron) | Plan at least 1 event around a cultural holiday (such as EID) | Get new board members |
| Qualitative goals | Create unique bond with renters so we are not working through other orgs to gain access to this community | Make better connections within the community so that we can have interpreters within our neighborhood who can help bridge any language gaps | Learn why people may have not joined the board sooner and things we can change to make it easier for people to participate |
| Outcome of engagement | Renters will access additional resources through HPNA and feel knowledgeable about events and ability to participate on the board | More engagement from our East African neighbors at events and potentially board meetings | More representation of younger ages on the board |
| Next steps | More outreach to collect emails and phone numbers | <p>Participate in thanksgiving giveaway</p> <p>Work with translators to make connections</p> | <p>Create board recruitment materials</p> <p>Do doorknocking for recruitment</p> |

2025 Amendment

Shingle Creek

TIMELINE

First quarter - Work on merger paperwork and legalities

Second quarter - Invite neighbors to participate in activities related to the merger i.e. joining the new combined board, joining a committee, informing us of what they would like to see within the new board structure

Third Quarter - Tour de Camden bike ride - expanding to encompass other northside neighborhoods

Fourth Quarter - Holiday on 44th Event. 2024 will be the first year our new group has revived the preCOVID event.

GOALS

1. Notify Neighborhood of merger with Victory by February 2025
2. Encourage board participation in new Organizational Structure
3. Host Tour de Camden with neighboring associations to continue joining the northside associations. Webber Camden joined in for the 2024 ride, need to engage Lind Bohannon Summer 2025