**Groundwork Atlanta**

**Strategic Plan 2018-2020**

**DRAFT**

*Next Steps: Each committee should review the chart below to flesh out and prioritize the objectives, strategies, desired outcomes, timeframes, and responsible parties for the organization for the respective categories. Once completed, the final compilation of committee inputs will be combined and formulated into a workable and implementable document for GWATL Board adoption at the September 20, 2017 Board Meeting.*

*Key Things to Remember:*

*Objectives, strategies, and outcomes need to be realistic in scope and execution as this is a 2-year document.*

*This chart was compiled based upon the information presented at the August 24, 2017 Strategic Retreat. The selected tasks below are listed in order of importance (within the categories of Programmatic and Internal), based upon the ranking completed at the retreat. Though there are many worthy topics and issues (including those listed at the end of this document), the key objective is the successful implementation of a few important items.*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Topic Area** | **Objectives** | **Strategies** | **Outcomes** | **Responsible Parties** | **Timeframe** |
| *Top Programmatic Priorities* |
| Chattahoochee Brick Plant Redevelopment (Brownfield site) | Establish ad-hoc committee focused on Chattahoochee Brick site | 1. Convene committee of board members, community leaders, and partners to develop vision and possible uses of site
2. Meet regularly to provide campaign updates and guidance
3. Add additional partners and stakeholders over time
 | Groundwork Atlanta plays a leading role in organizing community leaders, partner organizations, and other stakeholders in a coordinated effort to achieve community-oriented redevelopment of this site | Craig, Jill, Robbie, Carly, Keith, TPL, Places sub-committee, others? | 1. 1 mo
2. 0-12 mos
3. 2-12 mos
 |
| Raise profile of Chattahoochee Brick site  | 1. Increase press coverage and community conversations about site
2. Host public tours of site
 | Chattahoochee Brick is a widely recognized site that is part of Atlanta’s larger community conversations | Jill, Carly, Craig, Robbie, Keith, TPL, Places sub-committee, others?  | 1. 6-12 mos
2. 0-24 mos
 |
| Facilitate transition to community-oriented uses | 1. Convene community visioning and planning sessions for site
2. Assist in community-oriented redevelopment of site
 | There is a clear and compelling vision and implementation plan for the Chattahoochee Brick site to guide site redevelopment | Jill, Carly, Craig, Robbie, Keith, TPL, Places sub-committee, others? | 1. 6-12 mos
2. 0-24 mos
 |
| Aglanta Urban Farms and Gardens Program  | Launch Aglanta Allotment Pilot program | 1. Finalize contract with the City of Atlanta
2. Hire Urban Agriculture Program Coordinator
3. Secure needed insurance
4. Conduct soil testing and develop soil remediation plans as needed
5. Increase capacity and involvement of Food sub-committee
6. Hold groundbreaking ceremony as Groundwork Atlanta Launch event
7. Support planning and permitting for pilot sites
8. Distribute financial resources for program
9. Host farm to table events
10. Oversee farm sites to ensure that operations are productive, providing support as needed
11. Identify, pilot, and refine opportunities to engage young people in program
12. Fund-raise for Aglanta Allotment Program through various means
13. Support program development through resource acquisition and distribution, as well as through capacity-building
 | Groundwork Atlanta plays a critical role in coordinating and managing the Aglanta Allotment program in partnership with the City of Atlanta, which allows the program to successfully launch and grow beyond the pilot phase  | Wendy, Jill, Carly, City of Atlanta, Food sub-committee, others? | 1. 30 days
2. 30-45 days
3. 1-2 mos
4. 1-2 mos
5. 1-6 mos
6. 2 mos
7. 2-6 mos
8. 0-24 mos
9. 6-24 mos
10. 6-24 mos
11. 6-24 mos
12. 6-24 mos
13. 6-24 mos
 |
| Multi-use Path Network | Plan and begin implementation of a multi-use path network in the focus area that connects local and regional greenspaces and other destinations  | 1. Promote, participate in, and otherwise support local park and greenspace volunteer work day efforts
2. Engage directly in city planning efforts, including the NPU-G plan update and Atlanta Transportation Plan
3. Compile a GIS database for the focus area, including existing and planned paths and greenspaces
4. Publish an interactive GIS map of the focus area on the Groundwork Atlanta website
5. Identify sites that may be included in the path network, which may have land acquisition and/or environmental remediation needs
6. Convene at least two community meetings focused on creating a master plan for the path network
7. Develop and release a path network master plan, along with a corresponding implementation plan
8. Develop and deploy a Green Team or Green Corps program around invasive species removal in greenspaces and along future path corridors
9. Work strategically with partners to implement the path network outlined in the Groundwork Atlanta Path Network Master Plan
 | The Groundwork Atlanta focus area has a robust master plan for a multi-use path network in the focus area, with direct connections to the Chattahoochee River, Proctor Creek, the Silver Comet Trail, and the Atlanta BeltLine | Programs Committee, City of Atlanta, Riverwalk Atlanta, PATH Foundation, Emerald Corridor Foundation, Connect the Comet, ARC, Americorps, Greening Youth Foundation, others? | 1. 0-24 mos
2. 0-24 mos
3. 1-3 mos
4. 2-4 mos
5. 2-6 mos
6. 4-12 mos
7. 6-12 mos
8. 4-24 mos
9. 6-24 mos
 |
| *Top Internal Priorities* |
| Development and Fund-raising | Increase capacity and activity in organizational fund-raising | 1. Identify co-chairs of the Development Committee
2. Hire contract or part-time Development Director (or acquire funds for full-time role)
3. Create fund-raising plan
 | Groundwork Atlanta is actively identifying, pursuing, and acquiring funding through a variety of sources | Carly, Jill, Development committee, others? | 1. 0-4 mos
2. 2-6 mos
3. 2-6 mos
 |
| Organizational Capacity Building | Increase organizational capacity and productivity  | 1. Reorganize and grow committee leadership and membership
2. Make strategic hires to grow staff capacity
 | Groundwork Atlanta is a highly productive organization making a significant impact in its initial focus area and beyond | Carly, Jill, Board | 1. 0-4 mos
2. 1-24 mos
 |

**Other Potential Opportunities and Future Priorities**

*Although the programmatic and internal priorities listed below did not receive the same level of priority, as indicated from the Strategic Planning Retreat on August 24, 2017, these ideas may receive greater attention as appropriate opportunities arise. Groundwork Atlanta staff, Board members, and volunteers should work to move these ideas forward, as organizational priorities, capacity, and funding allows. This list is not comprehensive, so other program ideas and internal needs may be identified and implemented at any time, given the necessary approval by the Groundwork Atlanta Board of Directors.*

**Programmatic**

*People*

* Invasive species removal
* Urban agriculture
* Trash traps

*Places*

* Brownfields remediation
* Gun Club Park
* Hartsfield incinerator
* Community tours of focus area sites
* Interactive tour map on website
* Landfill reuse and redevelopment
* Acquisition along Metro Green and Parrott Ave
* Activating vacant school sites
* Community land trust

*Food*

* Farmer’s market in NPU-G
* Composting at various scales
* Sustainable food hubs
* Food processing and distribution

*Water*

* Trash traps on Proctor Creek
* Stormwater best management practices
* Trash cans
* Wastewater treatment

*Connections*

* Safe routes to school projects
* Improvements to railroad buffers
* Transit stop improvements
* Transit system expansion

**Internal**

*Staff*

* Office space

*Ad Hoc Board Development Committee*

* Board development

*Development Committee*

* Fundraising plan
* Volunteer handbook

*Finance Committee*

* Finance updates (budget, etc.)

*Governance Committee*

* Governance documents

*Communications Committee*

* Listening tour
* Communications plan
* Marketing material