



Executive Summary

Strategic Plan

2016 - 2018

Adopted by the Board of Directors on January 27, 2016

Overview

At its core, Park Pride listens and responds to community needs and intent, adds capacity to help the community achieve its goals, and maintains flexibility to respond to the community and other stakeholders to advance wins for parks and greenspace.

Therefore, in the spring of 2015, Park Pride, with the help of Sugarman Consulting, interviewed more than 180 stakeholders to help determine the organization's strategic direction over the next few years. Through these interviews, Park Pride learned that:

- They were a very well-respected staff and organization, and stakeholders wanted them to continue the work they were doing, grow, raise their profile, and take a larger leadership role on issues affecting parks and greenspace.
- External stakeholders were less interested in a name change and more interested in seeing Park Pride's work more clearly communicated and promoted to a broader audience.
- A few stakeholders considered whether the organization's service area could be broader than City of Atlanta and unincorporated DeKalb; some advised Park Pride to grow, but only so much as to maintain the current caliber of services delivered.

In all, the data collection was very useful to the strategic planning process and a positive experience for board and staff who participated. An Executive Summary and Full Report of all interviews, including a list of individuals who participated, are available.

Subsequently, and after a daylong board / staff retreat in July 2015, monthly board / staff planning meetings through the fall, and ongoing staff work, the attached strategic plan was drafted. It includes:

- Revised philosophy, vision, mission and values.
- Three priorities (Leadership, Services, Organization) to guide Park Pride's trajectory over the next three to five years, and associated goals.
- Objectives to achieve the goals for each priority, plus measures of success for one year and three years from now. The measures of success for 12-31-16 are designed to be ambitious, yet achievable. Those for 12-31-18 are stretch measures.
- Revenue projections for 2016 and 2018 that track expected expenses.
- A table showing the geography of Park Pride's impact.

The staff also developed action plans to achieve the stated measures of success. While these are not included in this document, they will be an iterative part of the strategic plan implementation.

As stated above, the Strategic Plan presented for adoption includes three priorities and goals:

- Priority 1 is “Leadership” with a goal to “Increase resources available for parks.” Over 25 years, Park Pride has found that offering services alone is not sufficient to fulfilling its mission; advocacy is vital to success. Stakeholders expressed an interest in seeing Park Pride take a more direct leadership role in building a larger parks and greenspace movement in Atlanta. Objectives under this priority include: leading a collaborative effort to articulate a broad-based agenda for parks; mobilizing a constituency for parks; being a voice for parks on specific issues and regarding specific geographies (e.g., park system planning to address stormwater issues and lack of greenspace in the Proctor Creek Watershed). There was also a desire to demonstrate leadership in advancing issues proactively in addition to responding to issues as they arise. Listing this priority first demonstrates a commitment to adding resources and achieving results in this area. Among the resources to be added are an intern and ultimately an advocacy manager to support this work.
- Priority 2 is “Services” with a goal to “Deepen the impact of our services that improve parks.” Park Pride is committed to increasing the impact of four programs at the core of their unique model by: 1. supporting committed groups of volunteers dedicated to improving a single park and increasing their capacity (Friends of the Park Program); 2. increasing capacity to offer design clinics and help communities articulate their visions for their parks (Park Visioning Program); 3. significantly increasing (perhaps tripling) the funds raised and re-granted to bring park visions to fruition (Re-granting Program); and 4. mobilizing more volunteers to improve parks (Volunteer Program). Park Pride will continue to offer other services that further the mission to community park groups and partner organizations. The services described above are offered in the City of Atlanta and unincorporated DeKalb; over the next three to five years, Park Pride will explore ways to expand its service area, provided those opportunities are financially and organizationally sustainable.
- Priority 3 is “Organization” with a goal to “Increase Organizational Capacity.” Achieving the goals set forward in Priority 1 and Priority 2 depend on successfully meeting the goals outlined in this priority. Park Pride will continue to scale and integrate its programs and services, expand its presence via a rebranding initiative and new website, increase its operating budget from \$960,000 in 2015 to \$1.2M in 2018 (a \$280,000 increase), support and expand its staff (including interns and fellows), and ensure its facility and technology effectively and efficiently support its work.

As the stakeholders requested, Park Pride’s strategic plan will grow and stretch the organization more than ever before in its 25 year history. The board and staff will be guided by the new mission - “to engage the community to activate the power of parks” - and its core values that include a community-based, collaborative approach. This plan defines the path by which Park Pride will progress toward its vision of “a nationally recognized network of locally inspired parks, greenspaces and trails that engages individuals, strengthens communities and transforms Atlanta.”

Philosophy, Vision & Mission

Philosophy: The Power of Parks -- Great parks have the power to increase our quality of life and strengthen the fabric of our cities. They are places for members of the community to gather, play, relax, and lose themselves in nature, encouraging mental and physical health. Great parks promote community engagement, safety, and revitalization. They spur economic development and benefit tourism. Great parks make our citizens happy, our communities strong and our cities sustainable.

Vision: A nationally recognized network of locally inspired parks, greenspaces and trails that engages individuals, strengthens communities and transforms Atlanta.

Mission: To engage the community to activate the power of parks.

Values

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| Community-Based Approach | Place-based experience and the wisdom of people who live, work and play here are at the center of our efforts. It grounds the work we do. |
| Systemic Approach | Parks should function as part of a system that supports healthy people, strong neighborhoods, vibrant business districts, a robust economy and a healthy environment. |
| Connectivity | Parks, greenspaces and trails create opportunities to bridge gaps and barriers within and between individuals, neighborhoods and business districts. |
| Inclusivity | People of all ages and backgrounds have important voices that should be heard. Parks are for everyone. |
| Collaboration | Government, nonprofit, business, philanthropic and community partners are central to our success and help us achieve a greater impact. |
| Passion | Passion for the transformative power of parks, greenspaces and trails is a daily motivator that pushes us to give 110%. |
| Respect | Each individual has intrinsic value that deserves recognition and respect. We demonstrate respect through active listening, passion with politeness and openness to multiple perspectives. |
| Stewardship | We value the resources entrusted to us. We strive for efficient ways to make the most of each dollar. |

Overview

| Framework | Priority | Goal | Objectives |
|---|--------------|--|---|
| <p style="text-align: center;">Vision</p> <p>A nationally recognized network of locally inspired parks, greenspaces and trails that engages individuals, strengthens communities and transforms Atlanta.</p> <p style="text-align: center;">Mission</p> <p>To engage the community to activate the power of parks.</p> <p style="text-align: center;">Values</p> <p>Community-Based Approach</p> <p>Systemic Approach</p> <p>Connectivity</p> <p>Inclusivity</p> <p>Collaboration</p> <p>Passion</p> <p>Respect</p> <p>Stewardship</p> | Leadership | Increase resources available for parks | <ul style="list-style-type: none"> • Lead a collaborative effort to articulate a broad-based agenda for parks • Grow the constituency of people who act in support of parks • Serve as the voice for parks • Advocate for funding of parks in the City of Atlanta |
| | Services | Deepen the impact of our services that improve parks | <ul style="list-style-type: none"> • Increase capacity and impact of Friends of the Park (FOP) groups • Increase capacity and impact of visioning work • Increase regranting and use these funds to leverage additional investment in park improvements by the public and private sector • Expand and deepen the impact of volunteer service in parks through FOP entities, individuals, corporate and other groups • Continue programs that fulfill the mission: Adopt-a-Park, Fiscal Partners and Community Gardens; and leverage core competencies to provide services to other groups: Adopt-the-Beltline (Atlanta BeltLine) and capacity building (Historic Fourth Ward Park Conservancy) • Develop financially and organizationally sustainable models to serve interested individuals and groups outside the City of Atlanta and DeKalb County |
| | Organization | Increase organizational capacity | <ul style="list-style-type: none"> • Scale and continue to integrate programs to deliver increased impact • Raise Park Pride’s profile as the premier, locally-based organization that engages communities all over Atlanta and DeKalb to activate the power of parks • Develop and implement an expanded resource development plan • Retain, develop and increase Park Pride’s human capital • Ensure facility and technology meet the organization’s needs |