



2020 One Page Strategic Plan®

January 21, 2020

Adopted

MISSION: Assist cities in their community and economic development efforts to revitalize and enhance underserved downtown areas, by serving as a partner and facilitator in funding capital projects, and by providing training and technical assistance.

OBJECTIVE				STRATEGIES	PLANS							
Extend impact of GCF on downtown development.				1. Distribute loans that make an impact. Act as a financial driver and catalyst for downtown development.	1a. Create a means of rating potential projects to include tangible and intangible ROI criteria. 1b. Develop an applicant resource guide, with emphasis on helping them build more compelling business plans and strengthen their applications. 1c. Update and redesign GCF loan application.							
GOALS	2019 YTD	2020	2021	2. Provide programs, training and technical assistance. Apply expertise to downtowns to improve success rates.	2a. Continue support for the Downtown Renaissance Partnership programs. 2b. Develop content for the “Development Sessions” series – 2 podcasts, 2 webinars, and 2 sessions at 2020 GDA Conference. 2c. Develop 4 webinars for “The DDA as Developer” webinar series during 2020. 2d. Continue to develop and launch the Downtown Resource Guide for the GCF website. 2e. Develop an incentives menu for the Georgia Placemaking Collaborative (GPC). 2f. Develop and implement criteria for alumni participants in the GPC. 2g. Develop tracking and impact analysis methodology for 3 rd year Placemaking curriculum. 2h. Bring CMII and related programs into the Placemaking Collaborative, to help communities tell their stories. 2i. Explore opportunities with CMII and others to help communities understand how the film industry can help growth their economies.							
RLF Loans closed	11	14	7		3. Significantly increase funding. Pursue funds for loans and programs	3a. Appoint a new Development Committee in first quarter 2020 to address fundraising needs. 3b. Determine amount of funding needed for lending and programs. 3c. Development Committee and staff to identify and target new funding prospects. Target 2021 CDFI fund application as part of this work.						
RLF Loan dollars*	\$2,300	\$2,500	\$1,250				4. Tell our Story. Strengthen GCF’s reputation with key stakeholders and partners.	4a. Streamline the GCF website to be more user friendly and to provide improved usability to the Resource Guide. 4b. Develop collateral materials for programs and services. 4c. Work closely with GMA’s Communications & Member Services staff to create an aligned strategy to promote programs and services. 4d. Finalize and implement a marketing strategy for the Georgia Placemaking Collaborative.				
Green rebates	\$22	\$50	\$30						5. Increase operational capacity, to improve our impact.	5a. Determine resources required to support additional work built into 2020 plan. 5b. Complete development of GCF succession strategy. 5c. Complete update GCF Bylaws. 5d. Explore the re-establishment of the GCF Board of Advisors to provide input and guidance regarding GCF programs and services.		
Loans Outstanding	92	105	105									
Loan \$ Outstanding	\$11,100	\$12,500	\$13,000									
TA Cities Served:												
- Vision/Planning	2	2	2									
- Fellows	2	2	2									
- TA Projects	1	2	2									
Training:												
- Placemaking Retreats	2	2	2									
- Heart & Soul Wkshp attendance	69	70	70									
- DDA Training (w/GMA) attendance	255	225	225									
- Webinars	4	6	6									
- Podcasts	2	2	2									
- GDA Conf. Sessions	2	2	2									
Operating Expenses	\$445	\$421	\$433									
- GMA Subsidy	\$0	\$0	\$0									
Dedicated Staff	3	3	3									
* \$ in thousands, 2021 RLF goals will be adjusted based on fund raising activity.												