**2022-2023 One Page Strategic Plan®**

**January 5, 2022**

**FINAL**

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| **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**  Extend impact of GCF on downtown development. | | | | **STRATEGIES** | **PLANS** |
| 1. **Distribute loans that make an impact.** Act as a financial driver and catalyst for downtown development. | 1. Create a means of rating potential projects to include tangible and intangible ROI criteria. 2. Continue refinement of the applicant resource guide. 3. Update and redesign GCF loan application. |
| **GOALS**  **RLF Loans closed**  **RLF Loan dollars\***  **Green rebates**  **Loans Outstanding**  **Loan $ Outstanding**  **3rd Party TA Projects:**  **- Vision/Planning**  **- Fellows/Student Led**  **- Other Design**  **General TA Clients:**  **Training:**  **- Placemaking Retreats**  **- DDA Training Events**  **(w/GMA)**  **- Webinars**  **- GDA Conf. Sessions**  **Operating Expenses**  **Staff**  **\* $ in thousands,** 2022 RLF goals will be adjusted based on fund raising activity. | **2020**  14  $2,500  $50  105  $12,500  2  2  2    2  5  6  2  $421  3 | **2021**  **EST**  7  $1,250  $30  105  $13,000  2  2  4  2    5  13  2  $433  3 | **2022**  10  $1,800  $25  105  $13,000  3  2  10  425  2    6  4  2  $445  4 |
| 1. **Provide programs, training and technical assistance.** Apply expertise to downtowns to improve success rates. | 1. Continue support for the Downtown Renaissance Partnership programs and Georgia Conservancy Blueprints 2. Incorporate GA Forward and Young Gamechangers Programming into GCF 3. Support a pilot program with KSU to help provide design assistance for GA, with a focus on serving rural communities. 4. Explore possible URA training 5. Support the GMA team approach through partnerships to help cities make the most of new funding. 6. Develop an incentives menu for the Georgia Placemaking Collaborative (GPC). 7. Develop and implement criteria for alumni participants in the GPC. 8. Continue tracking and providing impact analysis methodology for 3rd year Placemaking curriculum. 9. Develop GCF website to highlight Placemaking communities’ success stories. 10. Plan for 2023 Heart & Soul training, including bus tour 11. Plan for 2023 Housing & Redevelopment Training with GICH, GMA, and GCS 12. Continue to develop content for the “Development Sessions” series –2 webinars and 2 sessions at 2022 GDA Conference. 13. Continue to develop the Downtown Resource Guide for the GCF website. |
| 1. **Significantly increase funding.** Pursue funds for loans and programs | 1. Determine amount of funding needed for lending and programs. 2. Development Committee and staff to identify and target new funding prospects. 3. Target 2022 SSBCI application as part of this work. 4. Development Committee and staff to meet with Funders. 5. Build strategy for use of RRP funds and ensure 90% are disbursed by end of 2022 |
| 1. **Tell our Story.** Strengthen GCF’s reputation with key stakeholders & partners. | 1. Create a dynamic GCF website – establish strong internal team 2. Develop collateral materials for programs and services. 3. Work closely with GMA’s Communications & Member Services staff to create an aligned strategy to promote programs and services. |
| 1. **Increase operational capacity**, to improve our impact. | 1. Determine resources required to support additional work built into 2022 plan. 2. Complete update GCF Bylaws. 3. Add another GCF Board Member to meet CDFI Criteria. 4. Explore the re-establishment of the GCF Board of Advisors to provide input and guidance regarding GCF programs and services. |