



# PIEDMONT PARK CONSERVANCY



## **STRATEGIC VISION & ACTION PLAN**

2019 – 2024

The Piedmont Park Conservancy makes Piedmont Park so much more than a greenspace; we provide an experience.

We *inspire life* in the heart of Atlanta.



## **Piedmont Park Conservancy**

400 Park Drive

Atlanta, GA 30306

404-875-PARK (7275)

[www.piedmontpark.org](http://www.piedmontpark.org)

### **501(c)(3) Mission:**

Founded in 1989, the Conservancy is a member and donor-funded nonprofit organization working in partnership with the City of Atlanta to enhance and preserve Piedmont Park as a vital, urban green space and as a cultural and recreational resource that enriches the quality of life for all Atlantans.

## **OUR 2024 VISION:**

# **AN ICONIC PARK FOR ALL NEIGHBORHOODS OF METRO ATLANTA**

1. Ensure Safe, Clean, Green, and Accessible Park for All
2. Drive Park Expansion and BeltLine Integration
3. Build Wide and Diverse Range of Activities and Facilities Accessible for All
4. Grow Engaged and Active Community of Supporters, Neighbors, Users, and Stakeholders
5. Deliver Strong Board Governance and Operational Excellence



# 1: ENSURE SAFE, CLEAN, GREEN AND ACCESSIBLE PARK FOR ALL

- Identify and Prioritize Key Improvement Projects Including:
  - Attractive and Well-Maintained Greenspaces and Paths
  - Accessible and Clean Restrooms
  - Options for Affordable Food and Drink throughout Piedmont Park
  - Secure and Well Lit Environment with Digital Access
  - Improved Wayfinding Signage and Communications
  - Widely Available Seating and Gathering Options
  - Transit/Bike Access Options
  - Other Desired Elements from Stakeholder Feedback
- Build Online Hub for Public Information about Piedmont Park Activities

## 2019 Initiatives & Goals:

<i>Action Step</i>	<i>Committee</i>
Solidify members and goals for Facilities and Grounds Committee	Facilities & Grounds
Continue to report street light outages to Georgia Power as needed	Facilities & Grounds
Develop cooperative strategy for analysis and repair of sidewalks & streets	Facilities & Grounds
Develop strategies to increase uniformity in look of landscape outdoor environment and find weak areas; flower beds, mulching	Facilities & Grounds
Install way-finding signs throughout Piedmont Park	Staff
Conduct a park-wide security audit including cameras, lighting, building security, emergency response call boxes, visual barriers and sight lines. Include relevant organizations when necessary: Atlanta Police Department, City of Atlanta, Security Company, etc.	Facilities & Grounds
Explore corrals (maybe as simple as marking on the pavement) for parking of scooters so they're not abandoned in the streets	Facilities & Grounds
Determine the feasibility of geofencing in the Park to create a slower speed limit for scooters in the confines of the Park (similar to what is done on the Beltline)	Facilities & Grounds
Meet with City of Atlanta Bike Czar for thoughts on scooters as well as bikes in the Park	Staff
Host a bike education seminar with Bruce Hagan	Staff
Inventory bike racks in the Park	Staff

Draft white paper for proposed additional language in City of Atlanta permit process that would address the need for continued bike access to/through the Park during city permitted events	Staff / Facilities & Grounds
Explore possibility of dedicated shuttle to/into the Park on the weekends or busy event days. Atlanta Botanical Garden could be a partner to increase need for the shuttle	Staff
Communications and Programs staff to build online educational resources	Staff
Assess current communications staff capacity to manage Conservancy and Piedmont Park content	Marketing & PR
Assess other Conservancy staff skills, roles and capacities for providing Conservancy and Piedmont Park content	Marketing & PR

### **2020 Initiatives & Goals:**

<i>Action Step</i>	<i>Committee</i>
Submit key improvement projects by March 2020 for 2021 and future budgets and grant requests	Facilities & Grounds
Seek funding opportunities to fulfill latest key improvement projects wish list	Staff
Evaluate status of restrooms against comparable urban parks / determine if the Conservancy can fundraise for additional bathroom support	Facilities & Grounds / Staff
Explore capacity for food trucks in concession program	Programs
Assess options for emergency call boxes and cameras	Facilities & Grounds / IT
Evaluate signs installed in 2019 and identify additional needs for signage	Facilities & Grounds / Marketing & PR
Explore options for marking on pavement to educate people regarding where they should be on the roadways within the Park (slower traffic to the right etc.)	Facilities & Grounds
Solicit community feedback on future key improvement project wants and needs	Facilities & Grounds / Marketing & PR
Initiate the development of a park-wide comprehensive landscape and tree plan which aligns with the Master Plan	Facilities & Grounds
Seek funding for needs and wants resulting from the park-wide security audit	Facilities & Grounds / Staff
Train staff and board on available information on the website; develop one-pager for future staff onboarding	Marketing & PR
Solidify phased plan for increasing content capacity and execution (potentially including weekends and evenings)	Marketing & PR

**2021 Initiatives & Goals:**

<i>Action Step</i>	<i>Committee</i>
Submit key improvement projects by March 2021 for 2022 and future budgets and grant requests	Facilities & Grounds
Seek funding opportunities to fulfill latest key improvement projects wish list	Staff
Expand staff/contractor capacity for providing more real-time and partner content	Marketing & PR
Implement first level of content expansion (Park amenities – concessionaires, Green Market farmers, etc.)	Marketing & PR
Consider website re-design or upgrade for next year; also consider other software for sharing information (i.e. app)	Marketing & PR
Re-assess and enhance online educational resources	Staff
With funding, initiate park-wide security enhancements	Facilities & Grounds

**2022 Initiatives & Goals:**

<i>Action Step</i>	<i>Committee</i>
Submit key improvement projects by March 2022 for 2023 and future budgets and grant requests	Facilities & Grounds
Seek funding opportunities to fulfill latest key improvement projects wish list	Staff
Implement second level of content expansion (existing business or groups partners of Piedmont Park; i.e. Park Tavern, neighborhoods)	Marketing & PR
Implement website re-design or upgrade, if applicable (5 year website anniversary)	Marketing & PR

**2023 Initiatives & Goals:**

<i>Action Step</i>	<i>Committee</i>
Submit key improvement projects by March 2023 for 2024 and future budgets and grant requests	Facilities & Grounds
Seek funding opportunities to fulfill latest key improvement projects wish list	Staff
Implement third level of content expansion (businesses and events may approach Conservancy to publish their content)	Marketing & PR
Re-assess and enhance online educational resources	Staff

## 2: DRIVE PARK EXPANSION AND BELTLINE INTEGRATION

- Update Master Plan and Ensure Public Input Process for Northern Gateway Expansion, BeltLine Integration and Community Garden
- Begin Fundraising for Northern Gateway Expansion and Other Master Plan Elements
- Enhance BeltLine Integration Throughout Park Outside of Expansion Area
- Build Communication Plan related to above projects

### 2019 Initiatives & Goals:

<i>Action Step</i>	<i>Committee</i>
Establish Steering Committee	Expansion Steering
Begin public input process (informal)	Expansion Steering
Strengthen Beltline/Garden/Park relationships to maximize opportunity	Expansion Steering
Preliminary stakeholder meeting to gauge interest and relationships	Expansion Steering
Identify key donor list (preliminary)	Expansion Steering

### 2020 Initiatives & Goals:

<i>Action Step</i>	<i>Committee</i>
Perform formal public input process (charrettes)	Expansion Steering
Revise Master Plan	Expansion Steering
Build Communication Plan	Expansion Steering

### 2021 Initiatives & Goals:

<i>Action Step</i>	<i>Committee</i>
Assessment of opportunities for enhanced Beltline Interface along with contiguous length of Piedmont Park encouraging best accessibility and visitation to Piedmont Park	Expansion Steering

Begin fundraising campaign	Expansion Steering
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**2022 Initiatives & Goals:**

<i>Action Step</i>	<i>Committee</i>
Update communications plan/public relations plan regularly	Expansion Steering

**2023 Initiatives & Goals:**

<i>Action Step</i>	<i>Committee</i>
Update communications plan/public relations plan regularly	Expansion Steering

*\*\*\*Timing is highly dependent on potential large gift for property acquisition*

### **3: BUILD WIDE AND DIVERSE RANGE OF PROGRAMS, ACTIVITIES, AND AMENITIES ACCESSIBLE FOR ALL**

- Continue Expansion of Existing and New Programs for All Audiences – Green Education, Kids, Arts, Music, Athletics, Etc.
- Seek Funding to Ensure Accessibility to Programs for All Income Levels
- Advocate for Effective Management of Park Usage for Large Events to Reduce Overuse, Damage, Permit Errors, Closures, etc.
- Expand Athletics and Activity Rental/Checkout Options
- If Resources Available, Consider Improved Visitors Center, Enhanced Meeting Venues, and Iconic Public Art

**2019 Initiatives & Goals:**

<i>Action Step</i>	<i>Committee</i>
Explore possibility for ticket booth as hub for rental activities (bocce and/or basketball)	Staff
Work to arrange diverse music offerings at Performances on the Promenade including options for young musicians to perform	Events
Explore possibility of musical program opportunities at the Pool	Programs



Evaluate outdoor classroom spaces and determine opportunities for improvement	Programs / Facilities & Grounds
Start discussions with local partners to expand reach and participation of Piedmont Park’s programming and greenspace. Examples: youth organizations (Boys and Girls); sports teams with youth-focused foundations (“a day in the park” with the Braves)	Events
Evaluate programs and events from a diversity and inclusion lens (offerings and marketing tactics)	Programs / Events
Contact City permitted festivals/events for potential cross marketing, partial beneficiary, or venue rental income.	Staff
Determine if pool ticket office can accommodate visitor center (materials, maps, trinkets, limited picnic or game supplies)	Programs
Gather photographs, reports, public complaints and other information to build after-action reports for small, medium and large-scale events	Staff
Provide after-action reports as well as recommendations to City of Atlanta Parks and Recreation Department for consideration in permitting process	Staff

**2020 Initiatives & Goals:**

<i>Action Step</i>	<i>Committee</i>
Explore possibilities of Little Free Libraries in the Park	Staff
Work to execute small concert similar to Park Life	Events
Explore possibilities of Chalk Art Festival (partner w/ local schools?)	Events
Convert existing Conservancy 5K races to an established series	Events
Evaluate possibility of Conservancy-sponsored running club	Programs / Events
Evaluate opportunities for enhanced public programming for families and adults including additional history tour offerings	Programs / Events
Assess venue technology needs and determine best option to increase connectivity, built in equipment (Dockside)	IT
Engage City of Atlanta Park Design for permanent piece of art (collaborate with High Museum, SCAD or local art officials to create an iconic piece)	Facilities & Grounds
Partner with local art organizations to increase temporary art displays throughout park (Ex: temporary wall/graffiti artists create new work every couple of months)	Facilities & Grounds

Seek professional advice on best use of Dockside venue (amphitheater, café, boat rental)	Facilities & Grounds / Earned Income
Submit suggestions for increasing diversity and inclusion of programs and events	Programs / Events
Develop agronomically-based recommendations for rest period between all types and sizes of events to help prevent cumulative wear and tear	Staff
Facilitate meeting between City of Atlanta's Mayor's Office of Special Events, Parks and Recreation Department, City Council, and Mayor's Chief of Staff to evaluate permit fees and event approval process	Staff

### 2021 Initiatives & Goals:

<i>Action Step</i>	<i>Committee</i>
Explore public art contest opportunity related to Conservancy's annual t-shirt	Marketing & PR
Explore Dog Park as public art opportunity (similar to photo exhibit that happened there in 2018)	Facilities & Grounds
Certify at least one Conservancy 5K as a Peachtree qualifier	Events
Consider a public art task force	Facilities & Grounds
Seek funding and partners for diversity and inclusion strategies for programs and events	Programs / Events
Facilitate review of permit fees, damage deposits and potential revenue model that would reimburse the Conservancy for its services	Staff

### 2022 Initiatives & Goals:

<i>Action Step</i>	<i>Committee</i>
Explore audio tour possibilities	Programs / Marketing & PR
Evaluate progress of diversity and inclusion strategies for programs and events	Programs / Events

### 2023 Initiatives & Goals:

<i>Action Step</i>	<i>Committee</i>
Identify other barriers related diversity and inclusion of our programs and events	Programs / Events

## 4: GROW ENGAGED AND ACTIVE COMMUNITY OF SUPPORTERS, NEIGHBORS, USERS AND STAKEHOLDERS

- Increase Strong Individual, Corporation, and Foundation Support
- Develop/Expand Strong Relationships and Partnerships with City of Atlanta, Key Stakeholders, and Neighborhoods Across Atlanta
- Communicate Actively to All via Traditional and Digital Media

### 2019 Initiatives & Goals:

<i>Action Step</i>	<i>Committee</i>
Increase the number of grants and acceptances. Increase soft touches and meetings with prospective donors	Foundations
Add a COO to establish a consistent and solid presence in the community	Staff
Increase and improve overall communications with stakeholders	Marketing & PR/ Community & Government
Be attentive to growing, cultivating and managing Conservancy contacts: email lists, social media community and database contacts, repeat annually	Staff / Marketing & PR
Define and improve relationship with the Mayor and City Council. Continue to cultivate our public partnership with the City	Community & Government

### 2020 Initiatives & Goals:

<i>Action Step</i>	<i>Committee</i>
Increase touch points in Park and enhance signage about the Conservancy	Marketing & PR
Diversify categories of corporate donors	Corporate
Expand Stewardship Program and build donor cultivation strategies	Olmsted Society / Membership
Increase number of neighbor association visits and involvement in Neighborhood Planning Unit (NPU) meetings	Community & Government

**2021 Initiatives & Goals:**

<i>Action Step</i>	<i>Committee</i>
Conduct thorough market research and demographic studies	Marketing & PR
Increase donor retention and upgrades (Moves Management Method)	Olmsted Society / Membership
Advocate for positive government action that enhances park through broad communications, small groups and one-to-one meeting (“make sure our voice is heard”)	Community & Government
Examine the MOU in 2021 and prepare for new MOU in 2023	Community & Government

**2022 Initiatives & Goals:**

<i>Action Step</i>	<i>Committee</i>
Increase PR opportunities with current and prospective stakeholders	Marketing & PR
Understand the impact of Membership as cultivation rather than simply revenue	Membership
Increase prospect research as a tool to identify individual, corporate and foundation donors	Staff
Increased civic responsibility and presence in the Midtown and Atlanta community	Community & Government / Marketing & PR
Drive and manage community engagement	Community & Government / Marketing & PR

**2023 Initiatives & Goals:**

<i>Action Step</i>	<i>Committee</i>
Cohesive and centralized communication with our partners	Staff
Add a Challenge Grant to increase funding	Staff
Assess the need to start and develop a community park partner programs	Community & Government
Complete MOU in 2023	Community & Government

## 5: DELIVER STRONG BOARD GOVERNANCE & OPERATIONAL EXCELLENCE

- Continue Focus on Building Strong, Diverse, and Active Board
- Grow and Develop Engaged and Excellent Staff led by Efficient and Effective Management all Aligned with PPC Goals
- Continue to Grow Diverse and Stable Sources of Funding from Donations and Operations – and Continue to Grow Operational Reserves
- Focus on Operational Excellence including Best Practice Environmental Management and Beautification

### 2019 Initiatives & Goals:

<i>Action Step</i>	<i>Committee</i>
Initiate annual Employee Engagement Survey, repeat annually	Human Resources / Staff
Review Employee Engagement Survey and develop potential subsequent action steps	Human Resources / Staff
Begin culture of 3 R's: Respect, Recognition, Rewarding	Staff: Directors
Brainstorm methods and prepare for improved team atmosphere	Human Resources
Brainstorm methods and prepare for professional development plans	Human Resources
Board of Directors to create Board governance diversity policy	Board Development
Establish yearly Board of Directors class	Board Development
Annually update snapshot of Board composition for Board Development Committee to use when looking at new members	Board Development
Hire Chief Operating Officer and new Director of Operations	Staff
Ensure proper level of staffing in operations and contract staff mix	Staff
Identify and prioritize staff training for Operations Department, CEO and COO in order to keep up-to-date with best management practices, repeat annually	Staff
Conservancy to weigh in on front-end event application process from operations study	Facilities & Grounds
Continue to document issues during event load-in and load-out	Facilities & Grounds

Survey comparable urban parks for relevant certifications, awards and recognitions that the Conservancy may seek to qualify for Piedmont Park	Marketing & PR
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### 2020 Initiatives & Goals:

<i>Action Step</i>	<i>Committee</i>
Analyze progress by Employee Engagement Survey, repeat annually	Human Resources
Brainstorm methods, prepare and initiate increased internal communication: internal newsletter, 'Coffee with the President,' etc.	Staff
Audit needs from future Board members: stakeholders, financial support, talent, corporate connections, etc.	Board Development
Assign stronger, targeted committee appointments with clear agendas and goals	Board Development
Identify and prioritize staff training for Operations Department, CEO and COO in order to keep up-to-date with best management practices, repeat annually	Staff
Complete 3-4 local public appearances focused on best practices for environmental management and beautification	Marketing & PR / Staff
Begin seeking qualification for certifications, awards and recognition based on 2019 research	Marketing & PR
Submit Conservancy Sustainability Policy	Sustainability Committee
Host a training session event for monitors with check lists	Facilities & Grounds

### 2021 Initiatives & Goals:

<i>Action Step</i>	<i>Committee</i>
Analyze progress by Employee Engagement Survey, repeat annually	Human Resources
Research feasibility of an Endowment Campaign	Finance
Identify and prioritize staff training for Operations Department, CEO and COO in order to keep up-to-date with best management practices, repeat annually	Staff
Complete 4-5 local and regional public appearances focused on best practices for environmental management and beautification	Marketing & PR / Staff
Obtain new and maintain existing certifications for Piedmont Park (related to 2019 initiative)	Staff

**2022 Initiatives & Goals:**

<i>Action Step</i>	<i>Committee</i>
Analyze progress by Employee Engagement Survey, repeat annually	Human Resources
Identify and prioritize staff training for Operations Department, CEO and COO in order to keep up-to-date with best management practices, repeat annually	Staff
Complete 5-6 local and regional public appearances focused on best practices for environmental management and beautification	Marketing & PR / Staff
Obtain new and maintain existing certifications for Piedmont Park (related to 2019 initiative)	Staff

**2023 Initiatives & Goals:**

<i>Action Step</i>	<i>Committee</i>
Analyze progress by Employee Engagement Survey, repeat annually	Human Resources
Obtain new and maintain existing certifications for Piedmont Park (related to 2019 initiative)	Staff
Identify and prioritize staff training for Operations Department, CEO and COO in order to keep up-to-date with best management practices, repeat annually	Staff
Complete 6-7 local, regional and national public appearances focused on best practices for environmental management and beautification	Marketing & PR / Staff