

**NeighborSpace of Baltimore County, Inc.
Strategic Plan for FY 2012**

Vision: Baltimore County’s established neighborhoods will preserve their green open space, creating more attractive and sustainable communities, and providing for cleaner air, water and natural areas.

- NeighborSpace parcels are established in communities that want more open space, giving communities walking access to natural areas.
- NeighborSpace parcels make neighborhoods more attractive places to live.
- NeighborSpace parcels will enhance the quality of life for residents.
- Communities value and use green open space and help establish, maintain, preserve and promote it.
- NeighborSpace parcels improve the quality of air and water in the community, and preserves or improves the quantity of flora and fauna.
- NeighborSpace parcels become economic assets for communities and contribute to economic stability.
- Suburban and rural sprawl are reduced due to increased livability of existing communities.

The vision of NeighborSpace as an organization is to achieve:

- Highly visible NeighborSpace properties throughout the developed areas of Baltimore County, with parcels in each Council district.
- NeighborSpace is a household word, with community organizations and residents understanding how NeighborSpace can help them achieve their community goals for green open space.
- NeighborSpace has qualified staff and motivated board members and volunteers devoted to fulfilling the mission.
- The government of Baltimore County maintains or increases its commitment to the open space needs of communities within the URDL, and maintains or increases its commitment to NeighborSpace as a tool for meeting those needs.
- NeighborSpace has strong community support through engagement, outreach and involvement of residents in NeighborSpace projects.

Mission: NeighborSpace of Baltimore County is a nonprofit organization that works with local partners to promote more livable communities by acquiring land to serve as small parks, gardens and natural areas in established neighborhoods.

Strategic Priorities:

Goal 1 (STEWARDSHIP): Enhance stewardship capacity, tools and funding.

Draft Objectives	Strategies	Comm	Action Steps	Measurable Outcomes	Status
1. Expand the Stewardship Committee.	<ul style="list-style-type: none"> • Consider merging the committee, at least temporarily, with the Applications Committee; • Recruit additional volunteers and/or board members with expertise in areas covered by this committee. 	ST	<ul style="list-style-type: none"> • Discuss merger with Applications Committee members • Ask Board Development Committee for assistance with recruitment. 	<ul style="list-style-type: none"> • By 8/1/11, merger will have been completed. • By 6/30/12, at least one new board member will have been recruited to this committee. 	
2. Develop a Geodatabase for purposes of managing current properties and acquiring new ones.	<ul style="list-style-type: none"> • Execute agreement developed with CCBC in spring 2011. 	ST, APP	<ul style="list-style-type: none"> • Work with CCBC to develop and host the database. • Provide board and staff members with training on 	<ul style="list-style-type: none"> • By 12/31/11, database will be up and running • By 6/30/12, 	

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			how to access and use the database.	training will be complete.	
3. Develop plans for improving properties, as appropriate.	<ul style="list-style-type: none"> Work with property managers and community members on property improvement goals; Make outreach to partners who can help to achieve goals; Develop a fundraising plan to support property improvement goals. 	ST C&F C&F	<ul style="list-style-type: none"> In concert with communities, develop objectives, strategies and action steps for each goal. Address these strategies in a comprehensive Communications and Fundraising Plan for FY 12. 	<ul style="list-style-type: none"> By 6/30/2012, we will have developed plans for Robin Hill Rd, Gwynn Oak and East Penn. Ave. 	
4. Perform the baseline surveys and monitoring required by LTA for eligibility to participate in the conservation defense insurance program.	<ul style="list-style-type: none"> Develop a template, appropriate to the work of NeighborSpace, for conducting baseline surveys; Conduct a file review to determine which items from the baseline template are missing or incomplete; Ensure that each property receives a monitoring visit. 	ST	<ul style="list-style-type: none"> Recruit board members and others to conduct property visits for purposes of completing the baseline survey and monitoring documentation. 	<ul style="list-style-type: none"> By 12/31/11, all properties will have complete baseline & monitoring documentation. 	
5. Develop a 5-YR plan for raising stewardship funds.	<ul style="list-style-type: none"> Host events, solicit property donors and surrounding communities and implement a membership campaign; Enhance outreach to (e.g. community meetings, events) and communication with (e.g. newsletters, solicitations), individuals and organizations important to achieving this objective. 	C&F	<ul style="list-style-type: none"> Address these strategies in a comprehensive Communications and Fundraising Plan for FY 12. 	<ul style="list-style-type: none"> By 7/31/11, the plan will have been approved by the board. 	
6. Implement a continuous process of community engagement in communities where we have properties.	<ul style="list-style-type: none"> Enhance outreach to (e.g. community meetings, events) and communication with (e.g. newsletters, solicitations), individuals and organizations important to achieving this objective. 	C&F	<ul style="list-style-type: none"> Address these strategies in a comprehensive Communications and Fundraising Plan for FY 12. 	<ul style="list-style-type: none"> In FY 12, we will host at least 2 events in areas where we have properties. 	
7. Recruit board members who can assist with this work.	<ul style="list-style-type: none"> Look for persons with a background/interest in stewardship, landscape design/ architecture or planning. 	BD	<ul style="list-style-type: none"> Ask board members and others to identify persons with these characteristics and actively recruit them. 	<ul style="list-style-type: none"> By 6/30/2012 we will have recruited a person with one or more of these characteristics 	

Goal 2 (LAND ACQUISITION): Develop an acquisition plan and strengthen the acquisition process.

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1. Systematically seek input about the need for open space for parks, gardens, natural areas and stormwater management.	<ul style="list-style-type: none"> Systematically target the Recreation and Parks, Planning and Environmental Protection and Sustainability departments to build a case for bond funding. Work with the Planning Office to talk with community associations in the processing of developing community 	APP	<ul style="list-style-type: none"> Develop a process for systematically getting input from these agencies, e.g. asking to be a part of all SWAP meetings. 	<ul style="list-style-type: none"> By 6/30/12, process will be implemented and meetings held. 	

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within the URDL.	<ul style="list-style-type: none"> plans about the importance of small parks Target watershed groups within the URDL. 		<ul style="list-style-type: none"> Get Planning Office to communicate with community groups, asking them to look for appropriate Neighbor Space sites. Hold meetings with Blue Water Baltimore and Gunpowder Conservancy. 		
2. Strengthen the acquisition process.	<ul style="list-style-type: none"> Create a process for ensuring (1) that all required documentation is completed and on file for all properties and (2) that the costs of stewardship have received due consideration in deliberations about acquisition. 	APP	<ul style="list-style-type: none"> Develop an acquisition checklist. 	<ul style="list-style-type: none"> Checklist developed by 9/1/11. 	
3. Raise funds to support both planning and land acquisition.	<ul style="list-style-type: none"> Implement a bond funding initiative. Identify and pursue funding for acquisition planning. Enhance outreach to, and communication with individuals and organizations important to achieving this objective. 	C&F	<ul style="list-style-type: none"> Address these strategies in a comprehensive Communications and Fundraising Plan for FY 12. 	<ul style="list-style-type: none"> By 9/30/11, the plan will have been approved by the board. 	
4. Recruit board members who can assist with this work.	<ul style="list-style-type: none"> Recruit board members with interest and/or experience in community associations, county government, watershed groups, or real estate. 	BD	<ul style="list-style-type: none"> Ask board members and others to identify persons with these characteristics and actively recruit them. 	<ul style="list-style-type: none"> By 6/30/12 we will have recruited a person with one or more of these characteristics. 	

Goal 3 (COMMUNICATIONS AND FUNDRAISING): Increase awareness of and support for NeighborSpace and its mission.

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1. Enhance communications and outreach efforts.	<ul style="list-style-type: none"> Increase the number of individuals on our communications list. Increase the frequency and variety of interactions with the individuals on this list. 	C&F	<ul style="list-style-type: none"> Address these strategies in a comprehensive Communications and Fundraising Plan for FY 12. 	<ul style="list-style-type: none"> By 9/30/11, the plan will have been approved by the board. 	
2. Increase fundraising for operations.	<ul style="list-style-type: none"> Implement a membership campaign in all areas where we have or are about to acquire properties. Plan and host special events. 	C&F	<ul style="list-style-type: none"> Address these strategies in a comprehensive Communications and Fundraising Plan for FY 12. 	<ul style="list-style-type: none"> By 9/30/11, the plan will have been approved by the board. 	
3. Recruit board members who can assist with this work.	<ul style="list-style-type: none"> Recruit board members with interest and/or experience in fundraising and marketing. 	BD	<ul style="list-style-type: none"> Ask board members and others to identify persons with these characteristics and actively recruit them. 	<ul style="list-style-type: none"> By 6/30/12 we will have recruited a person with one or more of these characteristics. 	