



Depave Strategic Plan

Adopted June 6, 2023

The following strategic plan is intended to span 3-5 years. Depave will revisit, update, and adapt the plan yearly. It focuses on five priorities where we are striving to improve, and this plan is not intended to encompass the entirety of Depave's work.

Mission

Depave empowers disenfranchised communities to overcome social and environmental injustices and adapt to climate change through urban re-greening. Depave transforms over-paved places, creates resilient community greenspaces, promotes workforce development and education, and advocates for policy change to undo manifestations of systemic racism.

Vision

Depave envisions an empowered society living within sustainable cities, built on a foundation of justice, equity, diversity, practicing inclusion and actively undoing systemic discrimination, social and environmental injustice of every kind. Depave imagines a sustainable city as a place where people and wildlife coexist and prosper amidst clean air, clean water, robust urban forests, thriving local agriculture, and healthy communities.

Values

Community-Driven

Depave projects are for community, by community. We create deep partnerships through community-centered design and collective action. Our work is participatory and builds long-term engagement.

Interdependency

We achieve big things, together through the celebratory, hands-on process of depaving and greening. The impact of our projects runs deeper than the asphalt we remove. Our collaborative process decreases isolation, increases solidarity, and strengthens communities.

Care & Stewardship

Our work is about caring for the environment and each other. We invest in future generations of environmental stewards by weaving beautiful greenspaces into our urban fabric. Our projects inspire environmental and human connections, improve public health, and address climate change.

Environmental Justice

Our work exists at the intersection of social and environmental justice. Our projects focus on building resiliency for frontline communities in the face of climate change. We center the people most impacted by the lack of greenspace in urbanized areas.

Intentionality

We believe in quality over quantity, allowing for flexibility and responsiveness in our work. We live in a dynamic world and understand that we must prioritize our values, move intentionally, find time for celebration and play, and grow relationships.

Strategic Goals & Strategies

GOAL 1: Evolve into a more sustainable and strategic business model where Board members focus more on governance and staff capacity grows to support programs and services.

- A. Facilitate transfer of institutional knowledge from longtime Depavers to the next generation, and support a “co-mentoring” model.
- B. Expand board and retain board members for longer periods of service by better understanding and addressing the needs of board members and barriers to participation.
- C. Develop & adopt a co-directing model and expand Depave staff.
- D. Re-invigorate our volunteer recruitment, management and retention efforts and leverage our volunteer networks in communicating and supporting our work.

GOAL 2: Effectively communicate the depth and breadth of what we do, so Depave is known as a national leader in full-service greenspace creation and placemaking.

- A. Engage the board in communicating our work to partners across the region and world.
- B. More effectively communicate Depave's work as hopeful in the face of the climate crisis and part of the larger tactical urbanism/placemaking movement.
- C. Demonstrate our impact with data, storytelling, and visualizations - across different mediums of communication.

GOAL 3: Strengthen and develop internal board and staff policies and procedures that are values driven.

- A. Update human resources policies, for board, staff and volunteers.
- B. Develop an equity lens and use it to evaluate all of the organization's policies, practices, and initiatives at all depave sites, spaces, and events to align with the organization's anti-racism and inclusive community care values (ie. accessibility requirements, masking policy).
- C. Develop and adopt a financial policy and controls.
- D. Develop a training and professional development plan for staff and board
- E. Develop structural feedback loops by instituting annual reviews for board members and staff.
- F. Revamp Board and Staff Orientation and ongoing DEI/J training materials/participation requirements.

GOAL 4: Strengthen our partnerships to deliver our projects and programs in disenfranchised communities.

- A. Continue active outreach to BIPOC community based organizations so they know who we are and how we can support them and ensure transparency on how Depave prioritizes its work in their geographies.
- B. Commit to working with local BIPOC/women contractors to work on projects, with an emphasis on hiring contractors that live within and reflect the community the project serves.

- C. Expand the Depave Network to cities where our model is most needed (not just cities where we are invited to train/consult).
- D. Nurture long-term relationships with current and past site hosts, including stewardship of Depave sites.

GOAL 5: Expand and diversify sources of funding to deliver on our mission.

- A. Diversify income streams away from our current over-reliance on government grants
- B. Secure strategic multi-year partnerships with national networks and regional institutions.
- C. Develop fundraising goals for the board and strengthen their capacity to fundraise.