



VISION 2025

3-Year Strategic Plan

Storefront for Community Design
(2023 - 2025)

Updated May 2023

VISION 2025 is a living, breathing strategic plan that we will continue revisiting over the months and years ahead. We are excited to share it with you and begin collaborating with you as we work to realize our vision.



OUR PURPOSE

Many Richmond residents do not have the opportunity to participate in city planning, nor understand the complex forces shaping the designs. **Storefront for Community Design is a non-profit design center in Richmond, Virginia, founded to bridge the gap and make design programs and resources accessible to all for the love of our city.** Historical inequities are built into the physical environment in ways that are both obvious and hidden. We at Storefront remain committed to increasing city-wide resources while engaging the next generation of designers by equipping youth for career success, civic engagement, and creative expression.

Since 2011, Storefront for Community Design has convened over 370 low-cost design and planning assistance projects and over 20 design education initiatives to community members, businesses, non-profit organizations, local governments, and neighborhoods, with an estimated value of donated services well over \$1,080,000.

Our city-wide plan prioritizes equitable and sustainable growth over the next 20 years. Richmond is growing rapidly, and our work is now more important than ever. Storefront understands the need to leverage creativity within our communities facing changes to their built environments. New methods are necessary to build design capacity and amplify community voice. Over the next three years, we will continue providing low-cost design and planning assistance programs and design education programs to adapt to the changing landscape of our communities.

OUR VISION

In May 2022, Storefront for Community Design announced a bold, new vision and a three-year strategic plan. **We will firmly focus on transforming our low-cost design and planning assistance programs and expanding our design education programs to inspire community-driven design in the built environment.**

By 2025, these city-wide initiatives have the power to serve over 200,000 people in the greater Richmond area and to foster community design. We will collaborate with 1,940 community partners and 350 volunteers to convene 90 projects to strengthen relationships and facilitate new connections. We will aid community partners in ideas advancing areas of environmental and food justice, health and wellness, economic development, placemaking/placekeeping and design/planning tools to empower community organizing.

 **200,000** People Served

 **1,940** Community Partners

 **350** Volunteers



Environmental and Food Justice



Health and Wellness



Economic Development



Placemaking/Placekeeping



Design/Planning Tools



PRIORITY 1

Inspire Community Members through Enhanced Programming assistance programs and design education programs to adapt to the changing landscape of our communities.

STRATEGIES

- 1** | Align projects and programs to our mission and focus areas to create intentional collaboration among Storefront, the board, VCUarts mOb studio, and community partners.
- 2** | Enhance Design Education programming to introduce community members to built environment design and equip youth and young adults for career success, civic engagement, and creative expression.
- 3** | Transform Low-cost Design and Planning Assistance programs to build capacity for community-driven design and provide resources for design/build projects.

KEY METRICS

Year 1	Year 2	Year 3
100% completion of organizational metrics across 3 program areas.	Collaborate on one (1) project or activity that includes City Builders, mOb studio, and design volunteers.	
Grow City Builders youth enrollment by 50% in semester programming.	Develop draft copy of the <i>Design Richmond Guidebook</i> .	
Provide 3 projects to community partners that bridge Design Session and Community Visioning.	Provide 4 projects to community partners that bridge Design Session and Community Visioning.	

*Year 2 and 3 key metrics to be developed upon completion of previous year.

ACTIONS: Strategy 1

- A** | Complete a collaborative project at least once a year that fosters collaboration between program areas, mOb studio, volunteers, and design firms.
- B** | Streamline evaluation and success metrics for the organization with an emphasis on each program that are communicated and reviewed each year with all staff and program partners.

ACTIONS: Strategy 2

- C** | Transform the City Builders Design Workshop curriculum into an innovative and interactive 12-week program that invites design mentors to collaborate with youth ages 13-18.
- D** | Develop the Richmond Handbook as a design and teaching tool for junior high and high school students that equips them to be the active, informed citizens and designers of tomorrow.
- E** | Create an annual youth and family event to bring exposure to community-driven design and built environment professions such as architecture, landscape architecture, and urban planning.

ACTIONS: Strategy 3

- F** | Seek opportunities for design/build funding to provide opportunities for Design Session projects to be realized.
- G** | Focus on intentional community visioning initiatives with underserved communities to build capacity for community-driven design.
- H** | Discover new ways to bridge Design Session and Community Visioning programming into projects that create impact at a community level.

Priority 1

Inspire Community Members through Enhanced Programming

Strategy 1:

Align projects and programs to our mission and focus areas to create intentional collaboration among Storefront, the board, VCUarts mOb studio, and community partners.

Strategy 2:

Enhance Design Education programming to introduce community members to built environment design and equip youth and young adults for career success, civic engagement, and creative expression.

Strategy 3:

Transform Low-cost Design and Planning Assistance programs to build capacity for community-driven design and provide resources for design/build projects.

cross-priority connections (*)

strategy 1

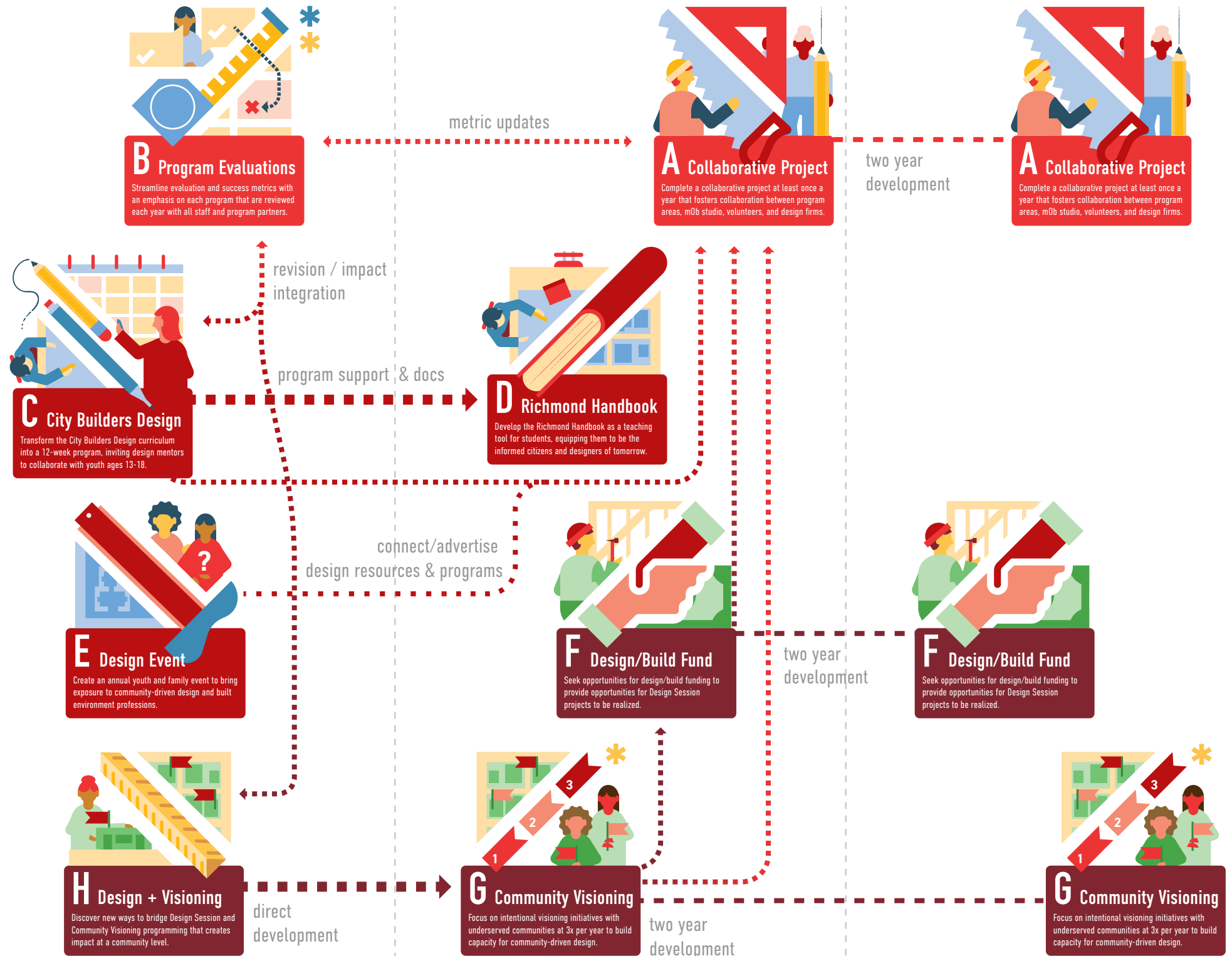
intentional collaboration

strategy 2

increase awareness

strategy 3

low-cost design assistance & capacity building

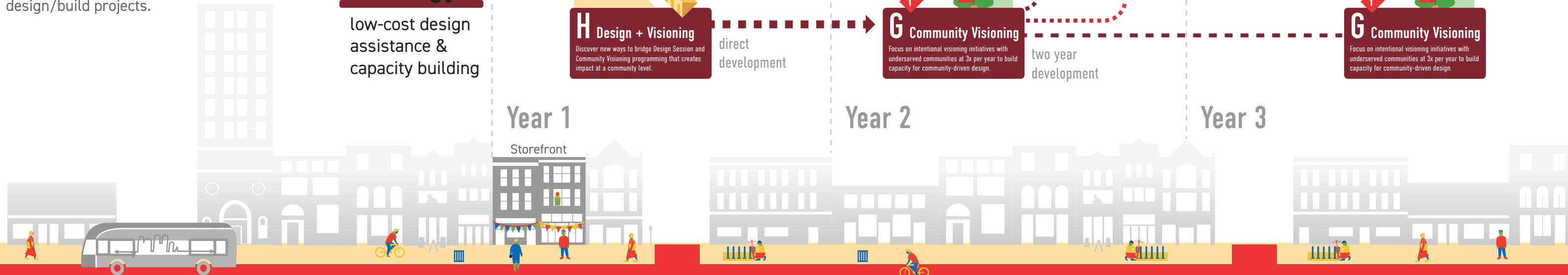


Year 1

Storefront

Year 2

Year 3





PRIORITY 2

Strengthen Storefront's Impact through Long-term Organizational Sustainability and Visibility

STRATEGIES

- 4 | Advance an equity-based staffing plan (including the continued maturation of the board) outlining roles, compensation, benefits, and staffing needs to support the current and future needs of the organization.
- 5 | Increase and diversify funding sources to grow community impact and organizational financial stability.
- 6 | Transform our Broad Street office into a community hub with access to design resources and intergenerational programming.

KEY METRICS

Year 1	Year 2	Year 3
Increase team capacity by 66% (2 additional team members).	Develop process documentation across staffing and programming.	
Increase unrestricted funding by 76%.	Increase fee-for-service funding by 25%.	
Collect information from 100 unique visitors at Broad Street office.	Due to evolving programming and space use, strategy #6 is no longer a focus in Vision2025.	

*Year 2 and 3 key metrics to be developed upon completion of previous year.

ACTIONS: Strategy 4

- I | Develop a manual covering organizational partners, finances, operations and job descriptions for all staff members and board. (year 2)
- J | Develop process documentation specific to staff positions including roles, procedures, and file locations.
- K | Create a staffing plan that considers the following opportunities:
 - Develop a list of needed/desired staff and draft job descriptions for all current staff and future staff members.
 - Create an annual fellowship/Internship with a university partner(s) to provide consistent yearlong support for staff, including administrative assistance, communications, and program coordination.
 - Expand staff benefits to include mental health benefits and retirement benefits.

ACTIONS: Strategy 5

- L | Create a 3-year fund development strategy to include but not limited to creating:
 - A short term communications toolkit to assist with fundraising efforts.
 - A plan to raise unrestricted funds towards increased staff compensation and benefits.
 - A consistent annual fundraising event.
 - Non-cash gift giving and estate planning opportunities.
- M | Develop board training opportunities specific to fundraising and governance to build capacity and confidence towards fundraising.
- N | Increase marketing of fee-for-service programming by creating informational and promotional materials that highlight our work and successful projects.

ACTIONS: Strategy 6

- O | Collaborate with a local design firm to redesign Storefront's office space to create a design plan for the Broad Street office space and explore options for fundraising to build out the space to accommodate staff and programming.
- P | Evaluate existing license agreements at Six Points Innovation Center (6PIC) and determine next steps as the building nears renovation.

cross-priority connections (*)

Priority 2

Strengthen Storefront's Impact through Long-term Organizational Sustainability and Visibility

Strategy 4:

Advance an equity-based staffing plan (including the continued maturation of the board) outlining roles, compensation, benefits, and staffing needs to support the current and future needs of the organization.

Strategy 5:

Increase and diversify funding sources to grow community impact and organizational financial stability.

Strategy 6:

Transform our Broad Street office into a community hub with access to design resources and intergenerational programming.

strategy 4

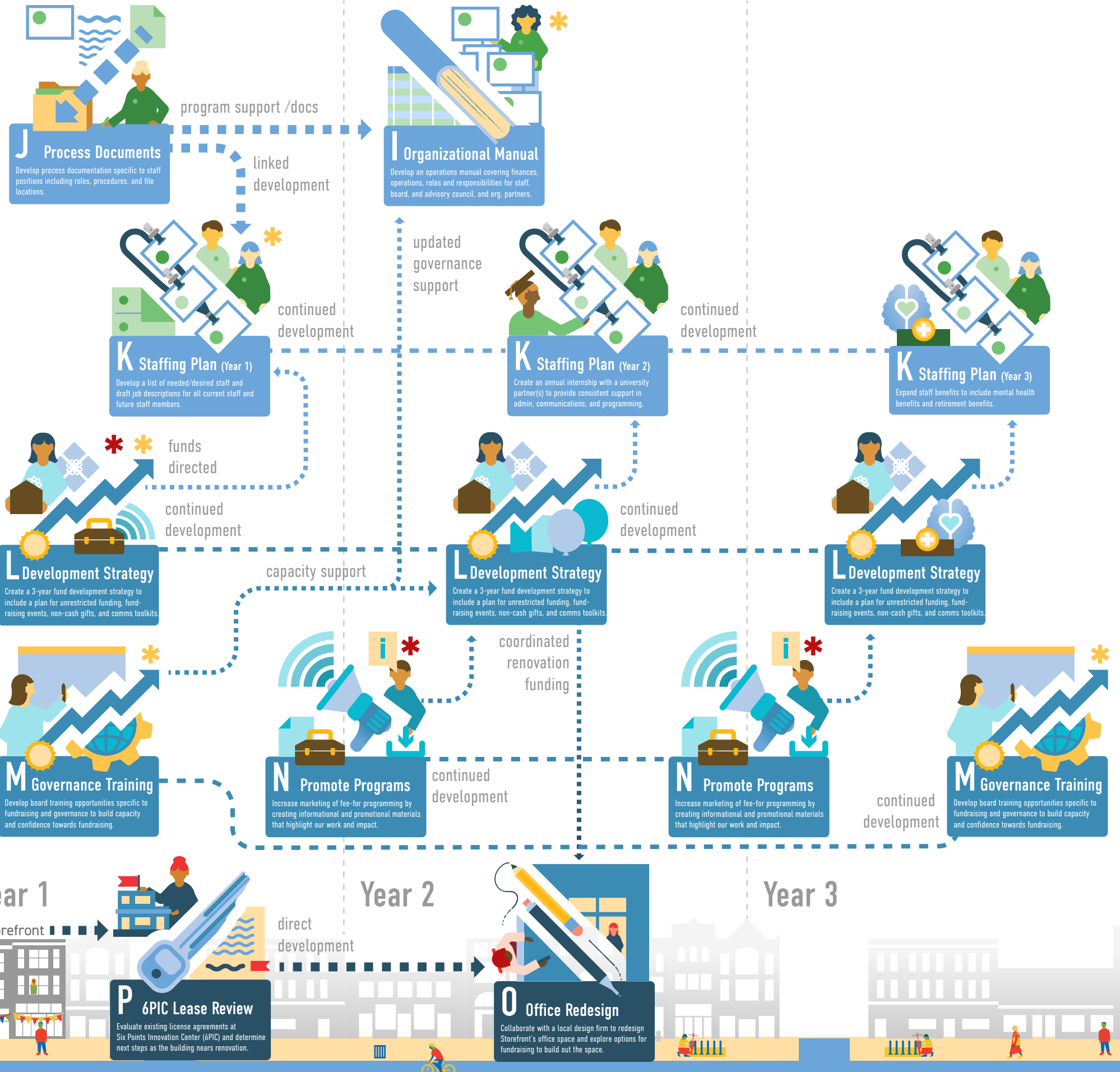
develop equity-based staffing plan

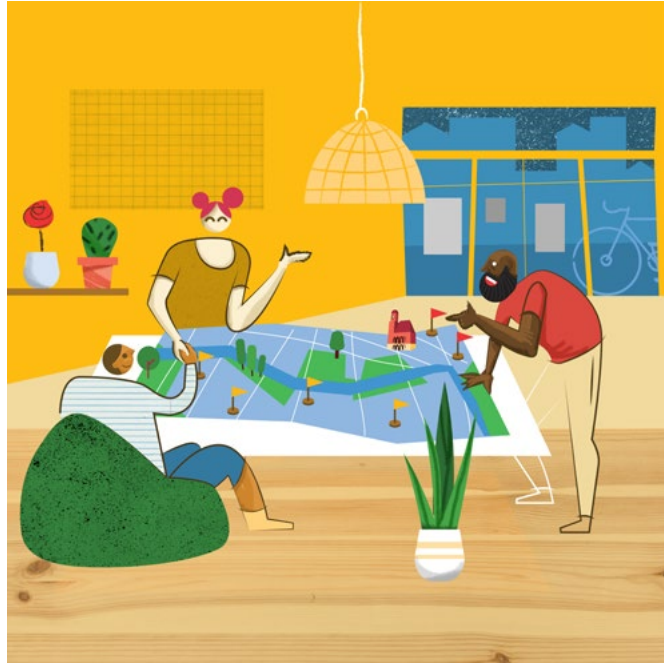
strategy 5

diversify funding to grow impact & financial stability

strategy 6

transform office into community resource hub





PRIORITY 3

Deepen Relationships and Partnerships

STRATEGIES

7 | Increase presence in Southside and East End neighborhoods, continuing to focus on underserved communities.

8 | Create a clear path and process for design professionals and community members to volunteer across Storefront programming.

9 | Cultivate partnerships with design firms, local universities, and regional design centers to build best practices and augment our work.

KEY METRICS

	Year 1	Year 2	Year 3
7	Collaborate on 4 projects in the Southside and/or East End.	Collaborate on 5 projects in the Southside and/or East End.	
8	Increase active volunteers by 19%.	Host one volunteer appreciation event.	
9	Increase active community partnerships by 36%.	Maintain active community partnerships based on FY 2023 metrics	

*Year 2 and 3 key metrics to be developed upon completion of previous year.

ACTIONS: Strategy 7

Q | Pursue potential partnerships with nonprofits and city partners working in those neighborhoods.

ACTIONS: Strategy 8

R | Develop a policies and procedures manual for volunteering.

S | Research volunteer platforms and implement a system to streamline volunteer management.

T | Create a volunteer appreciation event.

ACTIONS: Strategy 9

U | Attend the annual Association of Community Design (ACD) conference.

V | Reach out to executive directors of Community Design Centers to build storefront's network, cultivate the staff's professional development, and share best practice/program ideas.

W | Investigate opportunities for youth fellowship/internship(s) with design firms and universities to provide avenues to grow diversity in built environment professions.

Priority 3

Deepen Relationships and Partnerships

Strategy 7:

Increase presence in Southside and East End neighborhoods, continuing to focus on underserved communities.

Strategy 8:

Create a clear path and process for design professionals and community members to volunteer across Storefront programming.

Strategy 9:

Cultivate partnerships with design firms, local universities, and regional design centers to build best practices and augment our work.

cross-priority connections (*)

strategy 7

increase East End and Southside presence

strategy 8

create clear volunteering process

strategy 9

cultivate partnerships to extend impact

Q Pursue Partnerships
Pursue potential partnerships with nonprofits and city partners working in underserved neighborhoods.

builds on community visioning capabilities

builds atop staff plan & organizational manual

R Volunteering Manual
Develop a policies and procedures manual for volunteering.

support doc/ systems

S Volunteer Platform
Research volunteer platforms and implement a system to streamline volunteer management.

recruitment rewards

T Volunteer Appreciation
Create an annual volunteer appreciation event.

continued event

U ACD Conference
Attend the annual Association of Community Design (ACD) conference each year.

continued networking

V Share Best Practices
Reach out to Exec. Directors at Community Design Centers to build Storefront's network, cultivate staff development, and share best practices.

best practice sharing & networking

W Internship Ops
Investigate opportunities for youth fellowship/ internship(s) with design firms and universities to grow diversity in built environment professions.

T Volunteer Appreciation
Create an annual volunteer appreciation event.

U ACD Conference
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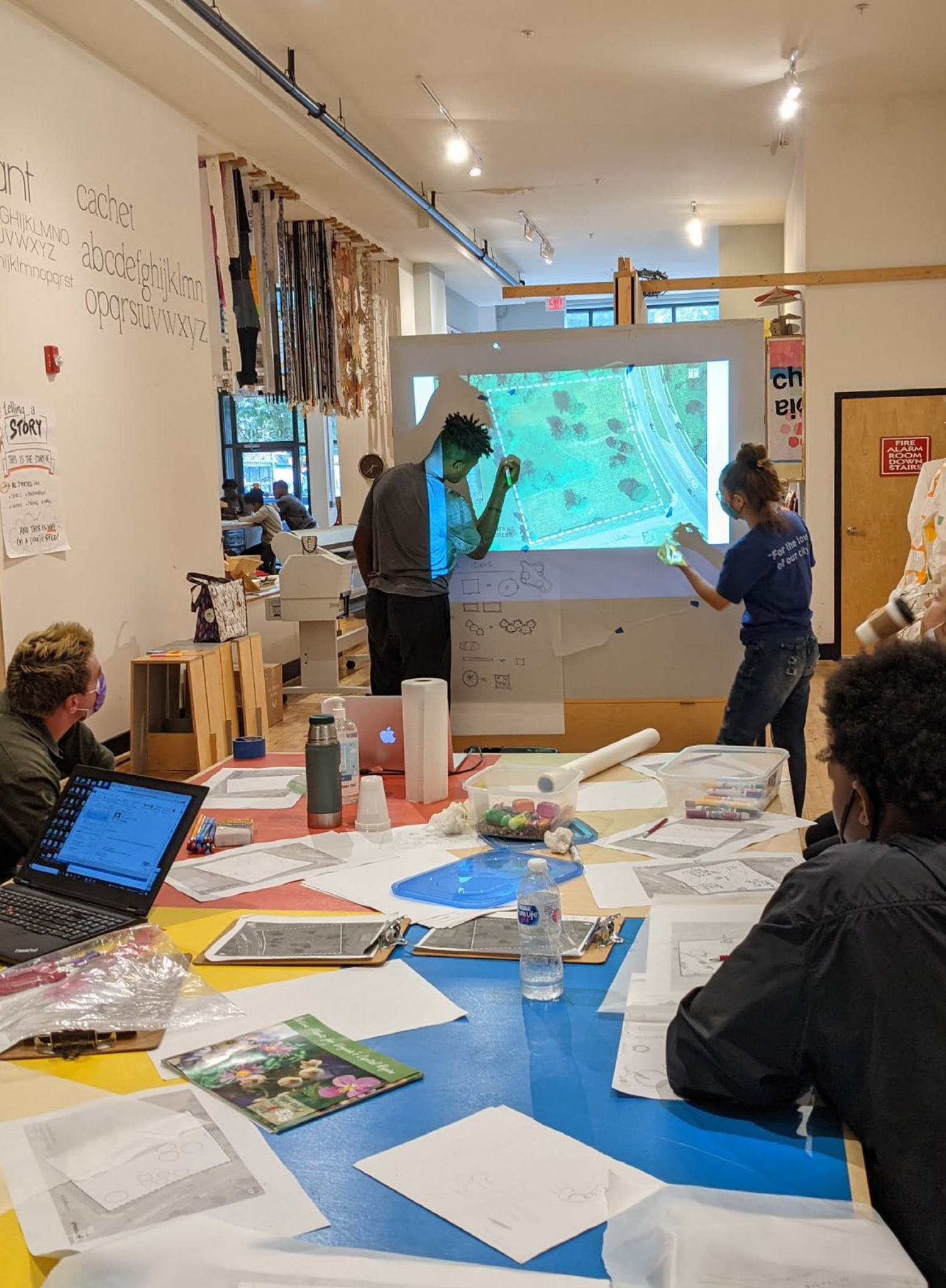
Year 1

Storefront

Year 2

Year 3





STRATEGIC PLANNING ACKNOWLEDGEMENTS

FY 2023 Board of Directors

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