



# Stockade Association

Strategic Plan | 2026-2029

## Refined Vision & Mission

### ➤ Vision

A vibrant, historic, and inclusive Stockade neighborhood that is safe, walkable, environmentally responsible, and actively stewarded by its residents.

### ➤ Mission

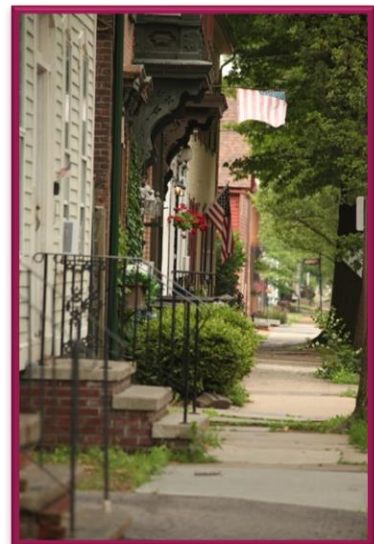
The Stockade Association strengthens community life, preserves historic character, advocates for neighborhood interests, and fosters sustainable partnerships with residents, institutions, and the City.

## Background

Founded in 1958, the Stockade Association is a 501(c)3 non-profit community-based organization dedicated to preserving, enhancing, and promoting the Stockade neighborhood as a vibrant, inclusive, and historically significant area. Rooted in one of the oldest historic neighborhoods in the country, the Association has long served as a steward of the Stockade's unique character, advocating for thoughtful preservation while supporting a high quality of life for residents, businesses, and visitors.

The Stockade neighborhood is defined by its rich architectural heritage, cultural assets, and strong sense of civic pride. Over the years, the community has balanced preservation of historic resources with the practical needs of a living, evolving neighborhood. This balance requires ongoing coordination among residents, property owners, local institutions, and municipal partners—a role the Stockade Association has consistently sought to fulfill.

As the neighborhood has evolved, the Stockade Association's role has expanded beyond preservation alone. The Association has supported community engagement, neighborhood events, communication among stakeholders, and advocacy on issues such as land use, infrastructure,



public safety, and quality-of-life concerns. These activities have helped foster connections among neighbors and strengthen the Stockade's identity as both a historic district and an active residential community.

At the same time, the Association faces a changing external environment. Shifts in demographics, housing pressures, development interests, municipal priorities, and community expectations present both opportunities and challenges. Like many volunteer-driven organizations, the Stockade Association must also ensure organizational sustainability, effective governance, clear communication, and meaningful engagement with a diverse constituency. This strategic plan builds on the Association's history and core values while positioning it to respond proactively to current and future needs. By clarifying priorities, strengthening internal capacity, and aligning resources with community goals, the Stockade Association seeks to ensure it remains a trusted, effective advocate for the neighborhood and a catalyst for positive, inclusive, and sustainable community development.

## Core Values

### 1. Historic Stewardship

We are committed to preserving and honoring the Stockade's historic character, architecture, and cultural heritage, while supporting thoughtful stewardship that ensures the neighborhood remains a living, sustainable community for future generations.

### 2. Community Engagement & Inclusion

We value active participation, open dialogue, and respect for diverse perspectives. We strive to engage residents, property owners, businesses, and partners in ways that foster belonging, collaboration, and shared responsibility for the neighborhood's well-being.

### 3. Advocacy & Responsibility

We act as a responsible advocate for the Stockade neighborhood by engaging constructively with local government and institutions, promoting policies and practices that protect quality of life, and addressing community concerns with integrity and care.

### 4. Transparency & Accountability

We conduct our work openly, ethically, and responsibly. Clear communication, sound governance, and accountability to our members and the broader community guide our decision-making and build trust.

## 5. Sustainability & Resilience

We support initiatives that strengthen the neighborhood's long-term environmental, social, and organizational sustainability. We embrace thoughtful change and proactive planning to ensure the Stockade remains resilient in the face of evolving challenges and opportunities.

### Objective 1: Organizational Strength & Sustainability

#### Strategic Goal 1.1: Strengthen Governance and Leadership

##### Key Actions

- Implement a standardized Board Orientation annually (starting August 2026)
- Create onboarding materials for new Association members
- Maintain documented committee charters and expectations

##### Success Measures

- 100% of board members onboarded within 60 days of appointment
- Standing committees meet at least quarterly
- Annual board self-assessment completed

#### Strategic Goal 1.2: Financial Stability & Capacity Building

##### Key Actions

- Maintain annual fundraisers while expanding grant-seeking capacity
- Identify 2–3 multi-year or higher-dollar funding opportunities
- Align fundraising goals with Streetscape and Stewardship priorities

##### Success Measures

- Year-over-year increase in unrestricted funds
- At least one new grant awarded by 2028
- The fundraising calendar is published annually

#### Strategic Goal 1.3: Systems, Records & Data Management

##### Key Actions

- Centralize digital access using a secure password management system
- Finalize inventory and storage plan for physical assets
- Document all major processes (grants, events, publications)
- Build a neighborhood data profile (households, residents, housing types, mobility, etc.)

##### Success Measures

- No institutional knowledge lost during leadership transitions
- Annual update of neighborhood data profile
- All core systems documented by May 2027

### **Strategic Goal 1.4: Communications & Marketing**

#### Key Actions

- Develop an annual marketing and communications plan
- Build a shared photo/video archive
- Improve website transparency (minutes, finances, agendas)

#### Success Measures

- Increased newsletter and mailing list subscribers
- Website updated after each major meeting
- Positive member feedback on the clarity of communications

## **Objective 2: Public Realm & Infrastructure Advocacy**

### **Strategic Goal 2.1: Streetscape Plan Implementation**

#### Key Actions

- Re-engage Planning4Places to define scope, cost, and timeline
- Identify phased funding strategy
- Amend Streetscape Plan where needed (e.g., Amenity Zone flexibility)

#### Success Measures

- Implementation plan completed by February 2027
- Streetscape amendments adopted by City Council
- At least one funded implementation phase by 2029

### **Strategic Goal 2.2: Traffic, Trees, and Sidewalks**

#### Key Actions

- Advocate for traffic calming solutions
- Establish tree health and replacement priorities
- Work with the City to address sidewalk instability

#### Success Measures

- Documented advocacy meetings with the City annually
- Tree replacement or maintenance projects initiated
- Sidewalk priorities included in City planning cycles



## Objective 3: Community Engagement & Stewardship

### Strategic Goal 3.1: Volunteerism & Committee Activation

#### Key Actions

- Establish predictable standing committee schedules
- Publicize the annual event calendar well in advance
- Expand volunteer roles beyond event support

#### Success Measures

- Increased volunteer participation year-over-year
- Committees report activity at membership meetings

### Strategic Goal 3.2: Membership Growth & Inclusion

#### Key Actions

- Launch a clear membership and “Friends of the Stockade” campaign
- Clarify benefits, expectations, and impact of membership
- Target renters and underrepresented residents for outreach

#### Success Measures

- Membership reaches 250 members by May 2029
- Improved renter participation
- Higher member retention rates

### Strategic Goal 3.3: Stewardship Education

#### Key Actions

- Host three workshops annually (fall, winter, spring)
- Topics include: historic preservation, tax credits, environmental care, safety training
- Mail Spy

#### Success Measures

- Average workshop attendance increases annually
- Expanded mailing list
- Positive post-event evaluations

### Strategic Goal 3.4: Meaningful Membership Meetings

#### Key Actions

- Standardize meeting length (1 hour business + optional social time)
- Use visual presentations and clear agendas
- Offer hybrid (in-person and online) attendance
- Introduce post-meeting surveys

#### Success Measures

- Increased meeting attendance
- Improved satisfaction scores
- More diverse participation in discussions

## Objective 4: Safety & Environmental Responsibility

### Strategic Goal 4.1: Environmental Health & Advocacy

#### Key Actions

- Advocate for clean air and water protections
- Monitor the environmental impacts of the Pump Station
- Promote anti-pollution and natural resource care initiatives

#### Success Measures

- Formal comments submitted on relevant city projects
- Environmental concerns documented and tracked

### Strategic Goal 4.2: Neighborhood Safety & Visibility

#### Key Actions

- Increase “eyes on the street” through design, lighting, and activity
- Implement the Street Scape Plan for improved street lighting
- Encourage residents and potentially Ambassadors' participation in safety-related initiatives

#### Success Measures

- Improved perceptions of safety reported by residents
- Documented collaboration with City and neighborhood partners

