



**SPACES OF
OPPORTUNITY**

**Spaces of Opportunity
Strategic Plan 2021-2024**

Together, we work with our community to ensure South Phoenix residents are creating the environment where they want to live, work, and play by breaking down systemic barriers to holistic well-being that have existed for generations.



ACTION AREAS



Collaboration: We link farmers and growers,, residents, businesses, and social impact organizations in South Phoenix and beyond.



Cultivation: We cultivate dynamic, supportive relationships with farmers and growers who tend our land and feed our community.



Education: We increase knowledge, skills, and problem-solving capacity in people of all ages.



Mobilization: We help community members lead, inform, and participate in movements that they identify as important to their health and well-being.



Nutrition & Food Security: We feed our community with nutritious, local food that fuels their health and well-being.



PRIORITY #1: Grow Spaces, know Spaces.

Key Strategies

- Establish Spaces infrastructure, including Collaborator MOUs specifying roles and responsibilities, decision-making structures, principles-based operating agreements, and how the individual organizations contribute to the whole.
- Stabilize operations, including creating a shared budget and shared back-office operational support.
- Hire key executive positions.

PRIORITY #2: Grow and distribute more food sustainably.

Key Strategies

- Build a coalition of farmers within and beyond Spaces' acreage to share knowledge, coordinate growing decisions, and increase the consistency of produce yields.
- Tend to relationships that create pipelines for nutritious food distribution that are no- and low-cost (ex: bruised foods).
- Establish and execute a sustainable land use plan for Spaces acreage, including specific cultivation commitments.
- Leverage multiple modes to get fresh food into community members' homes, including the Farmers Market, school district and grocery partnerships, and community events.
- Evolve the Farmers Market design to reflect the collaboration's shared vision and principles.

PRIORITY #3: Grow community relationships.

Key Strategies

- Strengthen and develop new vendor and partner relationships that connect growers, community partners, and the Farmers Market.
- Co-locate and co-design programming, curricula, and experiences for students and families in the Roosevelt School District that support gardening, culinary arts, project-based learning, and the art and science of health.
- Design and execute topic-specific opportunities with strategic partners aimed at building understanding of and engagement with Spaces. (Local and global justice issues, health science, chronic disease management, climate science, etc.).
- Develop a micro-business plan, with specific focus on the

3-Year Success Measures

PRIORITY	SUCCESS MEASURES
<p>GROW SPACES, KNOW SPACES.</p>	<ul style="list-style-type: none"> • Baseline established for all success measures (Year 1) and Years 2 and 3 measures set • Establish case study(ies) that captures Spaces’ model and partnerships • Fiscal sponsorship secured • Executive leader and farming “administrator” hired • All collaborator MOUs signed within 60 days of saying “yes” to formal collaboration • Secure three years of sustainable funding that cover 100% of projected operating expenses • Develop Spaces’ next three-year strategic plan (in 2023-24)
<p>GROW & DISTRIBUTE MORE FOOD SUSTAINBLY.</p>	<ul style="list-style-type: none"> • Annual produce yield grows xx% year-over-year from baseline • Set and meet Incubator Farm acreage appropriately in food production • Set and establish baseline water utilization measures • Track and report: xx(#) of community members receive xx(lbs) of food annually • Self-report utilization of food received
<p>GROW COMMUNITY RELATIONSHIPS.</p>	<ul style="list-style-type: none"> • Average # of visitors to the Farmers Market annually • Participation at opportunities offered (events, classes, experiential and service learning, etc.) • Proportion of the focus of opportunities offered relative to topics (health vs. advocacy vs. climate, etc.) • # of RSD school participating in opportunities offered • 75% of events held report “how well” measures • # of formal collaboration partners • Establish case study(ies) specifically focused on the practitioner and relationship level