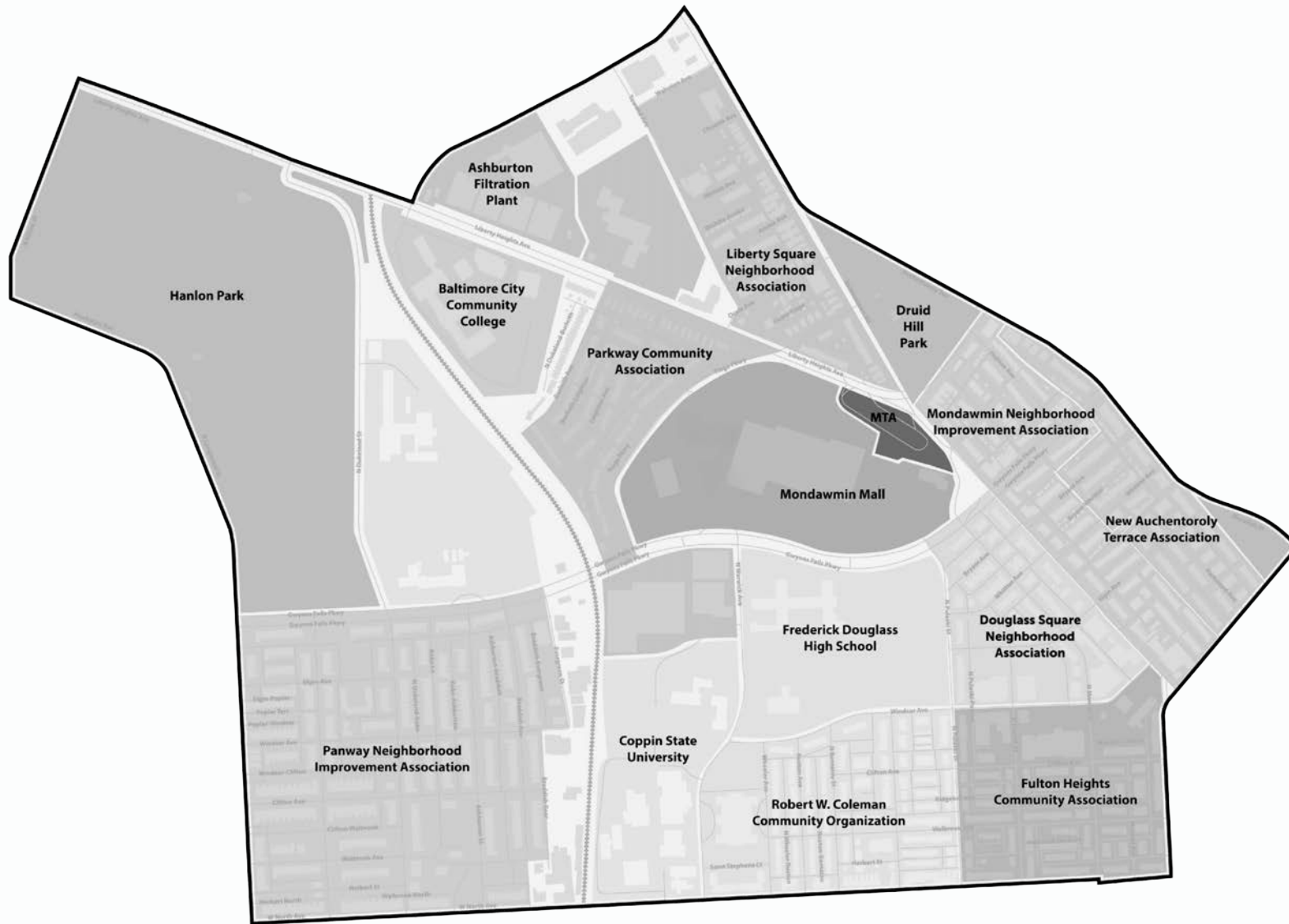




**2026 - 2029
STRATEGIC PLAN**



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GREATER MONDAWMIN COORDINATING COUNCIL STRATEGIC PLAN
2026–2029

Approved by GMCC's Board of Directors on May 21, 2026

EXECUTIVE DIRECTOR'S MESSAGE

I am thrilled and honored to share this 3-year strategic plan, which will guide the efforts of the Greater Mondawmin Coordinating Council in 2026–2029 and beyond.

GMCC was founded in 1976 to serve as a unified voice for the neighborhood associations surrounding the Mondawmin Mall. It was built through the efforts of numerous community activists who engaged and listened to area residents and brought their concerns and desires to elected leaders, government agencies, and area institutions. It was thanks to the efforts of leaders within GMCC that the Mondawmin Subway Station opened in 1983, and that a US Post Office was established at the Mondawmin Mall in 1999. More recently, when new owners purchased the vacated Target building adjacent to the mall, GMCC members advocated for the vision that is still being realized, that health needs of families and seniors would be met within the new Village at Mondawmin.

GMCC's 2017–2022 strategic plan called for the hiring of a full-time executive director, and I have had the privilege of serving in that role since 2023. In the past three years we have expanded our staffing and increased programming. We have worked to support our eight affiliated neighborhood associations and have launched new efforts and partnerships to respond to the needs of area residents and businesses. In 2025, the board of directors recognized the need for a new strategic planning process to define the focus of GMCC as a fully staffed nonprofit organization. The results of that effort are in the pages that follow.

Throughout this process, board members, neighbors, and partners have come together to reflect and envision, and I am excited for the clarity we have achieved. I am excited for even more opportunities to collaborate with the people who live, work, learn, and worship within Greater Mondawmin, and to work with our governmental and institutional partners to continue to build an even greater Greater Mondawmin, where all generations thrive. Our focus lies in mobilizing people and building leadership. Together we will continue to support our neighborhoods, build upon the historic culture of our community, and increase the ability of our residents to work together for the common good.



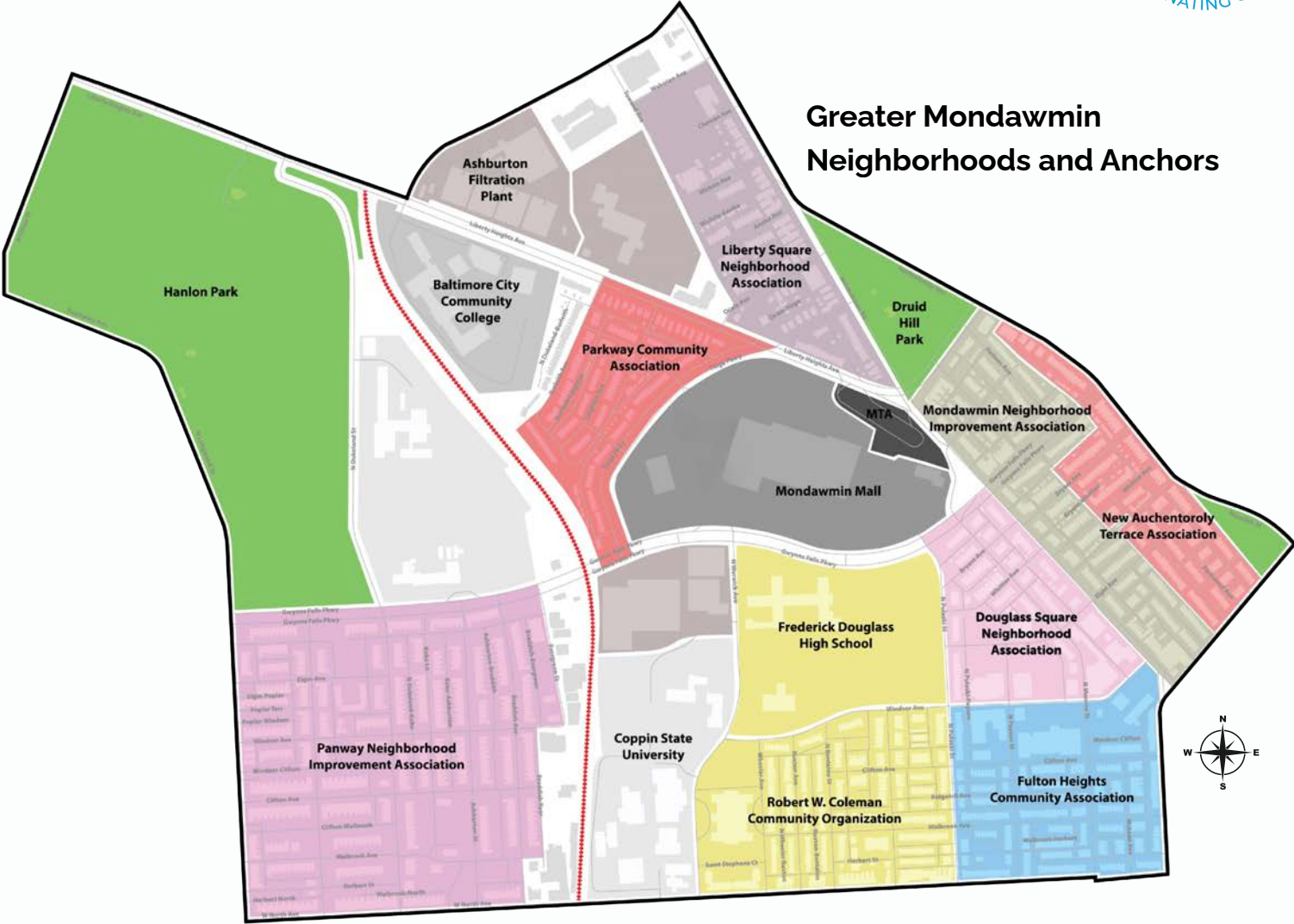
Eli Lopatin, Executive Director



INTRODUCTION

Since 1976, the Greater Mondawmin Coordinating Council (GMCC) has served as an umbrella organization for the community associations in the Greater Mondawmin area. (The borders are North Avenue to the south; Longwood Street on the west; Liberty Heights Avenue, Druid Park Drive, and Druid Hill Park on the north and northeast; and Fulton Avenue on the east.) GMCC has provided support to its affiliated community associations and brings their combined voice to government agencies, nonprofits, and other stakeholders. For many years, the board was composed of the presidents of the eight community associations, as well as representatives of area institutions.

GMCC's 2017 strategic plan called for hiring full-time staff. Eli Lopatin joined as executive director in 2023, and has since added two additional staff positions. The staff have focused on support of the community associations, engagement of additional community members, support of schools in the neighborhood, and the development of a coalition to address causes of poverty in Greater Mondawmin. With more activities and programming to support, GMCC's board has added at-large seats to supplement its ex officio members, and created a new monthly community meeting to allow board meetings to focus on the organization's growing operations.



Key Opportunities and Challenges for GMCC

Since 2023, GMCC has been growing from a volunteer organization with occasional hourly staffing to an organization with a full-time staff of three and increased activities. While the organization is now 50 years old and has strong relationships and history, it is also in startup/growth mode as a staffed organization. The key opportunity and challenge for GMCC that this plan addresses is the role that GMCC aims to fill, and how the organization should evolve to fill that role.

The planning process identified these key opportunities and challenges:

- **The Mondawmin area is seeing an influx of development spending and new nonprofit organizations.** Vacant houses and unused storefronts are a longstanding issue in the Greater Mondawmin area. The establishment of the West North Avenue Development Authority is bringing renewed focus on the area's development needs. Touchpoint and The Village at Mondawmin, adjacent to the Mondawmin Mall, have significantly changed the resources available to residents. What is the best role for GMCC in this changing landscape?
- **GMCC's governance structure does not match the governance needs of a staffed organization with increased programming.** The current board structure focuses on making sure the voices of the affiliate community associations are represented. While it is imperative that GMCC represent residents, it also needs a board that can focus on supporting the organization's operations and growth.
- **Staff have been successful at attracting funds to start programs.** With so many options before the organization, it is important for GMCC to identify priorities for the coming three years, and to build the internal systems and capacity that will support the work.
- **At present, GMCC hears from some groups of residents far more than from others, such as renters, business owners, and youth.** The focus on the community associations has meant that engagement has slanted toward homeowners. There is an opportunity to engage more deeply and broadly with all Greater Mondawmin residents, while strengthening the affiliate community associations.

Where GMCC is going

This plan builds on the work of GMCC in its first 50 years. The key role of GMCC is to mobilize and engage residents in order to build the power and create a community rooted in history, where all generations thrive. To do so, GMCC will:

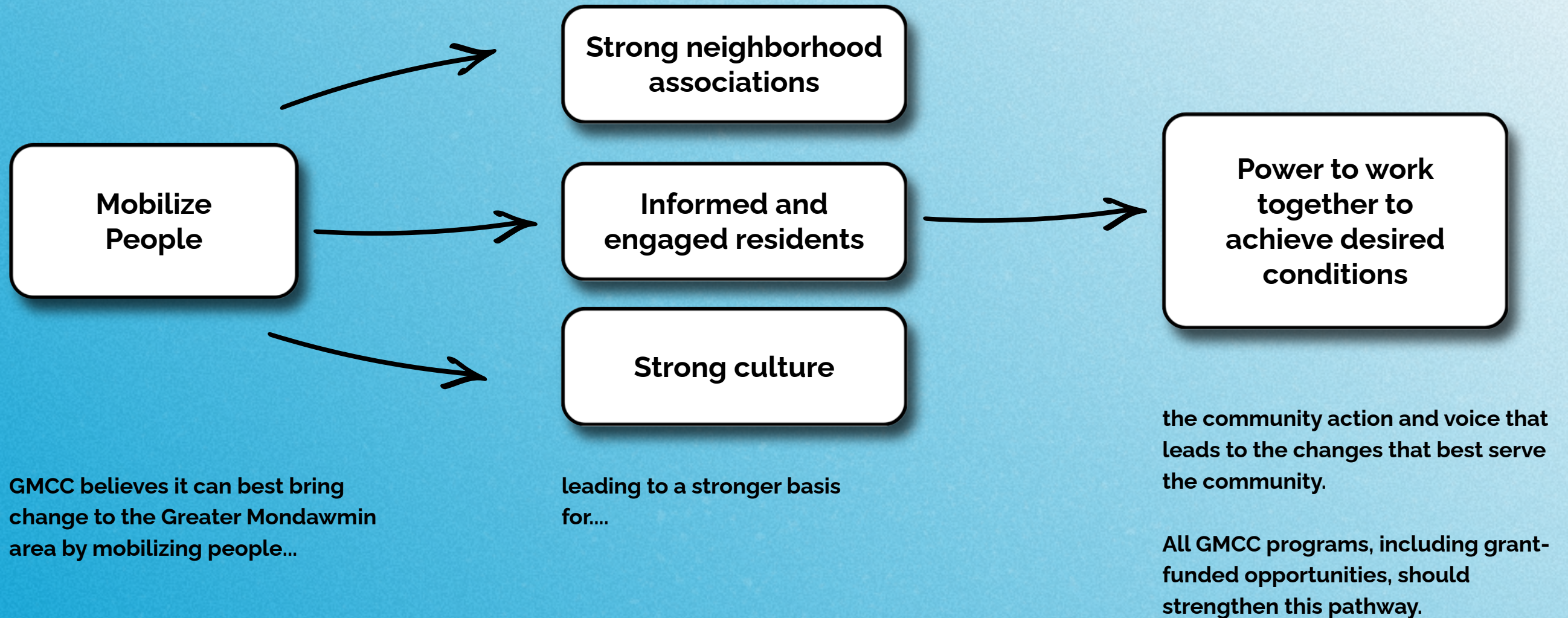
- Prioritize engagement and mobilization of residents of all ages, both through support of the affiliated community associations and through direct programming. You will be seeing more ways of reaching out, more ways of working with neighbors to identify needs and find ways to meet them, more generations engaged.
- Prioritize collaboration with a broad array of partners to bring services to residents and schools, ranging from the development of the built environment, to strengthening neighborhood schools, to giving youth opportunities to build leadership skills, to ensuring that elders are connected to resources that allow them to stay in their houses.
- Build strong internal structures as a foundation for programs with impact. This includes adjusting the board structure and creating an Assembly where larger community issues are taken up, as well as building internal systems to support fundraising and institutional memory.

How this Plan is Organized

This is the internal version of the plan. It includes:

- Vision, Mission, Values
- Buckets and Goals
- 3-Year Roadmap
- Appendix: New Governance Structure
- Appendix: The Planning Process

The GMCC Pathway to Change



VISION, MISSION, VALUES

GMCC's vision, mission, and values are its North Star – where the organization is going, and how it is committed to conducting itself.

VISION

We envision Greater Mondawmin as a rooted community where all generations thrive.

MISSION

GMCC mobilizes residents and leads programs to create equitable neighborhood change and strengthen community leadership.

VALUES

Integrity: In all we do, we hold ourselves accountable to transparency, clear decision-making, and the good of the Greater Mondawmin area.

Legacy: We value the history of Greater Mondawmin and the leaders who have come before us.

Community-Guided: We work hard to hear the voices of all community members and base our work on their needs and desires.

Collaboration: We believe that deep collaboration among residents and partners brings the best and most sustainable impact.

Mutual Respect: We have the humility and compassion to understand that there are many valid perspectives and the patience to learn from others' wisdom, while also valuing our own perspectives and wisdom.



BUCKETS AND GOALS

The buckets and goals represent GMCC's key focuses for 2026–2029. This is the key work that GMCC needs to do now to move toward its vision. While developments in the world and Baltimore may require GMCC to adapt, we expect these themes to remain the focus.

BUCKET 1: ENGAGE AND MOBILIZE A BROAD SPECTRUM OF RESIDENTS

GMCC builds the power of residents and its own legitimacy through strong engagement and mobilization of residents, and through strengthening bonds between institutions and residents.

- Identify and experiment with outreach and engagement approaches that increase participation
- Regularly convene and support groups that engage and mobilize residents to identify needs and find ways to meet those needs
- Support affiliate organizations to ensure they are active and have consistent participation
- Better connect institutions (schools, churches, etc.) to residents and community needs
- Engage next generation of community leaders, including youth and adults
- Cultivate relationships with stakeholders such as government officials, businesses, and entities wishing to do business in Greater Mondawmin, based on our knowledge of residents' expressed needs



BUCKETS AND GOALS

BUCKET 2: PROVIDE MULTIGENERATIONAL SUPPORT

A focus on the needs of different generations builds a community where people want to and can stay.

- Provide programming or partner with organizations to provide direct support for a broad array of community needs identified by residents as they occur.
- Support Greater Mondawmin's schools so that they attract more neighborhood students
- Cultivate development of early childhood programs in Greater Mondawmin
- Partner with workforce development organizations to provide better job opportunities for residents
- Connect older and disabled residents to a range of resources that allow them to stay in their homes
- Attract new residents

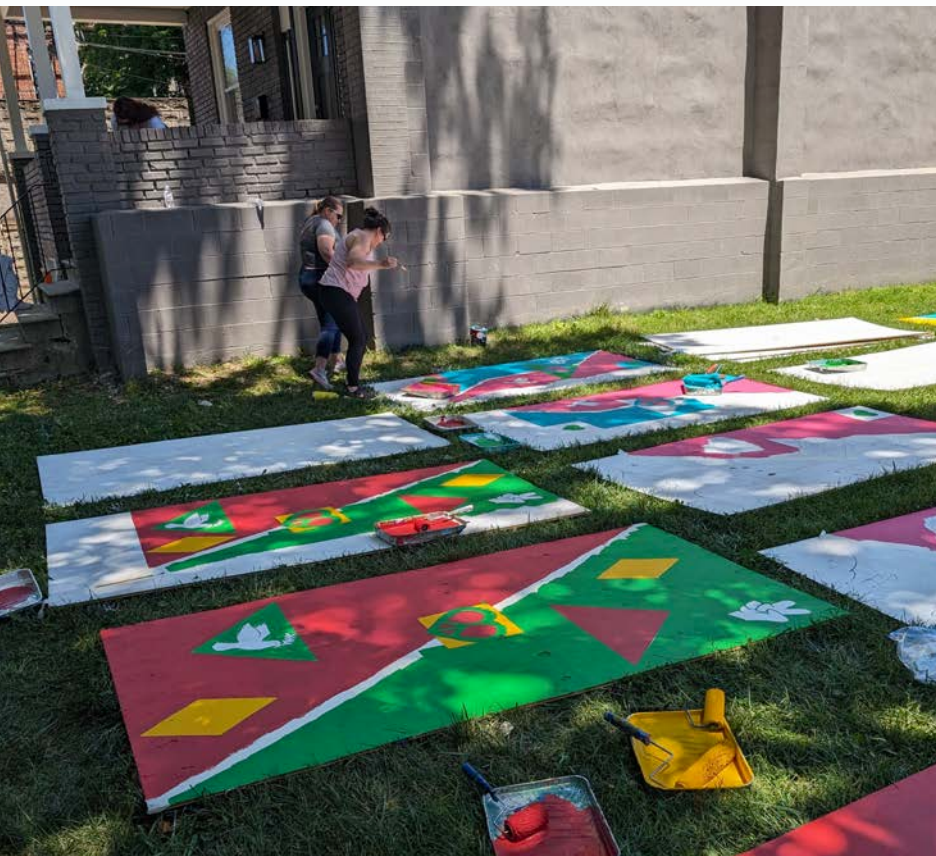


BUCKETS AND GOALS

BUCKET 3: BUILT ENVIRONMENT

The built environment shapes how people experience the community. GMCC has long been involved in green spaces and block projects. It is now ready to build on this and develop its ability to engage in real estate development.

- Build GMCC's capacity to engage in real estate development
- Increase and solidify relationships with area partners to develop commercial vibrancy
- Lead development of outdoor amenities to enhance beauty and safety



BUCKETS AND GOALS

BUCKET 4: ADJUST AND FORTIFY ORGANIZATIONAL STRUCTURES

GMCC will continue to develop its internal structures to better support its expanding activities.

- Transition to new governance structure
- Diversify and expand the funding base to increase organizational resources
- Invest in GMCC staff's skills and knowledge to most effectively fulfill the mission
- Ensure internal systems and infrastructure are solid and address current organizational needs



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