



ROW
RECONNECTING
TO OUR **WATERWAYS**

STRATEGIC PLAN

2018-2020

Strategic Plan

THE COLLECTIVE IMPACT

1. MISSION, VISION, AND GOALS
2. HISTORY
3. FOCUS AREAS
4. LEADERSHIP
5. GOALS & STRATEGIES

COLLECTIVE IMPACT

| | |
|---------------------------------|---|
| COMMON AGENDA | Shared vision for change |
| SHARED MEASUREMENT SYSTEM | Results across issues and organizations |
| MUTUALLY REINFORCING ACTIVITIES | Focus on expertise |
| CONTINUOUS COMMUNICATION | Success, Failure, Barriers, Measures |
| BACKBONE SUPPORT ORGANIZATION | Relieve experts of operational responsibility |

Framework

Reconnecting to Our Waterways collective impact works to achieve waterway neighborhood improvements (physical, environmental, economic and social) by:

Common Agenda | All participants have a shared vision for change, as well as a common understanding of the problem and how they will work collectively to solve it.

Shared Measurement System | Collectively track common outcomes indicators across the initiative and use results to inform decision making and promote continuous learning and improvement.

Mutually Reinforcing Activities | Community members come together to use data to collectively move outcomes. Partnerships initiate or redirect resources (time, talent and treasure) toward data-based practices that forward the common mission and goals.

Continuous Communication | Maintain a consistent and continuous communication with partners.

Backbone Support Organization | Paid staff responsible to lead, measure, and convene activities and initiatives dedicated towards the accomplishment of mission and goals.

1. MISSION, VISION, AND GOALS

VALUE STATEMENTS

- ROW collaborates with communities to discover, celebrate and improve Indianapolis' waterways as community assets.
- ROW is motivated to increase equitable access to art, nature, and beauty every day, for everyone.



MISSION

ROW convenes and supports community partners to enhance quality of life, investing in innovation, analysis, cultural advancement and environmental quality along Indy waterways and in adjacent neighborhoods.

VISION

We envision community members engaged, nourished and inspired by equitable cultural, environmental, educational, and economic opportunities along our waterways.

GOALS

ROW is an inclusive, action-oriented, collective impact effort with clear vision, goals, and holistic approach leading to measureable outcomes.

1. Convene, foster, energize, and inform community leaders to support ROW's mission and vision.
2. Increase engagement in, and knowledge and appreciation of Indianapolis waterways and the surrounding environment.
3. Improve the condition of Indianapolis waterways and adjacent communities to be healthier, more accessible, and more inviting.

2. HISTORY

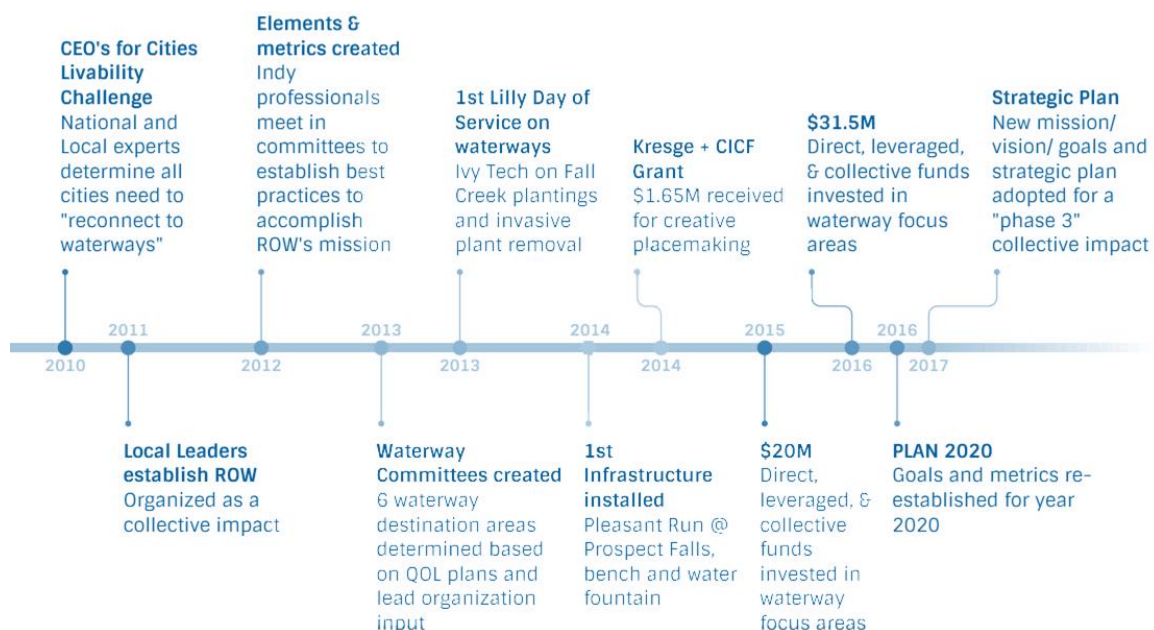
In October 2010, the City of Indianapolis and the Central Indiana Community Foundation (CICF) hosted a CEO's for Cities' Livability Challenge, where national experts and local Indianapolis leaders convened with the goal to generate ten big ideas for how cities can provide ever-present access to art, good design, and nature. One of the big ideas for every city to consider was to "reconnect to your waterways."

Indianapolis leaders promoted the Livability Challenge ideas to Indianapolis stakeholders throughout 2011. In late December 2011, Eli Lilly Company was looking for a focus and long-term impact for their Lilly Day of Service so they brought community leaders together and the idea of reconnecting to our waterways (aka ROW) was born. Early stakeholders included CICF, Eli Lilly, City of Indianapolis, LISC, KIB, Big Car, Citizens Energy Group, Endangered Species Chocolate, Indy Bond Bank, IMPD, INHP, DaVinci Pursuit, Schmidt Associates, Butler University, Children's Museum, Marian University, IUPUI, MKSK, A2S04, and Ball State University.

Prior to the Livability Challenge, six Indianapolis urban neighborhoods created Quality of Life Plans via the Great Indy Neighborhoods Initiative (GINI), launched in 2006. GINI-led initiatives established to support neighbors working across traditional boundaries to collaborate on issues affecting their neighborhoods. These Quality of Life Plans became the geographic focus areas for ROW, along six Indianapolis waterways.

The first two years of ROW were focused on creating a strong foundation of metrics and backbone guidelines to frame the collective initiative. By the third year, the stakeholders, now the Steering Committee, had the groundwork to begin initiating grassroots initiatives through waterway committees. Neighbors and community leaders embraced ROW as an organization that could help them accomplish their Quality of Life goals.

In 2014, CICF (on behalf of ROW) was awarded \$1.35M from the Kresge Foundation. From 2014-2016 ROW actively focused on creative placemaking initiatives at the waterway level as a result of this funding. In 2016, ROW was one of two organizations, along with Visit Indy, to be written into the city's comprehensive plan called PLAN 2020. The goals written into this plan were established in the Element Committees and set the collective impact up for strategic initiatives.

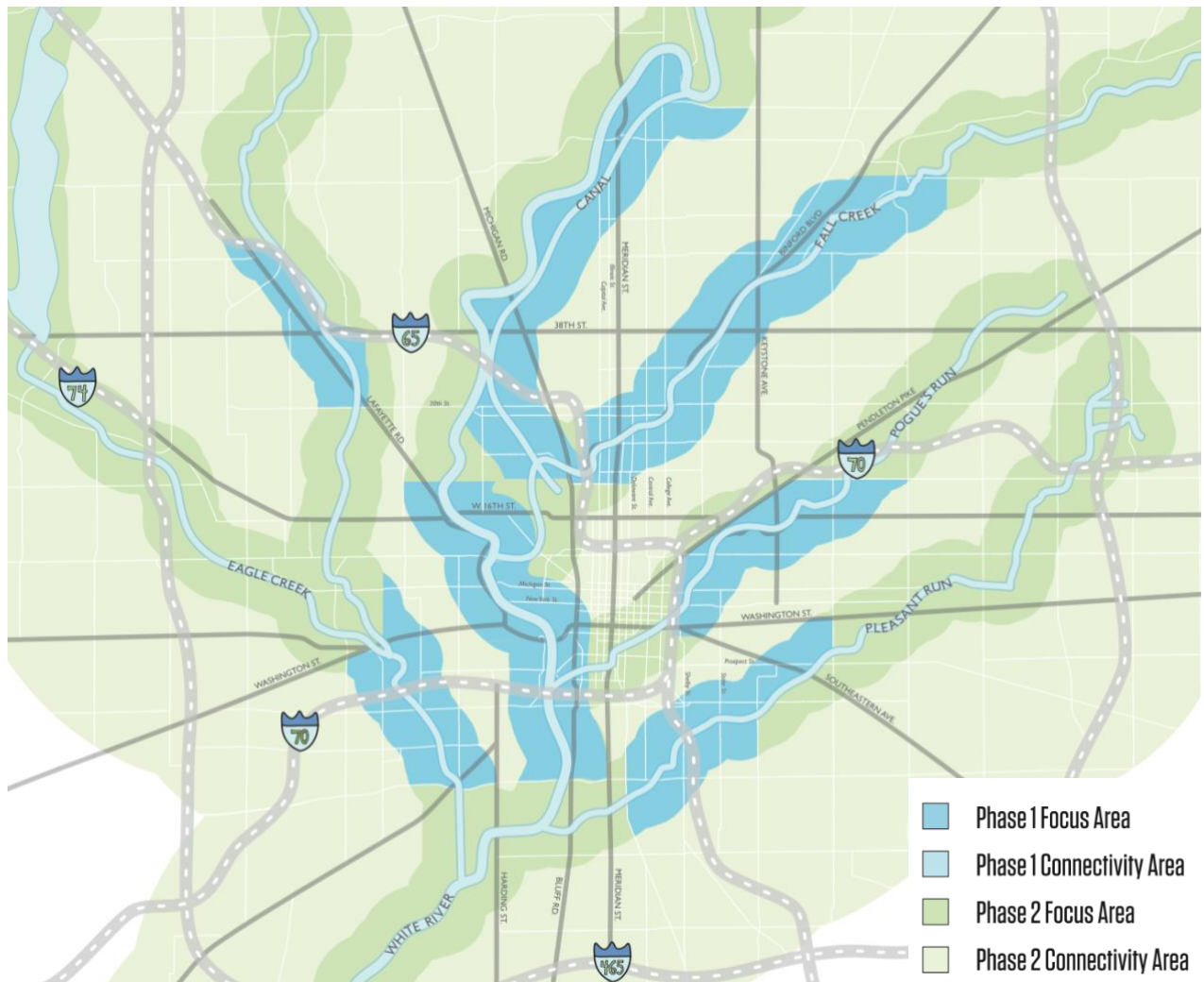


3. FOCUS AREAS

WATERWAYS

ROW is focused on six major waterways in Marion County: The Central Canal, Little Eagle Creek, Fall Creek, Pleasant Run, Pogue's Run, and White River. ROW's focus area is a 10-minute walk (1/2 mile) and a connectivity area of a 20-minute bike ride (3 miles) around each waterway with respective boundaries. In late 2015, ROW expanded its focus areas' boundaries, original focus areas can be found in Appendix A. Phase 1 of ROW's initiative has been narrowed to communities adjacent to the waterways that have Quality of Life Plans, strong community engagement networks, and existing relationships with key initiative partners.

ROW partners with residents, community organizations, and stakeholders to create Waterway committees for each of the ROW Focus waterways. These committees champion the work that is done along each of the waterways.



ELEMENTS

ROW is focused on holistic solutions that integrate six “Elements” to guide ROW’s waterway activities: Aesthetics, Connectivity, Ecology, Economics, Education, and Well-Being. Each Element has a committee that seeks to bring specific action-oriented expertise and resources to advance the process and outcomes aligned with their guiding principles. These guiding principles were created by each Element committee to better focus their activities.

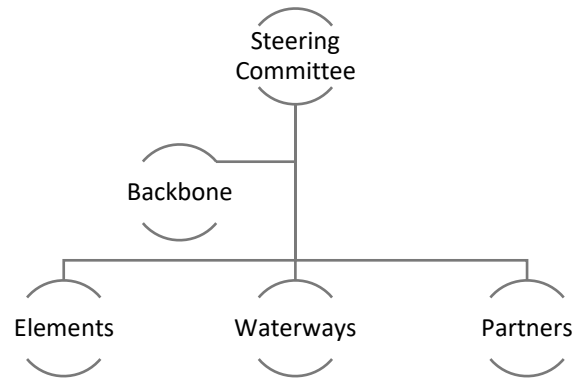
| Element | Guiding Principle |
|--------------------------|--|
| Ae – Aesthetics | Infuse functional art and natural beauty into waterway neighborhoods resulting in experiential sensory engagement. |
| Co – Connectivity | Create artistic, beautiful, and welcoming access points to our waterways within a 10-minute walk or 20-minute bike ride on dedicated, well-maintained paths, sidewalks and bike lanes. |
| Ec – Economics | Leverage opportunities for economic growth for neighborhoods adjacent to waterways. |
| Ed – Education | Inspire residents to learn about waterways’ health, history and value to adjacent neighborhoods. |
| Eg – Ecology | Create conditions that improve ecological form and function of the waterways. |
| Wb – Wellbeing | Create safe and accessible opportunities that promote and support physical and mental well-being |

Based on these guiding principles, each Element committee established metrics to track and measure ROW’s long-term success. These metrics act as a shared measurement system, which keeps efforts aligned and partners accountable. The metric data is also used to inform decision-making and refine the collective’s actions.

4. LEADERSHIP

ROW STEERING COMMITTEE

Members of the Steering Committee have aligned organization missions and lead ROW strategically. Steering Committee individuals hold a 2-year term with renewal options. The ROW Steering Committee size may vary due to turnover and vacancies, however, it has no more than 17 voting members and 6 non-voting members, but not fewer than 12 voting members at any one time.



The Steering Committee is led by 2 co-chairs nominated and selected by the Steering Committee from its membership. Co-chairs retain their position representing a specific organization and serve a 2-year term. Of the members listed below, six actively serve on an Element Committee (i.e. all Element Committees have at least one Steering Committee voting-member on its committee). Members of the Steering Committee are also encouraged to serve on a waterway committee.

Voting Members

- | | |
|--|---|
| 1. City of Indianapolis | 10. Health and Human Services organization |
| 2. Community Foundation | 11. Bike and pedestrian advocate organization |
| 3. Higher Education Institution | 12. Water and environmental policy advisor |
| 4. Tourism industry representative | 13. Corporate partner |
| 5. Water Utility | 14. Corporate partner |
| 6. Neighborhood Development organization | 15. At-Large |
| 7. Neighborhood Investment organization | 16. At-Large |
| 8. Neighborhood Artist organization | 17. At-Large |
| 9. Sustainable Environment organization | |

Non-voting members of the Steering Committee

- | | |
|---|---|
| 1. Canal waterway representative | 4. Pleasant Run waterway representative |
| 2. Fall Creek waterway representative | 5. Pogue’s Run waterway representative |
| 3. Little Eagle Creek waterway representative | 6. White River waterway representative |

The role of the Steering Committee is to lead ROW through maintaining strategic alignment, oversight, budget development, policy development, and fundraising. The Steering Committee fosters reciprocity and results-based leadership. Members are CEOs or a recognized leader in the organization they are representing, capable of aligning resources towards getting work done. A standing alternate of Steering Committee members is permitted with Steering Committee awareness. Proxies will not be permitted. Attendance expectations are 80% of the monthly Steering Committee meetings and presence at ROWport.

Memorandums of Understandings (MOUs) are executed by Steering Committee members stating long and short-term commitments to ROW and are customized to each member.

ELEMENT COMMITTEE

Element Committees seek to bring specific action-oriented expertise and resources to ROW to advance the process and outcomes aligned to the six elements. These committees are made up of volunteer experts and professionals in relevant fields of practice.

Responsibilities of each Element Committee:

- Facilitate an annual visioning and best practices forum to encourage cross-discipline collaboration, learning, and foster leadership development.
- Develop and/or confirm guiding principles per element on an annual basis.
- Collaborate with the Steering Committee and Waterway Committees to advance ROW's mission/vision/goals.
- Welcome any and all Element professionals willing to give their time and talent towards achieving ROW's mission.
- Convene Element Working Groups/Task Forces for individual efforts and grant requests, implement system wide projects, and establish/review best management practices.

Serving on the Elements Committee does not guarantee or influence funding requests made by a(n) company/individual serving on the committee. Although, funding may be considered if an application is worthy as determined by the Steering Committee.

WATERWAY COMMITTEES

Six waterways establish the focus areas for ROW's Mission work. Waterway Committee members are responsible for generating projects ideas and priorities of the waterway neighborhood. Committees shall have two co-chairs elected by the members of the committees. The committee shall foster collaboration, creative thinking, leadership development, environmental stewardship, and reciprocity.

STANDING WATERWAY COMMITTEE MEMBERS

- Area Residents
- Citizen Energy representative
- Community Development organization representative
- Contiguous Neighborhood Association representative
- IMPD District representative
- Interested Volunteers
- Mayor's Neighborhood Liaison
- ROW Coordinator
- ROW Element representatives
- Waterway Artist

PARTNERS

ROW Partners are organizations willing to dedicate energy and/or resources towards implementing ROW's mission by aligning its mission/work in ROW focus areas. ROW Partners may not necessarily serve on any committees.

BACKBONE

Studies have shown that having a backbone, which is simply defined as the support team that propels collective impact efforts, is critically important for the success of a collective impact model. In the beginning, ROW's "backbone" was largely volunteer civic and community stakeholders and minimally-paid consultants who worked tirelessly to develop the mission and vision of ROW and to engage neighborhoods, organizations and funders for the ROW mission. Today, ROW's Backbone represents a team of highly skilled individuals who work to advance ROW's mission and community-raising efforts.

In 2017, paid staff included;

- Collective Impact Director
- Waterway and Metric Manager
- Waterway Placemaker and Administrator

Routine paid consultants and/or assistants;

- Communications/Marketing
- Waterway Project Managers
- Metrics Data researcher

5. GOALS & STRATEGIES

ROW has set goals and developed associated strategies and action items to help achieve these goals and its overall vision. These strategies and actions will continue to be further expanded upon and assigned to various responsible parties as work plans. To aid in work plan development and prioritization, a target timeline and 'RACI' assignment has been given to each strategy or action item (see Legend below).

Legend

= Nina Mason Pulliam Charitable Trust grant activities

D = Develop

O = Ongoing

I = Implement

R = Responsible: person who performs an activity or does the work.

A = Accountable: person who is ultimately accountable and has Yes/No/Veto.

C = Consulted: person that needs to feedback and contribute to the activity.

I = Informed: person that needs to know of the decision or action.

| GOAL 1: Convene, foster, and inform community leaders to support ROW's mission and vision. | | | | | | | | |
|--|--|----------|------|------|----------|-------|----------|---------|
| Strategies | Action Items | Timeline | | | RACI | | | |
| | | 2018 | 2019 | 2020 | Steering | Staff | Waterway | Element |
| 1.1: Find, engage, and promote community, civic, and thought leaders | | | | | | | | |
| 1.1.1 | Host 3 White River Floats per year for City of Indianapolis and Steering Committee leadership. | I | I | I | A | R | I | I |
| 1.1.2 | Host 3 educational forums for partners and environmental professionals (1 per year) e.g. Element Forum | I | I | I | C | R | I | A |
| 1.1.3 | Identify and Attend 1 professional conference per year for staff to speak at or learn from. | O | O | O | I | R | I | I |
| 1.1.4 | Provide waterway tours for neighborhood associations and leaders | D/I | I | I | I | A | R | C |
| 1.1.5 | Foster strong leadership at the waterway level in order to strengthen neighborhood connections by providing leadership training for current and future co-chairs in partnership with INRC. | O | O | O | C | A | R | I |

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|---|---|-----|---|---|---|-----|---|---|
| 1.1.6 | Create a ½ page script for Committee leaders and members to reference while describing ROW’s mission, vision, value statement, core goals, collective impact organizational structure, and geographic focus areas. | D/I | - | - | A | R | I | I |
| 1.1.7 | Determine if term-limits for all Element and Waterway co-chairs should be instituted to foster leadership development and minimize burn-out by convening all co-chairs for a lunch conversation. | D/I | - | - | A | C | R | R |
| 1.1.8 | Recruit and connect a diverse gender, age, ethnic, economic, and size of organizations to all levels of ROW. Racial and gender diversity goal is to reflect that of Indianapolis demographics; (49% male, 51% female, 62% White, 28% African American, 10% Hispanic – per 2016 Census facts). | D | I | I | R | A | C | C |
| 1.1.9 | Find and recruit emerging professionals to promote committee sustainability | O | O | O | R | A | R | R |
| 1.2: Recruit, engage, and convene partners | | | | | | | | |
| 1.2.1 | Engage 700 individuals serving as direct ROW volunteers, annually through committees, projects and events | O | O | O | R | A | R | R |
| 1.2.2 | Facilitated volunteers participation at Committee meetings (hold a min. of 4 Element and 6 waterway meetings annually); Documented goals and objectives created by Volunteer Committees | O | O | O | I | A | R | R |
| 1.2.3 | Host bi-annual luncheon for Waterway co-chairs and project managers for sharing and collaboration | O | O | O | I | R | C | I |
| 1.2.4 | Implement recognition program to the acknowledge and celebrate the committees and community members who work tirelessly on the collective impact | O | O | O | I | R/A | C | C |
| 1.2.5 | Facilitate waterway chairs and members to connect with the neighbors and partners by planning/meetings events at different times, utilize neighborhood venues, use the ROW waterway website page to share information, and increase recipients on each waterway listserve. | O | O | O | I | A | R | I |
| 1.3: Align ROW activities to lift up waterway communities and strengthen partners organizations in support of ROW’s mission. | | | | | | | | |
| 1.3.1 | Fundraise \$1M min. additional funds secured through 2019 to be used towards the ROW’s mission and partnerships/ program to accomplish ROW’s goals. (beyond NMPCT) | D/I | I | - | R | R | C | C |
| 1.3.2 | Administer and manage (sub) grants for mission driven initiatives. | D | I | I | R | R | C | C |
| 1.3.3 | Disseminate metrics and metric data to the committees to insure effective program, project, and policy development and implementation through 13 annual reports summarizing data (1/ element and waterway committee and overall for communication/marketing). | O | O | O | I | R | C | C |

| | | | | | | | | |
|--|--|-----|-----|-----|---|-----|---|---|
| 1.3.4 | Facilitate Waterway Project Management: Waterway Capital Improvement Design, waterway ideas documentation, Bi-monthly project mgmt. reports. | O | O | O | A | C | R | I |
| 1.3.5 | Assist ROW (Element and Waterway) Committees in creating annual goal sheet to prioritize projects based grass-root engagement, outcome measures analysis, and best practices by March each year | D/I | D/I | D/I | I | A | R | R |
| 1.3.6 | Leverage Steering Committee member connections and investments to deliver mission aligned projects, programs, and resources to ROW and its partners. (aka "ROWprocity") | O | O | O | R | A | C | C |
| 1.3.7 | Adopt a new strategic plan, including a three-year budget, in 2020 for years 2021-2024. | | | D | R | A | C | C |
| 1.4: Provide evaluation and reporting across initiative to ensures ROW's efforts remain aligned and effective. | | | | | | | | |
| 1.4.1 | Produce 3 publications, goal of 2 peered review, in academic practitioner journals, and/or news outlets to share ROW's impacts, data, process and/ or lesson learned on a local, regional, and national level. | I | I | I | A | R | C | C |
| 1.4.2 | Maintain living metric document based on partner input and research to be used to guide and evaluate the collective's work | O | O | O | A | R | I | C |
| 1.4.3 | Research, collect, synthesize, and analyze metric data to quantify ROW effectiveness and impact, including 5 new and/or improved development evaluation tools, 300 surveys issued and approx. 180 hours of field data collected. | O | O | O | I | A/R | C | C |
| 1.4.4 | Develop 12 annual reports summarizing data (1/ element and waterway committee) to disseminate metrics and metric data to the committees to insure effective program, project, and policy development and implementation | I | I | I | I | A/R | C | C |
| 1.4.5 | Host/Develop Annual Report event or document or communication mechanism where data is reported out & the community celebrates annual activities. | I | I | I | A | R | C | C |

| GOAL 2: Increase knowledge, engagement, and appreciation of Indianapolis waterways and the surrounding environment. | | | | | | | | |
|---|---|----------|------|------|----------|-------|----------|---------|
| Strategies | Action Items | Timeline | | | RACI | | | |
| | | 2018 | 2019 | 2020 | Steering | Staff | Waterway | Element |
| 2.1: Produce informed marketing initiatives to raise awareness and change perceptions of Indianapolis waterways | | | | | | | | |
| 2.1.1 | Produce Strategic Communications: 12-month outreach calendar; daily Twitter, Facebook, Instagram posts; Weekly email progress reports; Monthly media report; | O | O | O | C | R | C | C |
| 2.1.2 | Develop Videography: Photos (limitless) and videos (3 annually) uploaded to online platforms to document ROW's work | O | O | O | C | R | C | C |
| 2.1.3 | Update ROW's overview brochure and print 2000 copies | D/I | - | - | A | R | I | I |
| 2.1.4 | Maintain online presence and communicate via email with monthly newsletter | O | O | O | C | A/R | I | I |
| 2.1.5 | Conduct Media Relations: Become part of conversations that are already happening, positioning Reconnecting to Our Waterways as the go-to thought leader in the sector. | O | O | O | C | A/R | C | C |
| 2.1.6 | Pitch or press release writing, distribution and media coordination. Two pitch angles for local media engagement per quarterly campaign | O | O | O | C | A/R | C | C |
| 2.1.7 | Produce Newsletter: Distribute monthly with committee and community members, audiences highlighting ongoing initiatives, volunteers, partners, and relevant information. | O | O | O | I | A/R | C | C |
| 2.1.8 | Engage in Content Marketing: Position Reconnecting to Our Waterways as a leader in the industry using case studies and white papers focused on unique capabilities and organizational successes. | O | O | O | I | A/R | C | C |
| 2.1.9 | Provide One narrative case statement feature around the theme per quarterly campaign | O | O | O | I | A/R | C | C |
| 2.1.10 | Engage in Creative Design: Capture more attention with visual representation of ROW's impact. One feature design piece for online media and website sharing, e.g. infographic, per quarterly campaign | O | O | O | I | A/R | I | I |
| 2.1.11 | Host Community Appreciation Days: This strategy calls for the creation of quarterly events to celebrate the communities most directly impacted by ROW's work. By providing information about ROW's work, the organization can gain new supporters and regularly maintain a better grasp on what is important to each community. | D/I | I | I | I | A | R | I |
| 2.1.12 | Market the Waterways by focus on one waterway at a time to do a deep dive "seasons of the waterway" | D/I | I | I | C | A/R | C | I |

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|---|---|-----|---|---|---|-----|---|---|
| 2.1.13 | Develop Place Based (signage) and partner based marketing strategies | D | I | I | I | R | A | I |
| 2.1.14 | Change perception of influencers (Focus on marketers of the City – sell the waterway as a key feature) | D | I | I | R | A/R | C | I |
| 2.2.: Create and/ or align educational resources and activities | | | | | | | | |
| 2.2.1 | Incorporate educational elements into all large and medium scale ROW projects and installations that promote stewardship, the value, importance and/or history of the waterway. | D/I | I | I | I | A | C | R |
| 2.2.2 | Increase community’s awareness of environmental health issues around the waterways through educational installations and/ or programing in ROW waterway communities. | D | D | I | I | A | I | R |
| 2.2.3 | Promote water quality through pollution prevention via creation and implementation of toolkits and information dashboards for key stakeholders. | D | I | I | I | A | I | R |
| 2.2.4 | Coordinate and/or partner on educational and fun events along Indianapolis waterways | D/I | I | I | C | R | C | C |
| 2.2.5 | Coordinate a 5% Increase in occurrence of educational programming, events and campaigns about the waterways annually for the overall ROW Focus Areas. | O | O | O | I | A | R | R |
| 2.2.6 | Connect local School to waterway educational opportunities -events, programs and curriculum | D | I | O | I | A | C | R |
| 2.3: Create and/ or align service opportunities | | | | | | | | |
| 2.3.1 | Create casual and formal opportunities for people to connect with ROW on a quarterly basis. Connection opportunity ideas include; planting day, clean-up, weeding, etc. | O | O | O | I | A | R | C |
| 2.3.2 | Develop an adopt a waterway (Link to other partners programs (e.g. Adopt a Block, CCCW) | D | I | I | I | A | C | R |
| 2.3.3 | Better promote and engage residents on direct stewardship (e.g. invasive removal opportunities) - ID and engage all types of institutions near waterways. | O | O | O | I | A | R | C |

| GOAL 3: Improve the condition of Indianapolis waterways and surrounding communities to be healthier, more accessible, and more inviting | | | | | | | | |
|---|---|----------|------|------|----------|-------|----------|---------|
| Strategies | Action Items | Timeline | | | RACI | | | |
| | | 2018 | 2019 | 2020 | Steering | Staff | Waterway | Element |
| 3.1: Create and/ or align resources and activates to improve ecological form and function of Indianapolis waterways. | | | | | | | | |
| 3.1.1 | Promote 55 acres of waterway corridor restoration on public and private lands in ROW focus areas by 2020. | I | I | I | I | A | C | R |
| 3.1.2 | Reduce non-point and point source pollution to the waterways. | D | I | I | I | A | C | R |
| 3.2: Create and/ or align resources and activities to promote infrastructure and community improvement projects that enhance waterway neighborhoods | | | | | | | | |
| 3.2.1 | Administer (a) grant(s) to Element and/or White River Waterway Committee to secure a quick-win and establish momentum for the White River corridor impact metrics (Sub-grant funds = \$130,842). | I | - | - | R | R/A | I | I |
| 3.2.2 | Increase and improve the pedestrian and bike network by 600 blocks within 3 mile of ROW focus waterways by 2020. | I | I | I | I | A | C | R |
| 3.2.3 | Facilitate 70,000ft2 of industrial/brownfield area assessed, remediated, and/or redeveloped within ½ miles of ROW waterways by 2020. | I | I | I | I | A | C | R |
| 3.2.4 | Encourage 10 % Increase in residential property tax base and commercial property tax base, and real property within ½ mile of ROW waterways by 2020. | O | O | O | I | A | C | R |
| 3.2.5 | Incorporate and maintain Crime Prevention Through Environmental Design (CPTED) features at ROW destination location and along the waterways. | O | O | O | I | A | C | R |
| 3.2.6 | Implement at least 6 artist-led elements experiences or areas of natural beauty annually within ROW waterway communities. Ensure each project is informed by and incorporates the at least one other ROW element. | D/I | I | I | I | A | R | R |
| 3.2.7 | Facilitate 5% increase of use of the waterways and destination locations by 2020 through increased use of trails, active and passive programing and installations. | O | O | O | I | A | R | C |