

Greenways Foundation of Indiana Strategic Plan 2013



This plan serves as a foundation and guide for Greenways Foundation of Indiana (GF) to use over the next three years. It is a living document and will be evaluated annually to ensure its compatibility with the evolving needs of GF and the surrounding environment.

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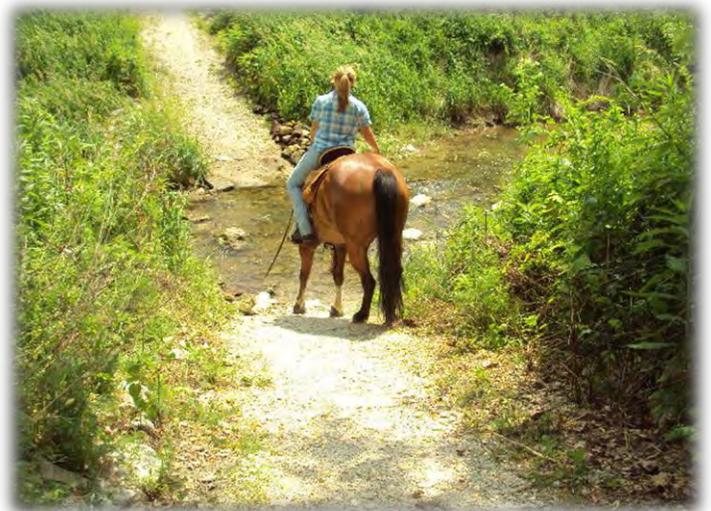
Or you may send email to the greenwaysfoundation@greenwaysfoundation.org

Greenways Foundation of Indiana - Board

Karen Bohn, President
Yvette Rollins, Vice President
Jenny Wilz, Secretary
Bill Barks, Treasurer
Mitch Barloga
Glenn Boberg
Sharon Geiselman
Shaunna Graf
Angie Pool
Dawn Ritchie

Greenways Foundation of Indiana – Advisory Committee

Bob Bronson, Grants Section Chief, Division of Outdoor Recreation, Indiana Department of Natural Resources
Julie Griffith, VP Public Relations for Purdue University
Alan Hamersly, Trails, Greenways and Parks Manager, Butler, Fairman and Seufert
Stanton Lambert, Executive Director, Wabash River Enhancement Corporation
Rory Robinson, Indiana Projects Manager, National Park Service - Rivers, Trails and Conservation Assistance
Greg Spratt, Environmental Sustainability, Global Health, Safety, Environment, Eli Lilly



Introduction

The Greenways Foundation of Indiana is a charitable trust working to promote the growth, enhancement and use of Indiana greenways. To accomplish that, we solicit donations and make grants in support of greenway development, enhancement and operation. The Board of Directors meets monthly and has a total of nine Directors located statewide in Indiana.

Our primary activities include:

- Assisting in forming effective local trails organizations
- Building initial community support for trails
- Providing startup grants to help local trails organizations build capacity and local support
- Acting as a source of trails information and consultation to local Indiana governments
- Promoting best practices in the planning, marketing, design, development, and management of linear parks

The Greenways Foundation formed in 1991 with a vision of an interconnected network of trails serving Central Indiana. For many years, the Foundation operated primarily within Indianapolis and Marion County. We played a major and ongoing role with the City of Indianapolis to establish the Monon Trail.

As the Monon became an overwhelming success with the citizens of Central Indiana, trails were seen as vital and necessary community amenities and interest spread throughout the state. This burgeoning interest led the Foundation to expand its geographic focus in 2006 to encompass all of Indiana. During our two decades of supporting and advocating for greenways, we have built a broad expertise through our board members and staff in many areas affecting trails and greenways. These areas of expertise include:

- Trail project marketing
- Capacity building for trails-related groups
- Fundraising
- Government relations
- Trails-related event management
- Trails planning

We have made it our practice to work closely with both citizen and governmental entities to establish linear parks in a way that maximizes the resources of donors, whether foundations, individuals or taxpayers. The Greenways Foundation has become the leading voice for these wonderful public amenities.

We promote all types of trails, whether they are for bikers, walkers, horseback riders, ATVs or paddling canoes and kayaks down the waterways! And, we are proud of the many partners and friends we have made along the way! Thanks for everyone's continued support of trails with the Greenways Foundation.



Overview of the Strategic Planning Process

The strategic planning process included the following:

- explored the mission, vision and values of the organization
- completed a “strengths, weaknesses, opportunities and threats” analysis (also known as a SWOT analysis)
- identified strategic issues facing the organization
- compiled goals and strategies to guide the organization moving forward

The Strategic Plan presented here was drafted and finalized in February 2013.



Mission, Vision and Core Values

Mission

The Greenways Foundation is a statewide, charitable trust providing leadership and advocacy in the growth and use of Indiana greenways and trails. We do this by catalyzing action and facilitating cooperation between government and private sector partners, providing technical assistance for community-based efforts and soliciting and distributing financial resources to support the development, enhancement and operation of all Indiana greenways and trails.

Vision

The Greenways Foundation envisions a statewide trail, greenway, and bikeway system that provides access to trails for all Indiana citizens. This world-class Hoosier greenways system connects scenic, cultural, historic, recreational, tourist, and economic sites in Indiana's urban and rural communities, is convenient to people of all cultures, ages, and abilities; and is one of the state's most powerful tools in achieving economic growth, a healthy citizenry and livable communities.

Core Values

Accountability

We will...

- Deliver value to our member organizations, donors and the greater community
- Be transparent
- Deliver on our defined expectations in a timely and responsible manner
- Practice sound management. We are honest, effective, efficient, and fiscally responsible.

Collaboration

We will...

- Coordinate with internal and external stakeholders
- Facilitate relationships and operations between member organizations
- Foster an atmosphere of mutual respect and dignity

Sustainability

We will...

- Ensure the long-term sustainability of the Greenways Foundation of Indiana
- Efficiently and effectively manage our resources
- Practice conservation that supports productive economies, a healthy natural environment, and vibrant cultures.

Respect: We base all of our relationships within our organization, with our partners, with individuals, businesses, and communities on respect, trust, and tolerance.

Advocacy: We will become a strong voice for trails and greenway interests across the state.

Strategic Goals

Based on the defined mission, vision and values previously stated, the following goals and strategies were developed:

Organization Focus

I. Financial Stability/Diversity for Foundation

Strategies

1. Develop business/financial plan for Foundation within the next 6 months (Bill, Sharon, Karen)
2. Increase Membership by better defining and articulating membership value and outreach
 - a. Look for ways to enhance membership benefits
 - b. Develop and distribute new membership material

II. Enhance/Increase Board Efficiency

Strategies

1. Clearly define Board responsibilities – develop and distribute Statement of Responsibilities
2. Determine Committee needs – create necessary committees and reach out to membership (consider: membership, awards, volunteer outreach, marketing, advocacy)
3. Make more/better use of the Foundation Advisory Committee

Program Focus

I. Increase Foundation Visibility/Name Recognition

Strategies

1. Develop marketing plan that defines actions aimed at increasing name and mission recognition of the Foundation.
2. Identify and partner with organizations that have similar mission and focus (i.e. Indiana Parks and Recreation Association, Metropolitan/Regional Planning Organizations, the Indiana State Recreation Trails Advisory Board)
 - a. Develop 12 new partnerships within first year – Look at statewide and regional/local possibilities

II. Enhance and Increase Outreach to Local Projects

Strategies

1. Continue/increase grants program
2. Develop and distribute “skills roster”
3. Get the word out... we are the Greenways Foundation of Indiana, able to help you in the following ways!
4. Enhance communications exchange with Foundation between trail organizations
 - a. Increased web presence for trails groups
 - b. Facebook as tool to communication
 - c. E-newsletter that shares approaches and ideas

III. Advocacy – Become the Voice in Support of Trails and Greenways in Indiana

Strategies

1. Serve as clearinghouse/information outlet on statewide and regional issues that influence/impact trail and greenway development and operations
2. Serve as catalyst, lead the charge on issues of importance to trail and greenway interest s statewide
 - a. Begin discussion with state legislators during the 2013 Legislative Session to identify opportunities for state funding/support for trail and greenway maintenance and rehab.

Conclusion

While this Strategic Plan has identified and defined the objectives for the Greenways Foundation of Indiana in their current structure and environment, this document and all of its elements are ever evolving. The most valuable characteristic of this Plan is that it will be revisited on an annual basis in order to gauge the organization’s progress toward its goals and to make necessary revisions based on how the organization, as well as the surrounding environment, has evolved.

