



<b>Goal #1: Grow coordination efforts with Allen County Highway Department, INDOT and other municipalities in Allen County for further trail development outside of Fort Wayne City Limits.</b>			
<b><u>Action Steps</u></b>	<b><u>Parties Responsible</u></b>	<b><u>Completion Date</u></b>	<b><u>Date &amp; Proof of Completion</u></b>
1) Set coordination meetings with leadership <ul style="list-style-type: none"> <li>a. Set monthly coordination with Allen County Highway</li> <li>b. Set up introduction meetings with other municipalities to educate them on the trail development process</li> <li>c. Identify INDOT leadership</li> </ul>	Kent w/Allen County Commissioners	April 2017 July 2017 Ongoing	7/17/17 - Kent has monthly meeting on calendar with county highway. 6/25/17 – Kent is scheduling meetings with each municipality in Allen County to discuss trails. Meetings already held with Leo, Grabill, Huntertown, New Haven & Monroeville
2) Identify future trail segments on Allen County map <ul style="list-style-type: none"> <li>a. Set coordination meeting with NIRCC and Allen County Highway to understand trails currently planned</li> <li>b. Hold discovery meetings with each municipality</li> <li>c. Research trail gaps not currently on our master list of trail projects for priority ranking</li> <li>d. Create gap list to present to municipal partners</li> </ul>	Kent/Dawn  User Comm	April 2018	12/11/17 – NIIRC announced deadline of March 2018 for projects to be included in the 2035 transportation plan. Kent to coordinate. 5/15/18 – With the NewAllen Stellar planning process, meetings were held with each East Allen County Community.
3) Determine cost of trail projects on current priority listing <ul style="list-style-type: none"> <li>a. Research and collect existing trail estimates and designs</li> <li>b. Coordinate trail project estimates and designs needed with Allen County Highway</li> <li>c. Coordinate estimates and designs needed with other municipalities</li> </ul>	Kent/Dawn  Users Comm	Sept 2017	11/20/17 – Kent had meeting with Allen County Commissioners to discuss 5 year CIP. Plan received favorably. Final decision on funding in 1/5/18 – County Commissioners dedicated \$1M to trail development for 2018. 5 year CIP not approved, but accepted as a planning document
4) Identify potential government partners/mechanisms for funding trails <ul style="list-style-type: none"> <li>a. Research funding options with Allen County Highway Department and understand which options they are open to using</li> <li>b. Research funding options with each municipality and understand which options they are open to using</li> </ul>	Kent/Paul/Marty	June 2018	11/20/17 – Kent had meeting with Allen County Commissioners to discuss 5 year CIP. Plan received favorably. Final decision on funding in January 2018. 12/27/17 – Commissioners announce \$1M set aside in budget for trail development.



<p>5) Build citizen grassroots group and government support for trail development in Allen County municipalities:</p> <ul style="list-style-type: none"> <li>a. Identify if grassroots trail group is needed to move projects from an idea to realization in each community</li> <li>b. Assist in development of community action teams to assist in fund development strategies</li> <li>c. Meet with local elected officials to discuss trail process and funding mechanisms available for trails</li> </ul>	<p>Kent</p>	<p>Sept 2018</p>	<p>5-15-17 – Meeting with Leo-Cedarville &amp; Grabill to form group.            7-18-17 – Met with Hometown officials            9-18-17 – Presented to Hometown Town Council</p>
<p>6) Familiarize FWT with Planning and Zoning Processes for county and city planning departments</p> <ul style="list-style-type: none"> <li>a. Recruit board member/staff of BZA or Plan Commission to help FWT staff and committees to under planning and approval processes</li> <li>b. Help staff/board understand locations of plans as available to the public</li> <li>c. Discuss possible addition of planning review to include FWT staff</li> <li>d. Explore policy changes</li> </ul>	<p>Kent</p>	<p>May 2019</p>	<p>2/15/18 – Meeting with Dan Avery and Matt Peters at NIRCC identified that they can keep us in the loop as they are an approval agency for routing projects where new development and projects include trails.</p>



Goal #2: Improve trail experience by assisting with communications for trail closure, wayfinding signage for connectivity to trail and destinations, trail facilities, and offering a survey to trail users to gain feedback on improvements to the trail system.			
<u>Action Steps</u>	<u>Parties Responsible</u>	<u>Completion Date</u>	<u>Date &amp; Proof of Completion</u>
1) Hold coordination meeting to understand which FWT committees will be responsible for the various pieces of implementation	Anthony, Marty, Kent & Angie	May 2017	1/18/17 – Coordination meeting held to plan agenda for join meeting.
2) Seek input from trail users to identify how to improve trail experience <ul style="list-style-type: none"> <li>a. Design survey tool with the following main categories               <ul style="list-style-type: none"> <li>i. Wayfinding Improvements</li> <li>ii. Facility Improvements</li> <li>iii. Trail Closure Improvements</li> <li>iv. Overall Trail Experience</li> <li>v. Access &amp; Parking</li> <li>vi. Safety</li> </ul> </li> <li>b. Define trail maintenance tools for reporting issues</li> <li>c. Distribute survey to local news media in addition to FWT channels</li> <li>d. Create report of survey for trail users committee to take action</li> </ul>	Kent/Angie/Mkt & Comm  Dawn & Amy for assistance	April 2018	1/25/18 – Joint meeting held to review need for coordinated wayfinding process and for 2018 trail user survey coordination. 3/28/18 – Trail Users committee divides into two committees: Wayfinding & Inclusion
3) Create report of findings from past trail user surveys to distribute to committees for discussion	Angie	February 2018	2/1/18-3/31/18 – 2018 Community Input Survey completed for feedback and advocacy leads 4/9/18 – Board retreat hears early data points on advocacy efforts needed
4) Creation of Trail App for Smart Phones <ul style="list-style-type: none"> <li>a. Solidify partners on the project for coordination and design of app</li> <li>b. Understand costs associated with building of app</li> <li>c. Find sponsor to underwrite cost of app expense</li> <li>d. Solidify cost of annual app maintenance and include in annual budget</li> </ul>	Kent/Anthony Mkt & Comm Comm	May 2018	9-6-17 – Final proposal to work with Indiana Tech, Asher and Code Chameleon to develop app and new website approved by board 12-8-17 – Presentation by Indiana Tech Students – work to continue for spring 2018 semester 5/30/18 – Students complete first iteration of app, but website needs completed to be active.



Goal #3: Partner and collaborate in regional trail development by assisting grassroots trail groups in identifying ways to build capacity, while continuing to focus on their connectedness to Allen County.			
<u>Action Steps</u>	<u>Parties Responsible</u>	<u>Completion Date</u>	<u>Date &amp; Proof of Completion</u>
1) Identify Grassroots Trail groups or main trail advocates in each of the following counties: <ul style="list-style-type: none"> <li>a. DeKalb</li> <li>b. Adams</li> <li>c. Wells</li> <li>d. Noble</li> <li>e. Whitley</li> <li>f. Huntington</li> <li>g. Steuben (for Pokabache Connector)</li> </ul>	Kent/Dawn	Dec 2017	12-11-17 – Met with Wells County officials, NIRCC, and Reg Cities 1/18/18 - Wells County Community Foundation agrees to be fiscal sponsors for Wells. Tammy Slater 1/31/18 – Steuben County Community Foundation agrees to be fiscal sponsor for Steuben. Jennifer Danic 9/23/18 – Wells County Kickoff Meeting for grassroots group
2) Hold conference calls with grassroots trail groups/leadership identified in Action Step 1 on an individual basis to understand current structures and capacity building needs.	Kent	Feb 2018	
3) Hold coordination meeting with area MPO’s (NIRCC, Region IIIA, North Central, etc.) and Regional Cities to discuss regional planning and collaboration. <ul style="list-style-type: none"> <li>a. Set regional priority projects by understanding which trails have momentum or large segments already built</li> </ul>	Kent	March 2018	
4) Discuss long-term maintenance needs for trails <ul style="list-style-type: none"> <li>a. Discuss with regional, city, county and other municipalities the process to maintain trails</li> <li>b. Define budgeting needs and process</li> <li>c. Study alternate fund development strategies for trail maintenance projects</li> </ul>	Kent	October 2018	



<b>Goal #4: Create new fundraising tools and recreate old fundraising tools to grow fundraising capacity of the organization.</b>			
<b><u>Action Steps</u></b>	<b><u>Parties Responsible</u></b>	<b><u>Completion Date</u></b>	<b><u>Date &amp; Proof of Completion</u></b>
1) Discuss overall fundraising strategy with Resource Development Committee for recommendations to the board for discussion at future board meeting. a. Create policy for board member assistance with annual fundraising	Kent/Angie/RD Comm	May 2017	6/25/17 – June Board meeting minutes, adoption of annual fund plan 5/2/18 – Adoption of 2018 Fundraising Plan
2) Review Map Sponsorship Model and brainstorm ways for further growth of sponsorship model. a. Create sponsorship structure to add advertising b. Create trail friendly business pins to add amenities for trail users such as restrooms & water stops Increase businesses on map from 14 sponsors to 35	Kent/RD Comm	Feb 2017	5/9/17 – Maps completed and distributed at first Trek the Trails ride kick-off  Overall sponsorships for map went from \$11,000 in 2016 to \$35,000 in 2017
c. Review Pufferbelly 5K Race and ways to partner for race coordination while maintaining as a fundraising tool.	Kent/Angie/Race Team/RD Comm	Jan 2018	
3) Build systems for Trail Blazer monthly recurring donor program: a. Marketing/Communications Committee to create marketing plan and messaging b. Staff to create timeline of interaction with donors in program, define activities and donor appreciation gifts c. Create strategy for increased donor engagement and development for larger gifts	Angie/Mkt&Com	Nov 2017  May 2017  March 2018	3/1/2017 - Staff created program structure, created website add-ins and process. Soft rollout of fundraising tool.
4) Identify tools to expand marketing to participating Trail Blazer networks.		June 2018	
5) Review End of Year Letter a. Discuss current distribution list being used b. Discuss letter tool and ways to improve tool c. Online giving addition/process for end of year giving d. Document process of End of Year Letter	Kent/Angie/RD Comm	Sept 2017	
6) Create and Develop Trail Hub concept: a. Coordinate meeting with Fort Wayne City officials and other municipalities to provide overview of the concept.	Kent, Mktg & Comm, RD Comm, Dawn	April 2018	4/14/17 – met with City officials, they will get back to us in August on the discussion.



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<ul style="list-style-type: none"> <li>b. Continue working with Design Collaborative for Trail Hub Concept drawings and visioning boards</li> <li>c. Create the sponsorship levels and sponsorship time frames for trail hub fundraising tool:             <ul style="list-style-type: none"> <li>d. Title Hub Sponsor</li> <li>e. Corporate/Foundation</li> <li>f. Individual/Small Business</li> <li>g. Benches</li> <li>h. Art Piece</li> </ul> </li> <li>d. Identify possible locations for trail hubs throughout system</li> <li>i. Identify if trail hubs are built by existing trails in high visibility locations versus building trail hubs where new trails are needed/funding is needed</li> </ul>			<p>12-4-17 – Payton Count Park initial design received as first trail hub project. 6/13/18 – Design Collaborative presents first draft of toolkit for staff review. Changes identified and continuing to be worked on.</p>
<p>7) Strategize ways to build overall Donor Development</p> <ul style="list-style-type: none"> <li>a. Identify top 25 individual donors in database</li> <li>b. Have celebration event for appreciation and positive inquiry into why they were motivated to give</li> <li>e. Understand expansion of support into their networks, what motivates them to involve others in fundraising</li> </ul>	Kent/Angie	April 2018	<p>11-14-17 – Kent working with Nancy Louraine and Beth Regadenz to define process. Top donors giving \$1,000 or more being reviewed.</p>
<p>8) Review Donor Management Software (Donor Wrangler)</p> <ul style="list-style-type: none"> <li>a. Review data entry procedures and document process</li> <li>b. Discuss attributes of software and what is used versus what needs to be used</li> <li>c. Start process for entering donor interaction notes for main donors and sponsors</li> <li>d. Add donor interaction notes for any touch points to donors and for in-kind contributors</li> </ul>	Kent/Angie/Joy/Josh	Feb 2018	
<p>9) Create Endowment Fund</p> <ul style="list-style-type: none"> <li>a. Understand available tools through the Community Foundation of Greater Fort Wayne</li> <li>b. Discuss creation of endowment fund through CFGFW or as stand-alone fund</li> <li>c. Discuss possible relationship with Fort Wayne Parks Foundation to endow funds to trail maintenance</li> </ul>	Kent and Ben	June 2018	<p>7/8/18 – Alison Gerardot of the CFGFW to meet with finance committee in Aug. 2018.</p>



d. Present options to board for discussion and approval			
10) Create Planned Giving Program		May 2019	
a. Seek staff education to understand planned giving process and tools			
b. Seek certification or formal training on topic			
c. Find possible retired fund development professionals to discuss processes and help staff understand processes that work for planned giving			
d. Create internal operating processes and programming to support planned giving program			
e. Create marketing and advertising Plan			



<b>Goal #5: Improve organizational effectiveness</b>			
<b><u>Action Steps</u></b>	<b><u>Parties Responsible</u></b>	<b><u>Completion Date</u></b>	<b><u>Date &amp; Proof of Completion</u></b>
1) Overall Strategic Plan <ul style="list-style-type: none"> <li>a. Approve overall goals set from January 2017 Board Retreat</li> <li>b. Create action plans for each goal</li> <li>c. Get approval of action plans by Steering Committee</li> <li>d. Get approval for overall strategic plan by board of directors</li> </ul>	ED/Board ED ED/Steering ED/Board	March 2017 Aug 2017 Aug 2017 Sept 2017	3/1/17 – March Board Meeting Minutes
2) Strategic Advocacy Plan <ul style="list-style-type: none"> <li>a. Decide definition of Advocacy (legislative vs local movement)</li> <li>b. Get approval of Overall Definition by board</li> <li>c. Create goals for Advocacy Plan</li> <li>d. Get approval of goals by Steering Committee</li> <li>e. Create action steps for Advocacy Plan</li> <li>f. Get approval of action steps by Steering</li> <li>g. Get approval of overall plan by Board of Directors</li> </ul>	ED/Steering	Nov 2017	1/25/18 – New board leadership affirms responsibility for the plan. Retreat scheduled focused on advocacy education for 4/13/18 4/13/18 – Board retreat held on advocacy and understanding lobbying
3) Fund Development Plan <ul style="list-style-type: none"> <li>a. Create overall calendar including each fundraising activity, goal of income and responsible party</li> <li>b. Create overall fundraising plan with specifics of each activity to include staff/volunteer names, income/expense goals, operations plan for each event</li> <li>c. Create board Fundraising Engagement Survey each quarter to understand how board members plan to engage</li> <li>d. Create marketing/communications plan around calendar</li> </ul>	Kent/RD Comm Kent/RD Comm Kent/RD Comm Angie/Mkt&Comm	May 2017 Nov 2017 Ongoing July 2017	6/15/17 – June Board Meeting Minutes 6/15/17 – June Board Meeting Minutes 7/15/17 – Board received first engagement survey to ask for participation in Q4 events 6/1/17 – Marketing & Communications committee reviewed and approved plan.
5) Train and empower volunteers with branding and communication tools to represent mission <ul style="list-style-type: none"> <li>a. Continue recruiting volunteers willing to be brand ambassadors for Fort Wayne Trails</li> <li>b. Create training curriculum to train volunteers</li> </ul>	Angie & Marketing Committee	March 2018	11-15-17 – Finished creating Trail Ambassador program to include door hangers for neighborhood advocates, orientation presentation for each ambassador, and maps.





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<ul style="list-style-type: none"><li>c. Identify a Volunteer, Volunteer Coordinator to schedule and plan volunteer activities</li><li>d. Identify key events, health fairs, community organizations in which a presentation or message can be delivered</li></ul>			11-20-17 – First volunteers recruited, social media blasts posted, and program to continue developing into 2018.
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