

Integrated Strategic Plan

2023–2028



Dear Austin Community,

Since the implementation of our previous Strategic Plan, we have experienced incredible change in our community and in Waterloo Park. We have seen the Park once again come to life with new community programming, arts & culture, natural habitats, and wildlife returning to its 11 acres.

A new phase of Waterloo Greenway is also now under construction at the southern end of our parks system. As our city continues to grow and change, our work becomes even more important with the need for access to nature, respite from extreme weather, health and wellness opportunities, and places for us to build community. We thank you for helping grow our vision and create inclusive spaces that will have a lasting, generational impact.

Now, we are thrilled to share the Waterloo Greenway Integrated Strategic Plan 2023-2028 – an inspiring blueprint that will chart our course over the next five years. Our planning process has led us through an intensive, collaborative, and iterative eight-month process. We have identified five key priority areas that center our focus in the coming years to ensure mutual success for our organization, stakeholders, and the Austin community.

Our Strategic Plan is rooted in our City Council-approved Design Plan that outlines our path towards creating a 1.5-mile connected park system. It is bolstered by regular community feedback and programming that has engaged thousands in our community. And most critically, it is a comprehensive foundation based in Austin history, and an appreciation of the lived experiences of those who have come before us and lived, worked, and played in Waller Creek.

This is an ambitious plan, one that embraces change and growth with unwavering enthusiasm. Together, we look forward to advancing our efforts in intentional design and construction, excellent programming and operations, strengthening community relationships, affirming our identity as an inclusive public space, and developing the organization's internal infrastructure to ensure its success.



Jesús Aguirre, CEO



Tim LaFrey, Board Chair

Our organization has blossomed since our founding in 2010, growing from a fledgling non-profit with incredible aspirations, to one stewarding a park that hosts year-round community programming, and simultaneously continues planning and construction as we expand the Waterloo Greenway parks system. We must balance these comprehensive organizational and operational challenges on a daily basis and will look to this Strategic Plan as a guiding roadmap.

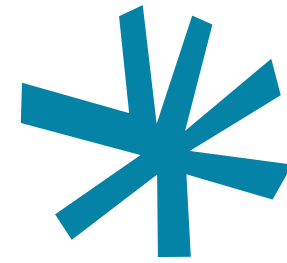
We extend our gratitude to all those who have contributed to the creation of this bold and ambitious framework. From our dedicated board members to the passionate Waterloo Greenway Staff and committed community partners – your dedication and input have shaped this transformative vision. Together, we will write the next chapter of Waterloo Greenway's story, and we eagerly anticipate the incredible moments that await us.

Sincerely,

Jesús Aguirre, CEO & Tim LaFrey, Board Chair

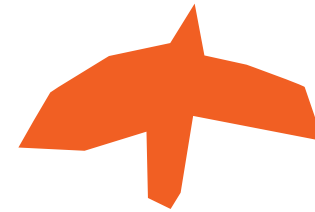
Background

Over the course of eight months, **Waterloo Greenway** engaged its full board and staff in an iterative strategic planning process to create an integrated strategic plan that both synthesizes existing planning efforts and sets bold and impactful strategic priorities for the future. This plan will help Waterloo Greenway establish clear roles and responsibilities for staff and board, and determine realistic timelines and metrics for park, program, and organizational policy implementation.



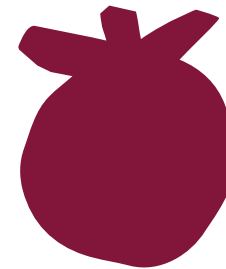
Our Vision

Waterloo Greenway is an iconic and flourishing public park, comprised of walking and biking trails, playscapes, open green spaces, and a healthy creek, enlivened by Austin's diverse and vibrant community. Founded on the bedrock of great design, the park connects people with nature and one another. It is an enduring, beloved, and vital green artery that serves as a model for sustainable urban life.



Our Mission

Waterloo Greenway Conservancy creates and maintains an extraordinary urban park system and a restored Waller Creek, in partnership with the City of Austin, for the benefit of all. The Conservancy renews the natural environment, promotes play, health and wellness, economic vitality and mobility, and engages the community through outreach, education, cultural events, and the arts.



Core Values

- Visionary Civic Leadership
- Integrity
- Social Equity
- Design Excellence
- Collaboration & Partnership
- Responsible & Sustainable Stewardship
- Agility



Our Commitment to Equity

Waterloo Greenway acknowledges its role in and responsibility for building equity. As a community-based organization, we are committed to intentional policies and practices that further justice and fairness and ensure all communities have meaningful access to all we do within our park, including workforce opportunities, programmatic engagement, and community & corporate partnerships.

As part of the implementation of this plan's strategic priorities, we will reflect and align our commitment statement toward our evolving equity goals as a critical first action.



Strategic Priorities & Goals

Organizational Development & Financial Stability

Waterloo Greenway's alignment around its clear purpose, ongoing strategic leadership, and continued financial planning reflects best practices and ensures sustainability.

Design & Construction

Waterloo Greenway leads the planning, design, and construction of enduring and universally beloved public spaces.

Programming & Operations

Waterloo Greenway builds on and inspires diverse community programming to serve Austin equitably, provide a high-quality standard of park operations and maintenance, and sustain the organization's success.

Community Relationships

Waterloo Greenway leads and collaborates with a diverse set of partners towards a shared vision and agenda to amplify community needs.

Identity

Waterloo Greenway is an inclusive public space that fosters a sense of belonging and is a unique part of Austin's diverse culture.



Organizational Development & Financial Stability

Waterloo Greenway's alignment around its clear purpose, ongoing strategic leadership, and continued financial planning reflects best practices and ensures sustainability.

Primary Board Committees: Executive, Governance & Equity, Finance

Objectives:

1. Waterloo Greenway's **long-term future** is secure through investments in Staff capacity-building, the creation of systems, and professional development opportunities to implement by 2024.
2. Waterloo Greenway has a **high performing board** overseeing the strategic performance and growth of the organization.
3. Waterloo Greenway has a **healthy financial structure** through thoughtful planning and decision-making.
4. Waterloo Greenway has an organizationally embedded **equity action framework** which is seen in its impact, commitment, and vision for building inclusive programming and welcoming public places.

Design & Construction

Waterloo Greenway leads the planning, design, and construction of enduring and universally beloved public spaces.

Primary Board Committee: Design & Acquisition

Objectives:

1. The organization's **land acquisition strategy** is driven by the Council-approved design and asserts the value of a connected Waterloo Greenway for stakeholders across Austin.
2. Waterloo Greenway maintains a strong reciprocal relationship with its **design and construction partners** toward shared goals.
3. Waterloo Greenway articulates a **long-term funding strategy** to complete, maintain, operate, and program the greenway.
4. **Diverse community input** is affirmed and reflected in the design, operations, and maintenance of the park.





Programming & Operations

Waterloo Greenway builds on and inspires diverse community programming to serve Austin equitably, provide a high-quality standard of park operations and maintenance, and sustain the organization's success.

Primary Board Committee: Programming



Objectives:

1. Waterloo Greenway's **programming and events** benefit a broad array of audiences.
2. **Moody Amphitheater** supports Waterloo Greenway's broader operations and programming, and reflects Austin's culture.

Community Relationships

Waterloo Greenway leads and collaborates with a diverse set of partners towards a shared vision and agenda to amplify community needs.

Primary Board Committee: Engagement & Outreach

Objectives

1. Waterloo Greenway **builds and maintains a strategic coalition** of partners collaborating on and sharing responsibilities on local advocacy issues.
2. Waterloo Greenway is a recognized local and national **industry leader**.
3. Waterloo Greenway builds a **pipeline** of advocates to grow and maintain thoughtful **community relationships and partnerships**.



Identity

Waterloo Greenway is an inclusive public space that fosters a sense of belonging and is a unique part of Austin's diverse culture.

Primary Board Committee: Engagement & Outreach, Programming

Objectives

1. Waterloo Greenway is **internally aligned** with a strong **organizational culture** that supports the organizational vision.
2. The Waterloo Greenway identity is inspired by and reflects the **diverse communities** it serves.

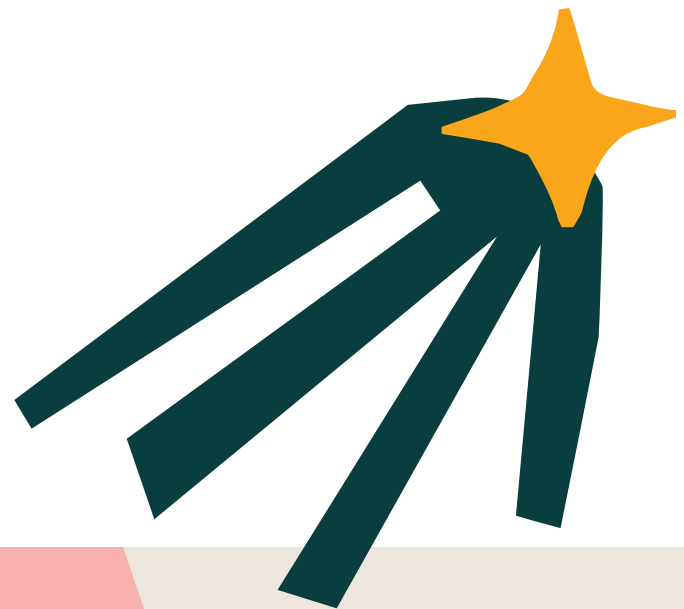
Strategic Plan Implementation

Formally adopted by the Waterloo Greenway Board of Directors, this strategic plan will be implemented during complex and exciting coming years – in which Phase I is fully active, Phase II is launched and under construction, and Phase III is fully engaging in community outreach.

In order to achieve its organizational mission and the goals associated with each of its five strategic priorities, Waterloo Greenway Staff and Board are committed to intentional, comprehensive, and collaborative plan implementation.

Using this strategic plan as the guiding framework of the organization, Waterloo Greenway has adjusted its Board Committee structure and will continue to evolve staffing and detailed work plans. Each member of the Waterloo Greenway staff and board has a role to play in the success of the strategic plan. The plan will inform resource allocation, support work plan development, and create a framework for tracking individual and organization-wide performance and success.

Waterloo Greenway is part of a robust ecosystem of organizations, communities, and partners – success of the park and organization is dependent upon meaningful collaboration. This plan is informed by our community's history and the unique experiences of the Austin residents we serve every day. We are excited to share this strategic plan with our partners and community, and look forward to putting the plan in action for the benefit of Austinites and visitors alike.



**waterloo
greenway**