



**MISSION:** To ensure the restoration and protection of the Nine Mile Run Watershed through citizen engagement, demonstration projects, and advocacy.

**VISION:** NMRWA is a recognized national model of environmental stewardship, urban renewal, public/private collaboration, and inter-municipal cooperation.

**2010-2012  
DRAFT PLAN  
December  
29, 2009**



**Overarching Strategies:**

1. Position NMRWA as a primary **resource provider and educator** in urban ecological restoration, environmental stewardship, watershed management and community engagement.
2. Lead communities' efforts to increase awareness of and develop solutions for **stormwater management issues**.
3. Conduct research and engage in planning efforts to assess the continued viability of **demonstration projects** and move promising projects forward.
4. Continually identify **opportunities to partner** with other environmental groups, watershed associations, municipal officials, and government agencies.
5. Increase NMRWA's visibility through strong **marketing and communication** efforts.
6. Focus on **financial stability** through fundraising, revenue diversification and a solid membership program.
7. Maintain **high quality board and staff**, ensuring adequate personnel to support NMRWA goals and operations.

**Metrics:**

- Progress in transforming **NMR**, as measured by **accepted environmental metrics such as water quality, tree coverage, residential solutions, etc.**
- **Number of NMRWA members, volunteers, and customers for stormwater management services.**
- **Number of students receiving watershed education.**
- **Demonstration projects identified, designed and implemented.**
- **Partnership opportunities identified, assessed and implemented.**
- **Contact points with public officials, media, and other decision makers.**
- **Increased visibility through signage, newsletters, attendance at community events, and media coverage.**
- **Diversification of revenue sources.**

| Advocacy  | Demonstration/Capital Projects  | Citizen Engagement   | Monitoring  | Infrastructure, Governance & Sustainability   |
|---|---|--|---|---|
| <p><b>2012 Goal: Stormwater Utility</b><br/>NMRWA has advocated actively for the regional effort to establish stormwater utility. Revenues have started to be used for needed stormwater management projects.</p> <p><b>2012 Goal: Watershed Education</b><br/>NMRWA continues to advocate for increased watershed education in schools. At least 50% of schools within the watershed are receiving watershed education.</p> <p><b>2012 Goal: Political Action</b><br/>NMRWA is in close contact with political leaders, &amp; the board is actively engaged in the effort.</p> <p><b>2012 Goal: Partnerships</b><br/>NMRWA is viewed as a valued partner &amp; a central resource for green infrastructure, watershed management &amp; urban greening in the region.</p> | <p><b>2012 Goal: Gateway Project</b><br/>Construction is underway, with an established timeline for completion.</p> <p><b>2012 Goal: Stormwater Management Services</b><br/>Business plan has been developed &amp; implemented for all stormwater management services. Service line has reached self-sufficiency by 2012.</p> <p><b>2012 Goal: Greenlinks</b><br/>300 additional trees have been planted in the watershed by NMRWA staff &amp; volunteers. NMRWA has repeated a tree inventory in the watershed.</p> <p><b>2012 Goal: Habitat Enhancement</b><br/>NMRWA has investigated potential habitat enhancements in the watershed area &amp; viable projects are underway.</p> | <p><b>2012 Goal: Urban EcoStewards</b><br/>UES maintains full coverage of the restoration area. Program has expanded to upper watershed, with sites selected &amp; stewards active.</p> <p><b>2012 Goal: Stream Signage</b><br/>NMRWA has installed signage at key educational sites along the stream as well as along main roads in watershed area as allowable.</p> <p><b>2012 Goal: Upper Watershed</b><br/>NMR has daylighted the stream in a portion of the upper watershed. The number of programs &amp; level of citizen engagement in Wilkinsburg has increased.</p> | <p><b>2012 Goal: Monitoring</b><br/>Monitoring committee has more clearly defined full range of data needed, has recruited additional expert volunteers, &amp; has established means to more effectively communicate findings to policy makers &amp; the broader</p>  | <p><b>2012 Goal: Financial Stability</b><br/>6-month cash reserve has been established. NMRWA continually identifies &amp; assesses new revenue opportunities through cost-benefit analysis.</p> <p><b>2012 Goal: Individual Donors, Membership, &amp; Year-End Appeal</b><br/>Member/donor benefit program in place. Total donations have</p> <p><b>2012 Goal: Board</b><br/>NMRWA has a diverse committed board engaged in making contacts &amp; community outreach. Board committees establish &amp; implement clear objectives.</p> |
| <p><b>2010 Action Plan</b></p> <ul style="list-style-type: none"> <li>• Work with municipal partners to assess feasibility of stormwater utility; create plan to identify risks/barriers.</li> <li>• Re-establish board Advocacy Committee; identify &amp; begin approaching key public officials.</li> <li>• Develop partnerships with schools &amp; educational advocates.</li> <li>• Identify &amp; pursue opportunities for program &amp; administrative collaboration.</li> </ul>  | <p><b>2010 Action Plan</b></p> <ul style="list-style-type: none"> <li>• Develop &amp; implement fundraising &amp; partnership plan for the Gateway project.</li> <li>• Install 300 rain barrels.</li> <li>• Assess feasibility of revenue generation through rain barrels &amp; accompanying stormwater management services; develop business plan.</li> <li>• Schedule 3 tree plantings in the watershed.</li> <li>• Investigate opportunities to create additional wetlands, vernal ponds, &amp; other structural improvements within the NMR restoration area as habitat enhancement areas, learning opportunities, &amp; for natural stormwater management control.</li> </ul>    | <p><b>2010 Action Plan</b></p> <ul style="list-style-type: none"> <li>• Continue offering UES trainings with program partners.</li> <li>• Select strategic sites in upper watershed; recruit &amp; train 10 new stewards.</li> <li>• Find funding for watershed signage; design signage; begin installation at key sites.</li> <li>• Conduct community program opportunity assessment in upper watershed.</li> </ul>   | <p><b>2010 Action Plan</b></p> <ul style="list-style-type: none"> <li>• Create Nine Mile Run Restoration Oversight Committee</li> <li>• Complete White Paper with recommendations on best practices in restoration area.</li> </ul>   | <p><b>2012 Goal: Staff &amp; Volunteers</b><br/>Staffing levels are adequate, &amp; NMRWA continues to excel at putting the right people with the right skills in the right positions. Staff capacity is adequate to achieve organizational objectives. Volunteers are more effectively integrated into NMRWA activities.</p>   |
|   |   |  | <p><b>Marketing &amp; Communications</b></p> <p><b>2012 Goal: Increased awareness</b><br/>Organizational message is clear; target audiences have been identified. NMRWA's public profile &amp; national presence is continuously increasing.</p> <p><b>2012 Goal: Marketing Capacity</b><br/>Board is actively involved in overseeing marketing efforts; marketing plan has been developed &amp; implemented.</p> | <p><b>Infrastructure, Governance &amp; Sustainability (continued)</b></p> <p><b>2012 Goal: Institutional Knowledge</b><br/>Institutional knowledge has been organized &amp; process is in place to ensure smooth transition among board &amp; staff.</p>  |
|   |   | <p><b>2010 Action Plan (continued)</b></p> <ul style="list-style-type: none"> <li>• Work with multiple partners and volunteers to create at least 5 demonstration rain gardens in visible locations across the watershed this year. Include consistent branding at each site.</li> </ul>   | <p><b>2010 Action Plan</b></p> <ul style="list-style-type: none"> <li>• Establish Marketing Committee.</li> <li>• Develop marketing plan that includes research into target audiences/core customers.</li> <li>• Identify opportunities to present at national conferences.</li> </ul>  | <p><b>2010 Action Plan (continued)</b></p> <ul style="list-style-type: none"> <li>• Create &amp; implement a plan for increasing individual donations/memberships &amp; raising cash reserve.</li> <li>• Develop menu of member benefits.</li> <li>• Revisit board committee structure to ensure it includes needed skills; develop plan to diversify board.</li> <li>• Review best practices in volunteer management &amp; implement effective volunteer program.</li> </ul>   |