

# Creative Watershed Plan 2025-2027



MWMO Watershed Bulletin: 2025



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## **Creative Watershed Plan**

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# **Creative Watershed Plan**

Mississippi Watershed Management Organization

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## Introduction

#### **About MWMO**

The Mississippi Watershed Management Organization (MWMO) is committed to protecting, managing, and improving the water resources within its boundaries. The MWMO Board of Commissioners has directed staff to lead efforts to accomplish the mission by assisting, educating, supporting, and cooperating with its member organizations, other units of government, nonprofit agencies, and a variety of community groups to achieve a diverse, functional urban river ecosystem.

#### Our Mission (why the organization exists):

To lead, and to foster stewardship of the watershed and its waters with actions that promote civic ownership and responsibility and through measures that achieve diverse and functional upland and river ecosystems.

#### Our Vision (what the organization hopes to achieve):

To lead, to inspire, to act, to educate, and to create a shared vision for a river system with ecological integrity.

## The Need for Innovative Outreach

"Finding ways to connect with and build relationships with different communities is key to finding common ground and shared values around water and environmental protection." - MWMO Watershed Management Plan 2021-2031, p 162

In their 2023 study on environmental attitudes in the Mississippi River basin, the Missouri School of Journalism found that when asked about the Mississippi River Basin, "...many respondents were not aware that they personally lived within the river's watershed or didn't recognize its significance."

The same is true for the urban watershed residents served by the MWMO. In conversations with thousands of MWMO arts-engaged event participants since 2021, it's clear that the average person does not know what a watershed is, let alone recognize the significance of living in North America's largest watershed. To expect them to actively care for something they barely know

exists is a tall order, especially if you add the barriers of busy schedules, poor environmental education, and unfamiliarity with the region due to relocation or other factors.

How does the MWMO gain the public's trust and support for our role when what we're protecting isn't commonly understood? Traditional watershed education illustrates the complex inputs and outputs of a watershed. But even with the best visualizations and models, a gap remains between the concept of the watershed and one's personal relationship to it.

An informed and engaged public that understands and supports our work is critical to accomplishing our goals. Indeed, establishing the public's trust is part of MWMO's mandate as a taxpayer-funded unit of government. That requires all of us — engineers, scientists, planners, outreach specialists and administrative staff — to think creatively, engage responsively, and act nimbly to make meaningful connections with those we serve.

## A New Model of Engagement

The Creative Watershed Plan is built on a core premise: that art has the unique power to engage people and bridge divides by transforming complex issues into *shared experiences*. We are all part of the watershed ecosystem and are critical to its long-term health and function. Our collective actions shape its future, with the MWMO leading the charge for the most positive outcomes. We need new ways to help community members understand their vital role in the watershed and equip them to keep the natural environment strong and healthy.

The MWMO is positioned to deliver this promise to a wide audience through all branches of our work. From meetings with developers to engaging kids at community festivals, the message is the same: we live at the top of the fourth largest watershed on Earth and are uniquely positioned to impact the natural environment in both positive and negative ways. How can we make our impact positive and reparative through curiosity, creativity and collaboration?

The public is bombarded with concerning news about the natural environment and effects of climate change. They experience environmental injustice in their own neighborhoods, and they may lack access to the Mississippi River or nature in the city. For the public, MWMO can be an inclusive on-ramp, helping people know the river, understand how human systems and water systems intersect, and take positive action. Arts-engaged outreach effectively rehearses creative problem solving, establishing community connections in ways that put the public in partnership with MWMO before an urgent need arises.

Arts-engaged outreach makes the work of the MWMO broadly accessible to the public while building community resilience, belonging and agency through active participation. This idea is captured in ArtPlace America's 10-year Creative Placemaking research initiative (<u>Farther</u>, <u>Faster</u>, <u>Together</u>, 2018), which studied the arts as a key factor in "accelerating environmental progress." They specifically recommend:

"...utilizing watershed-scale thinking and action, which fosters regional collaboration and respects and responds to the natural ecosystem, geology, hydrology, and social fabric of an area."

The MWMO is also a rare venue where artists can connect their art practice to real environmental science and local audiences. We are building a community of artists to help us communicate our mission in ways not possible through traditional outreach channels. The result is a more impactful and empowering conversation with the communities the MWMO serves.

## **History of Arts-Engaged Outreach at MWMO**

The arts have long been recognized as powerful tools for engaging community in civic and environmental work. In a 10-year landmark study tracking organizations similar to ours, Americans for the Arts found that arts are a core component of equitable community planning and development.

The MWMO is well known in Minnesota's arts community for its commitment to supporting both emerging and established artists working with themes of water and ecology. The MWMO's leadership at the intersections of art, water, ecology, and community has opened doors to larger regional conversations about water taking place at festivals such as WAKPA Triennial and Great Northern. Artists value the opportunity to hone their environmental messaging and knowledge through the experience of working with MWMO.

The MWMO has funded community grants to connect people with the river and watershed through art since the early 2000s. In 2012, the MWMO established its home in Northeast Minneapolis' Arts District and increased its work with artists in the following years. In 2015, the MWMO provided grant funding for *Water Bar* by Works Progress Studio at Northern Spark, establishing relationships that continue to support our programming. That same year, the MWMO also hosted a companion to the *Crochet Coral Reef* exhibit with Mia, attracting hundreds of new visitors to the Stormwater Learning Center. In 2017, the MWMO established its

first Exhibition Program, envisioned by Abby Moore as a way to attract and engage communities at the MWMO while creating opportunities for artists to show their work.

Through 2020, the Exhibition Program hosted Twin Cities artists who created exhibits and programming that sparked new ways of thinking about our relationship with the Mississippi. Works include a melting ice sculpture of the riverbed, community tea parties and storytelling, a nighttime molten iron pour to create a sculpture of moving light on the river, abstract paintings made with river water and sediment, and native pollinator illustrations that became a bingo game. In addition to the Exhibition Program, the MWMO has collaborated with partners such as Minneapolis Park and Recreation Board, Juxtaposition Arts (JXTA), Urban Boatbuilders, Menlo Park Academy (Minneapolis Public Schools) and PYC Arts and Technology High School to provide longer-term arts-engaged programs connecting youth with the River.

In 2020, the pandemic led to further innovation to serve the MWMO outreach mission. While the 2020 solo exhibition by Sarah Nassif was postponed indefinitely, Nassif and Moore worked to respond to circumstances of COVID, civic unrest, and climate anxiety by bringing community back into connection with the River at the MWMO's campus and online. Nassif became the MWMO Artist in Residence in 2021, collaborating with Moore to rebuild and strengthen artsengaged outreach.

Nassif's Weaving Water Workshop projects started in 2021 and continue today. Hands-on creative workshops feature different textile and indigo projects co-hosted by an array of guest artists, showcasing new voices and unique perspectives on our relationships to water. Starting in 2023, Weaving Water Workshops expanded to establish partnerships with communities by providing off-site programming across the watershed geography, including collaborations with All My Relations Arts, MCAD and neighborhood craft centers. Nassif's interactive installation of Weaving Water work enlivened the MWMO's gallery from July 2022 through September 2024. In 2022 and 2023, the MWMO hosted The Mississippi River Pearl Community Art Project with an exhibit and workshops by Art to Change The World, and Mississippi River Stories exhibition, a collection of visual art pieces made by sixteen different artists in collaboration with University of St. Thomas and the Natural Heritage Project.

In 2024, the Exhibition Program welcomed artist Victoria Bradford Strybicki's project *Network: A River Connected* and her workshops on net making, filling the gallery with new work.

## Future of Arts-Engaged Outreach at the MWMO

This Arts Plan marks the next phase of MWMO arts outreach. In 2024-2025, we are building on these successes to expand how the MWMO engages communities, artists, and staff in common cause. In the process, we are working to advance the field, creating models that other watersheds can adapt to their missions and communities.

In 2024, we planted the seeds of the Art-Water-Ecology (AWE) Network to foster connections and capacity to do environmentally-focused work. We are also working to grow culturally relevant relationships in Minneapolis Green Zones and across the watershed geography.

It's a perfect moment for this work. As climate change increases the pressure on our natural and built systems, we have a responsibility to help the public connect to reliable information and take meaningful action to support their taxpayer-funded services. The secret to community resilience is trust. From fueling neighborhood-level climate resilience to creating a platform for diverse voices, our plan is focused on building bridges to community that can strengthen the whole — whatever the future brings.

## **Executive Summary**

## **Purpose**

The Creative Watershed Plan outlines arts-driven initiatives and strategies aimed at encouraging inclusive civic ownership and responsibility within the communities the MWMO serves. In addition, it will improve interdisciplinary collaboration within the organization and increase the pool of arts-engaged collaborators working with the MWMO.

The plan leverages art to bridge divides between communities and environmental challenges by transforming complex issues into shared experiences. It creates collaborations among artists, scientists, and local activists to make environmental issues more accessible while inspiring collective imagination for a sustainable future. By involving people in creative processes, we are cultivating a movement where everyone plays a vital role in shaping a resilient planet.

Through this plan, we are working to formalize and embed our innovative approach into the organization long term.

## **Opportunity**

In the context of climate instability, social division, and waning trust in public institutions, the MWMO can serve a public hungry for information, connection, and meaningful action. Increasing the connections between the MWMO and the communities it serves has many benefits. Those include growing the public's awareness and appreciation of the Mississippi River and watershed; helping them become knowledgeable stewards; and expanding the community's capacity to solve tough collective problems — social and environmental — that affect water.

This plan comes to life through events like artist exhibitions and public workshops and partnerships with like-minded community organizations. Minneapolis has a thriving creative community that is working to connect people to nature and each other as we adapt to a changing climate. The MWMO can leverage artists' work, creativity, and connections to advance our goals, as innovative organizations around the country are now doing.

"The more people understand, see, and interact with the water systems in their community, the more likely they are to value and appreciate these systems."

—Advancing One Water Through Arts and Culture: A Blueprint for Action

## Mission & Vision for the Creative Watershed Plan

Mission: The MWMO protects and improves water quality and habitat by engaging staff, community, artists, and partners to spread knowledge of and care for the river through innovative and impactful creative experiences that foster trusted connections.

Vision: To build a mutually beneficial network of artists and water serving and environmental organizations that will advance and deepen the awareness and impact of the work of the MWMO and the wider field of environmental management/stewardship. To attract and activate diverse audiences through innovative public programming that nurtures a river system with ecological integrity and empowers the public in caring for it.

#### **Team**

**Abby Moore** is the Outreach Program Manager at the MWMO. She provides program leadership, guides strategic initiatives and oversees outreach and engagement efforts for the organization. Abby is particularly interested in developing programs that connect people with the Mississippi River and foster sustainable behavior across the watershed and beyond. She holds a B.A. in Geology from Colorado College, a Graduate Certificate in Environmental Education from the University of Minnesota Duluth, and an M.A. in Teaching and Teacher Education and Environmental Learning from the University of Arizona.

Sarah Nassif is the Artist in Residence at the MWMO and a public artist, educator, and consultant, who's spent 19 years connecting people and organizations to nature through the power of creativity. Her practice uses the tools of craft and conversation to teach and inspire wonder for audiences of all ages and backgrounds. Sarah has been with the MWMO since 2021, where she's supported the organization's successful post-pandemic reconnection with communities through arts-engaged community partnerships, workshops, and organizational consulting. She holds a B.S. in Botany from the University of Washington with additional studies at Trinity College in Dublin.

## The Creative Watershed Plan

The primary goal of the Creative Watershed Plan is to create a bridge between the technical work of the MWMO as a watershed management organization and the public, who need to be aware of the work and feel that they are our valued partners as watershed residents. To achieve this we will work to empower people with knowledge about stormwater and water systems, foster positive emotional connections to the urban natural environment and Mississippi River, and build community connections that spread this work across the watershed and beyond.

The Creative Watershed Plan formalizes the MWMO's arts-integrated approach through the following elements: Staffing, Public Programs, AWE Network, and Internal Programs.

## **Staffing**

Goal: to provide the ongoing professional support needed to implement this plan.

#### **Creative Watershed Plan Manager**

Ongoing implementation of this plan will be the responsibility of an MWMO Outreach staff member.

#### Artist in Residence

The Creative Watershed Plan will be largely led and activated by an active member of the arts community: an Artist in Residence (AiR). The AiR will use their skills and network to expand the organization's reach into neighborhoods and the arts community. The AiR is an annual contract position responsible for working with the Creative Watershed Plan Manager and Outreach Manager to carry out the Creative Watershed Plan. The AiR and the MWMO will establish objectives, coordinate the work, and report findings and plans to the Board annually.

The AiR will cultivate relationships across the watershed geography to develop trusted partnerships with community leaders who can expand awareness of the MWMO. Their scope of work may include:

- Arts-engaged workshops that foster connections to the River and provide a wide on-ramp for the community to get to know the MWMO. These may take place at the MWMO or at partner locations.
- Cultivating and supporting relationships and projects with new artists
- Creating opportunities for MWMO art assets to be installed at off-site partner organizations to raise awareness and connect the wider community with the MWMO
- Involving the MWMO in wider-audience arts and culture events (such as WAKPA)

The AiR will work with MWMO staff to create administrative tools and assets to support the Creative Watershed Plan, including:

- Annual calendar of arts programming and marketing deadlines
- Database/Inventory of art, artists, and provenance documentation
- Creative Watershed Artist guidelines / toolkit
- Evaluation, reporting and other templates for the MWMO to track outcomes
- Email list management and marketing support for promoting arts-related events and archiving project.

The AiR is a key asset for growing capacity and creativity within the MWMO. The AiR will support the staff and internal culture of the MWMO through lunch and learn sessions, attending and presenting at staff and board meetings, and leading an annual creative learning experience. They are also available for meeting facilitation and opportunities to share the arts-engaged mission and work with kindred organizations.

The AiR will also serve as coordinator and lead organizer of the AWE Network, a Community of Practice for professionals working at the intersection of Art, Water and Ecology. Learn more about the AWE Network in section 4d.

## **Creative Watershed Public Programs**

Goal: to use outreach activities to foster a broad and deep network of partners grounded in trust, environmental knowledge, and mutual benefit.

#### **Exhibitions**

On-site: The MWMO will contract with 2-4 guest artists annually for the Creative Watershed Exhibition Program. Each artist will exhibit their work in the Gallery and provide 1-2 community-engaged workshops related to their exhibition.

Off-site: MWMO art assets may be lent out or installed at partner organizations to raise awareness and connect the wider community with the MWMO.

#### **Workshops and Events**

On-site: The MWMO will provide 4-6 on-site arts-engaged workshops throughout the year with an eye toward intergenerational learning, centering diverse voices, and maximum accessibility.

MWMO events such as Share the River will include an arts-engaged element.

Off-site: Off-site arts-engaged workshops and events will be tailored to opportunities with Creative Watershed Partners and will be held at locations across the watershed geography. These workshops should center local voices, with the AiR facilitating and collaborating with the site partner. A stipend will be provided to partner artists and partner organizations for hosting off-site workshops. To reach larger crowds, at least one festival-type event should be hosted each year with no registration requirement. Provide 3-6 smaller group workshops inviting specific communities' participation.

#### **Partnerships**

Our Creative Watershed Partners help us elevate the MWMO's work and the Mississippi River Watershed in ways that benefit both parties. When local partners amplify our story, we seed curiosity and knowledge about caring for the watershed at the block and neighborhood level across the watershed.

Many kinds of organizations can collaborate with the MWMO to bring arts engagement and watershed learning into communities, from arts collectives to civic nonprofits to schools. The AiR works with partners to tailor arts engagement to the site, audience, and opportunity. Workshops and events can take place at partners' locations or at the MWMO. These collaborative events are a chance for partner organizations to grow their network, educate their audiences, and show their commitment to a healthy natural environment. At the same time, the MWMO gets to connect and build trust with community members on their turf.

Past partners include: All My Relations Arts, Mudluk Pottery, Juxtaposition Arts, Fireweed Community Woodshop, Longfellow Community Council, MCAD, and EPNI.

#### **Public Art Installations**

Temporary and permanent art works at MWMO project sites raise awareness of the MWMO and the watershed in a highly visible way. Public art may be part of installed project infrastructure, a stand-alone permanent sculptural work or mural, or a temporary installation that engages the public in a targeted way.

Examples include Transitional Habitats' migratory bird installation at the MWMO, Jim Brenner's metal sculpture MWMO logo and sidewalk flood markers, and Pollinator Pathways' self-guided plant walk booklet and bingo game. Past MWMO projects have included successful art integrations from sculptures to interpretive signage.

## **AWE Network**

Goal: To foster a professional network of artists and organizations who want to bring artsengaged environmental experiences to the public — through the MWMO, at kindred organizations, and beyond.

#### What is AWE?

The Arts+Water+Ecology Network (AWE) is a professional community of practice connecting regional professionals working at the intersections of art, water, and ecology. AWE was

co-founded by Abby Moore of the MWMO and Sarah Nassif in 2024. That year, the MWMO hosted two pilot AWE gatherings and found an eager audience of artists and environmental professionals seeking to learn and work together. An official kickoff for AWE happened January 27, 2025, at Silverwood Park in St. Anthony Minnesota.

Today, local government entities who want to hire artists for community engagement use an open call process, which limits the growth of arts-engaged outreach in our field. We need a more nimble model for pairing artist contractors with organizations' project needs as well as new standards for contracting, budgeting, and timelines. Hiring artists should mirror how other creative professionals, such as landscapers or web designers, are sourced and hired. When we foster long-term, repeat engagements between organizations and artists, artists can grow their expertise in specific arenas and deliver better results for partners versus continually starting from scratch. For organizations, the process of engaging artists becomes streamlined by using the ways other contractors are hired.

Many government workers have outdated ideas about what artists do and the value they can provide as partners. The AWE Network seeks to demystify how organizations can successfully work with artists, while helping artists advance their environmental knowledge and community connections. Normalizing the use of arts-engaged outreach is the goal.

#### **AWE and MWMO**

The AWE Network will remain a project of the MWMO and be reviewed annually as it evolves. The AiR will organize annual AWE activities and facilitate the network with the help of MWMO staff. The MWMO will provide support as needed.

#### **AWE** activities

AWE holds quarterly meetings that bring together artists, water and environmental management professionals, and leaders of community organizations. Through these gatherings, AWE sparks cross-sector collaborations, raises standards for how art-engaged projects happen, and expands opportunities for artists to work with us and others across our field.

AWE maintains a Google Group discussion forum, a newsletter and outreach list, and conducts surveys to track challenges, needs, and successes in this space.

This unique network can move the whole field forward. Artists get the opportunity to network, grow their industry-engaged knowledge, and envision their work in new venues. For government

workers, AWE is a valuable forum to meet artists and learn how to advocate for this work throughout their organizations.

## **Internal Programs**

Goal: to provide tools and support for strengthening the MWMO's organizational identity, cross-team relationships, and communication, and building our capacity to work directly with artists on all kinds of MWMO projects.

Creative collaboration is not only essential for building relationships with the public and with artists. It's a critical skill set for MWMO staff. As community ambassadors for our organization, all our colleagues — whatever their department or role — should have the tools and skills to communicate about our work with a wide range of audiences and inspire people to get involved. This directive is woven into the MWMO's Watershed Management Plan:

"The MWMO Board of Commissioners has directed staff to lead efforts to accomplish the mission by assisting, educating, supporting, and cooperating with its member organizations, other units of government, nonprofit agencies, and a variety of community groups to achieve a diverse, functional urban river ecosystem."

Here are some of the ways we're building that internal capacity:

#### **Organizational Identity**

The MWMO is a regional leader in arts engagement with over a decade of connecting with communities through art and artists. The MWMO's identity as a creative leader and conduit should be part of how all staff see and share our work. Creative Watershed Plan programs and assets can help that effort, providing staff with tools to tell our story and to connect with each other and the people we serve. This aspect of our work should also be reflected in job postings and public presentations of our projects.

#### **Professional Development**

The Artist in Residence and Outreach Manager will host an annual Creative Team Building Event on "creativity as a process catalyst" to share our latest tools and deepen awareness of how we're leveraging the arts and artists across our efforts. This is an opportunity for staff across departments to interact outside of their silos and get involved in our exciting arts-engaged work and find ways to integrate these approaches into their corners of the organization.

#### **Outreach Tools**

We will equip MWMO staff with tools for creatively sharing our approach when they're out in community. That includes:

- <u>Website</u>: Tools that drive people to the MWMO website to connect with Creative Watershed work and new online content about creative engagement in the "get involved" section
- <u>Toolkit</u>: A "grab and go" public education toolkit, either physical or digital, will help all staff
  creatively explaining watershed concepts and provide a map listing of Creative Watershed
  partners and project sites. In the future, this toolkit could include Creative Watershed
  merchandise to give to community members.
- <u>Public Art</u>: We are working on ways to integrate public art, temporary or permanent, into MWMO project sites and infrastructure. These works can beautify the site, pique curiosity, and help project staff connect with the community.

## **Marketing Communications**

Public events are a core function of MWMO Outreach. The following outlines how we support the Creative Watershed Plan in the areas of marketing, registration, documenting and sharing, evaluating, and archiving. Event promotions and archives will leverage past event documentation captured by the AiR and Outreach Manager, including digital photos, comment/anecdotes, and participant evaluations.

Here are the channels and tactics we'll use to engage the public with our work. As marketing strategies, technologies and public preferences change, so will our approach. The AiR can always consider new, up-to-date ways to get in front of the right people with an appropriate experience for our organization.

## **Calendar and Newsletter**

AiR and Outreach Manager will maintain an external Creative Watershed program/event calendar that's shared with the public in the MWMO newsletter. We'll also maintain an internal Creative Watershed calendar to promote MWMO staff attendance.

The MWMO Newsletter is sent monthly to people who have opted in with us and selected arts programing as an area of interest. Email list management is currently done through GovDelivery.

Because the existing system can make promotions and engagement management cumbersome, we want to explore more nimble and accessible platforms to promote our events and standardize timelines and communication flow with the public.

All event communications should invite people to join the newsletter list to stay informed of upcoming events.

#### Website

- Website Event Archive: MWMO website updated to be a portal and archive for Creative Watershed work past, present and future. Events archive will include descriptions and any visual documentation.
- Website Audit: An audit of nav/menu items and pages related to outreach will be conducted
  to identify areas for improvement. The goal is to make it easy for people to find out about,
  register for, and participate in arts-engaged outreach activities as well as view past projects
  and events.
- <u>Podcast</u>: As part of ongoing content creation for both website and socials, we want to interview artist partners for the MWMO's River of Ideas podcast series.

## **Social Media**

Arts-engaged events will be promoted through social media and cross-posted with contracting artists and partners. Events should be posted on Instagram, Eventbrite, and Facebook using media sourced from participating artists and organizations as well as relevant photography from the MWMO archive from past community-engaged events.

## **Public Relations**

Show openings and major events should be promoted through neighborhood, local, and regional media outlets. Connect with arts journalists at the Minnesota Star Tribune, Northeaster, NEMAA, MN Artists, North News, Sahan Journal, Longfellow Whatever, and others.

## **Evaluation**

At events, AiR and MWMO staff should work to collect quotes and feedback from participants. This could take the form of "comment cards" or a simple app that uses a QR code to open a

feedback form. Comments from these evaluations can inform future events and be used for promotions.

## **Flyers**

Paper-based promotions and PDF downloads are a low-tech method to bring our messages and events into the community and effectively support staff and self-learning. Create full- or half-page event promotions that can be accessed on our website, on partner websites, and printed for distribution to the public at events, bulletin boards, etc.

## **Visiting Artist Promotions**

Exhibitions by guest or visiting artists need a standard set of marketing materials, including a webpage on the MWMO, an event/opening postcard, a schedule for Instagram/Facebook promotions, and promotions for any additional workshops artists might host with us. The MWMO's AiR and Outreach Manager can support these promotions and/or work with the artist to create their own.

#### **Awards**

Our innovative approach is a model for arts-engaged environmental work, and we want regional and national organizations to take notice. That's why each year we apply for awards from nonprofits and government groups relevant to our field, such as the <u>US Water Prize sponsored by</u> the US Water Alliance.

## **Evaluation and Measurement**

To continually grow and improve, we need to understand the outcomes of our arts-engaged outreach. Capturing that impact is best approached through the <u>Continuum of Impact Guide</u> by Americans for the Arts.

Social change is fluid. Much like a river's chemistry, it's the ongoing monitoring that captures change over time versus a measurement on any one day. Head counts at events are helpful, but it's increased awareness and behavior change at the community level that matters most.

To that end, we must ask the right questions of community members, artists and staff — and ask with regularity. In conversations, surveys, anecdotes and photographs, and post-event observation notes, we seek to learn:

- Level of personal identification with the Mississippi River
- Level of understanding about watersheds
- Changes in attitudes and understanding pre- and post- engagement
- What notable or valuable ideas they took from the experience

We will pilot a variety of tactics to document the success of the Creative Watershed Plan as it's implemented in 2025, from in-person surveys to email follow-ups.

## **Implementation**

The Creative Watershed Plan is emergent and can adapt and change as required. Year 1 will focus on building out the systems needed to support the Creative Watershed Plan described in Section 3 while continuing to implement programming, launching the AWE Network, and adding internal programming. Year 2 will build on the successes and areas for growth and improvement.

## Conclusion

This plan marks a new phase in the MWMO's commitment to creating world-class arts engagement for the watershed. Through the Creative Watershed Plan, the MWMO will: expand the role and value of arts in its outreach efforts; cultivate a more connected community dedicated to protecting our watershed; build bridges with community organizations relevant to our mission; and empower people to take meaningful action around complex environmental challenges. Internally, the plan strengthens our identity as an arts-engaged watershed organization that can be a model for this work across the field.

## **Bibliography & Further Reading**

#### Advancing One Water Through Arts and Culture: A Blueprint for Action

US Water Alliance, 2018

Link

#### ArtPlace America (ArtPlace), Arts for America 2010-2020

10-year study of the social impact of arts and culture with sub-focus studies on arts in the Environmental sector.

<u>Introduction</u> / <u>Environment & Energy Resources</u>

#### **Continuum of Impact Guide, Animating Democracy**

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#### Research: How Creative Collaboration Can Strengthen Relationships

Trevor A. Foulk and Vijaya Venkataramani, Harvard Business Review, 2023.

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