

East Coast Greenway Alliance
2009 Organization Work Plan
Adopted by the Board of Trustees
October 26, 2008

Our mission is to partner with local, state and national agencies and organizations to promote the establishment, stewardship and public enjoyment of a multi-use urban trail system linking cities along America's East Coast from Maine to Florida. By connecting local trails, a continuous, unified trail system is being created.

Trail Program

Current Travel Route

1. Maintain accurate information on the ME – FL Current Travel Route
 - a. Continuously update Google maps to reflect current conditions and route revisions.
 - b. Revise Cue Sheets to reflect map changes.
2. Work with state DOT's and local agencies to mark the Continuous Travel Route with interim on road and permanent trail signage.
3. Identify the five most critical on-road improvements needed in each region and develop a strategy to advance these improvements or to find better routing

Permanent Trail Route

1. Work to advance all trail currently "in the pipeline "
2. Rank all gaps in each region and develop strategy for addressing top two gaps per region.
3. Identify and develop a plan to improve Model Segments of at least 50 miles in length within each region: goal to achieve one 50-mile trail in each region with only 2 miles of on-road within each
4. Designate all completed trail segments which meet ECGA criteria
 - a. Complete all paperwork for full Designation within nine months of each segment's completion. (i.e. Trail Council action by 2nd meeting following segment completion).
 - b. Maintain regular post-designation interaction with all trail management agencies within each region.
5. Post trail markers on all designated trail
6. Form and maintain strategic partnerships with volunteer organizations, government agencies, other non-profits and businesses at the national, state and local levels
 - a. Map out MPO's and Rural PO's and ensure all are engaged

Planning and Tracking Progress

1. Update benchmarks as information is received, and regional Trail Reporting Charts and Spine Chart and state maps on a quarterly basis.
2. Revise all state Blueprints for Action by December 31
3. Organize state Summit meetings in the following states-PA, ME, GA, SC, Westchester NY)
4. Seek inclusion of ECG in all state Comprehensive Outdoor Recreation Plans (SCORPS) and all state Transportation Plans (TIPS)

Promoting Public Use

1. Develop and distribute/publicize Model Section Trip Planners for Boston and Washington DC if resources are found
2. Develop State Travel Guides for Virginia and other states as funds become available with priority for Maryland-DC, Connecticut and RI-MA-NH.
3. Construct informational kiosks in Boca Raton, FL, 4 in NJ, MD, DC, NY and CT.
 - a. Work with State Committees to identify local sponsors and locations for installation
 - b. Develop standardized maintenance agreement.
4. Develop web-based trip planning content for New York City using NYC Trust funds.
5. Partner with commercial bicycle tour operators to develop tours along the vetted Wilmington-NYC ECG route with aim of increasing ECG use and gaining some financial return.

Trail Council

1. Two face-to-face meetings in Savannah and New York City

2. Quarterly teleconferences
3. Expand membership so all states are represented by 2 persons

Marketing, Communications and Public Relations

Promoting Greenway Awareness

1. All items under Promoting Public Use (Trail Program) are also key marketing program elements and will involve significant Communications Staff time; they are important ways of increasing Greenway awareness as well as use.
2. Keep our new web site current and dynamic. Maximize visitation. Solicit state page volunteers to manage their sites. Develop new content especially for state trip planners.
3. Develop and implement strategy to secure national media coverage to raise ECG profile.
4. Continue ECG Ambassador program in New England and expand to Mid Atlantic region pending fund availability
5. Support ECGA meetings and events;
 - a. Support planned promotional bike tours in north and south Florida
 - b. Undertake one or more city to city promotional/donor tours where local support exists
 - c. 2 face-to-face ECGA board, TC and members meetings, 5 state summits
6. Develop promotional materials: posters, rack cards, t-shirts, display kits, videos, powerpoints
7. Build photo files

Supporting our member/donor program

1. 4 print newsletters, 6 e-newsletters, one Annual Report with State of Trail Report

Oversee brand management

Organizational Capacity

Planning and Policy

1. Adopt at fall board meeting a 5-year Strategic Plan for 2011-2015
2. Develop and implement a transition plan to move to new Executive and Board Leadership
3. Develop Financial Policies and Procedures Manual

Staff

1. As funds permit, expand staff by adding a half-time bookkeeper, a full-time web manager/tech support staff member, and increased development staff support.

Board of Trustees

1. Add corporate trustees with strong development potential and from hospitality, bike industry, marketing and tourism; strive to increase board diversity
2. Conduct 2 Board meetings in Savannah and New York City and monthly teleconferences
3. Regular board committee meetings
4. Annual Members meeting/rally in New York City

Advisory Board

1. Revise membership and review role of Advisory Board

State Committees

1. Re-assess structural relationship between ECGA and State Committees.
2. Work to assure strong and continuous state leadership.
3. Help each state determine its organizational and budgetary needs.
4. Support state committees in developing financial support

Fundraising

1. Achieve budget income goal reflected in 2009 budget adopted at fall 2008 board meeting
2. Raise additional funds to satisfy work plan goals for added staff and program elements not now funded
3. Prioritize donor and member income activities
 - a. Build Bike Club Initiative
4. Make foundation and government income a second-level priority
5. Build corporate sponsorship income as a third priority

6. Develop new funding sources as pilots to test potential:
 - a. Build a web based chamber of commerce to capitalize on Model Section Trip Planners and State Trail Guides
 - b. Promote a Bicycle Commuter Challenge program in partnership with trail business partners
 - c. Develop one-day bike tour events—one per region or state—to raise funds to support regional staff
7. Conduct annual Close the Gaps Club tour using outside operator to minimize ECGA staff expenses—in Florida Keys or along La Route Verte.
8. Re-assess and revise mile sponsor program