

Rise.
Focus.
Engage.



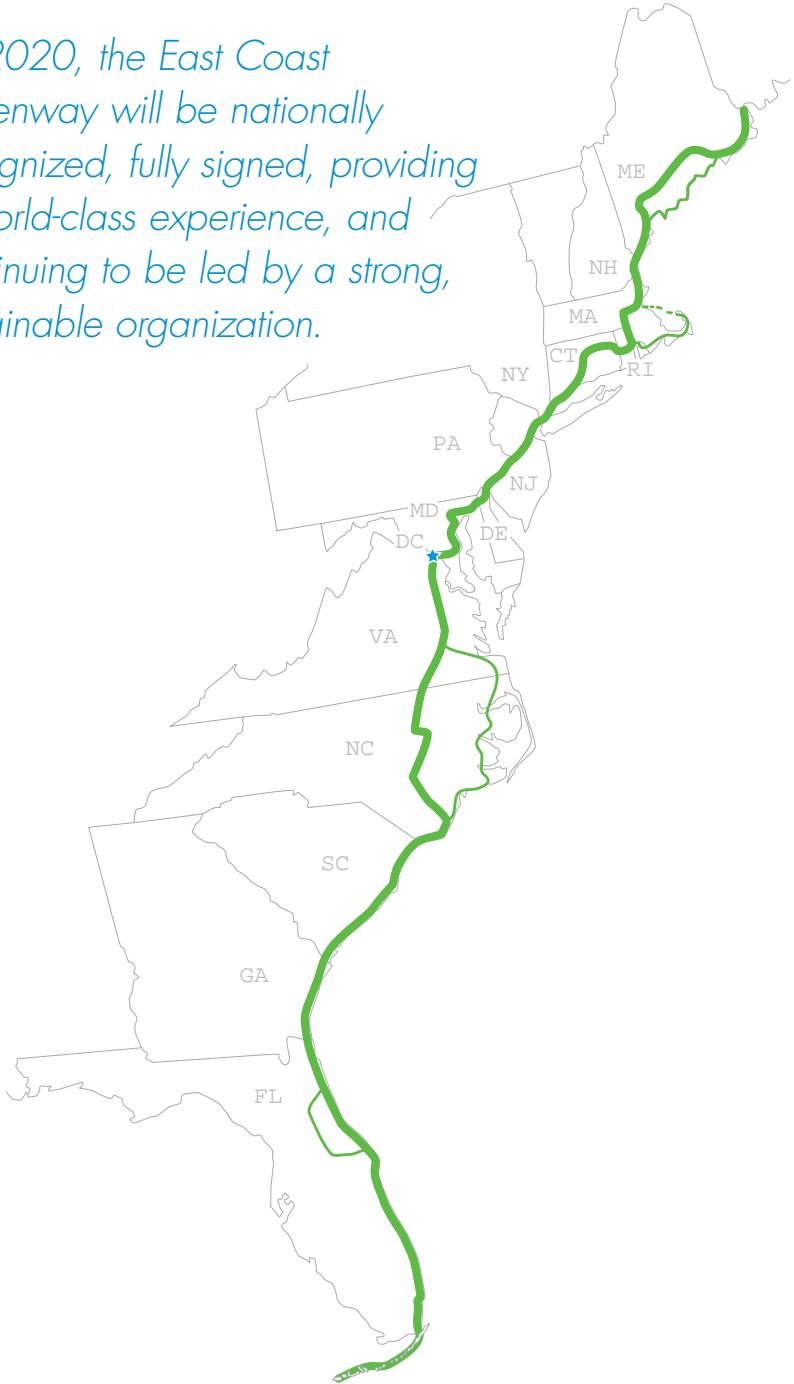
Strategic Plan

Executive Summary

2016—2020

Vision 2020

By 2020, the East Coast Greenway will be nationally recognized, fully signed, providing a world-class experience, and continuing to be led by a strong, sustainable organization.



Letter from the Executive Director

May 2016

Friends of the East Coast Greenway,

We are hitting our stride. Thanks to generous supporters, dedicated staff, and passionate volunteers, the East Coast Greenway Alliance is thriving like never before. We are sharing an inspiring idea that attracts visionary leaders, and the result is a strong and growing impact from Maine to Florida.

Our collaborative model of stakeholder engagement is effectively developing the greenway. We are closing gaps in our system and converting previously unsafe routes into an accessible linear park for people of all ages and abilities to enjoy.

We are leveraging our strong financial health into accelerated greenway progress. The ECGA is involving more people, more deeply by integrating their skills, energy, and experience to foster a healthy and sustainable future. Our organization has more than doubled its staff capacity and resources since 2010. We plan to keep growing to spur greenway progress and develop a world-class facility for tens of millions of people to experience every year.

The ECGA is at a critical juncture in its history. We launched a strategic planning process in 2015 to decide where to focus our limited time and resources to achieve the biggest impact. The process provided crucial insight.

I'm proud to present this overview of our Strategic Plan — a data-driven road map to the next peak of achievement. Unforeseen opportunities and obstacles will arise, and we are well positioned to meet them. By utilizing thorough analysis and maintaining flexibility, we will develop our Greenway to make an active life safe and accessible for all.



Dennis Markatos-Soriano, Executive Director
East Coast Greenway Alliance

Developing the Greenway Route and Experience

The East Coast Greenway has transformed from a bold vision in 1991 into a reality today with over 850 miles of greenway and more than 10 million visits per year. Through effective advocacy and stakeholder engagement, we have turned every dollar donated to the ECGA into over \$60 of public investment in ECG planning and construction.

We aim to empower a larger share of the 60 million people living in our corridor to lead healthy, sustainable lives by making biking and walking safer and more accessible. To do this, we will:

- Scale up our successful model of collaborative, regional stakeholder engagement by adding two new full-time greenway coordinators
- Implement comprehensive metrics that reflect each stage of greenway development to more accurately assess and spur ECG progress
- Systematically identify opportunities and remain flexible to act strategically
- Increase specialization to boost impact, including focusing volunteer State Committees and launching a Local Greenway Stewards network within our Ambassadors Program

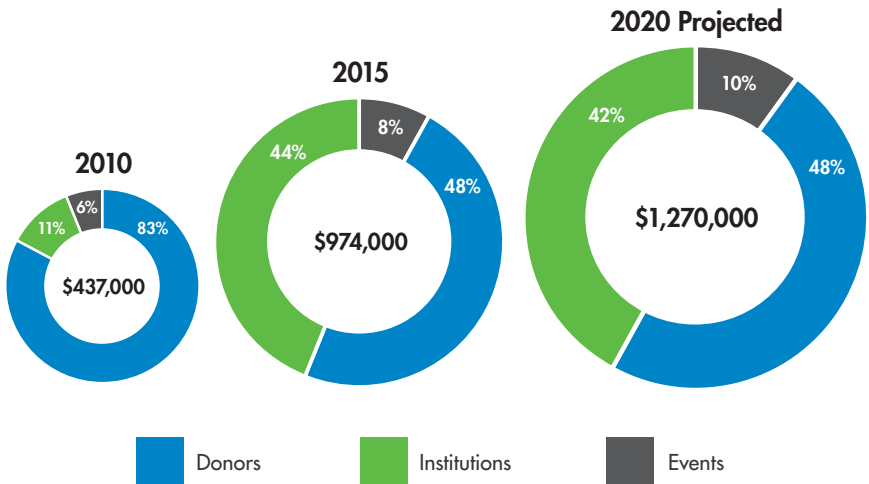


Former Mayor Nutter (center) and other leaders at the groundbreaking of the Baxter Trail segment of the East Coast Greenway in Philadelphia, PA.

Rising to the Scale Our Project Needs

The East Coast Greenway Alliance has grown dramatically. The organization’s budget more than doubled from \$437,000 in 2010 to just under one million dollars last year — one of the fastest growth trajectories in the nonprofit sector. Yet to meet the challenges to our region’s health, environment, and economy, we need to continue to add capacity. We plan to increase our revenue 6% per year, relying on a diverse mix of individuals and institutions who share our values and goals. To accomplish this, we will:

- Deepen partnerships with our generous donors, members, and institutional supporters
- Expand our support base to a network of 100,000 people (150% growth) through effective engagement via social media and events throughout our corridor
- Capitalize on the dramatic rise in active tourism to significantly increase unrestricted income from ECG tours and events
- Build on the bedrock of our strengths, from our leadership in the greenway movement to capitalizing on the cultural shift toward more biking and walking



Raising Our Profile

While our profile has been rising steadily since the early 1990s, too many people in our 450 communities and 15 states haven't yet heard about the nation's longest urban greenway system. A complexity in our communications is that we want people to enjoy the East Coast Greenway today, while making clear to new users that it is a work-in-progress, with some sections not yet suitable for less experienced hikers and bikers. To raise our profile, we will:

- Engage in more strategic, focused conventional and social media campaigns that utilize staff and volunteers to put the ECG in the regional and national spotlight
- Develop and leverage case studies regarding the rising environmental, health, and economic impact of the East Coast Greenway
- Maximize the opportunity of the ECGA's 25th Anniversary year from fall 2016 to fall 2017 to celebrate and build on the organization's accomplishments
- Increase involvement of high-profile allies – from visionary elected officials and community leaders to celebrities whose values align with ours



ECGA staff present about the East Coast Greenway with Duke University Stanback Internship Program leaders and participants in Durham, NC.

Moving Operations to the Highest Level

Our organization has developed from a small group of dedicated volunteers into an institution making a dramatic impact throughout our 3,000-mile corridor. Operations are the foundation upon which we build a sustainable organization to maintain and accelerate greenway progress. Over the next five years, we plan to integrate best practices throughout our structure, such as:

- Provide systematic, regular education for staff and lead volunteers to keep current on nonprofit sector best practices
- Strengthen coordination throughout our processes and across teams so that roles and responsibilities are clear and actionable
- More fully represent the diversity of our corridor by involving culturally-diverse and gender-balanced voices throughout the organization
- Foster institutional communication and documentation for best results toward achieving our goals



ECGA Board of Trustees Vice Chair Robert Russo works with staff member Debbie West at a strategic planning session in Miami, FL.

Partners around the ECG Table



 Greenway Development

 Support

 Resource



Rhode Island Governor Gina Raimondo addresses the crowd at the dedication of the George Redman Linear Park section of the ECG in Providence, RI.



More than 20 youth bike the ECG to explore the historically-significant Gullah Geechee Cultural Heritage Corridor in North Carolina, South Carolina, Georgia, and Florida.

Acknowledgement

With appreciation of the diverse community of stakeholders who participated in our Strategic Planning Process.

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Photo by ECGA member Branson Kimball who bikes to school with his son on the American Tobacco Trail segment of the ECG in Durham, NC.

EAST COAST GREENWAY ALLIANCE

Mission Statement

To partner with local, state, and national agencies and organizations to promote the establishment, stewardship, and public enjoyment of a traffic-free, multi-user greenway linking cities and towns from Maine to Florida.

East Coast Greenway Alliance

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