



## STRATEGIC PLAN

2009-2011

# TRAILNET STRATEGIC PLAN

Approved 9/15/08

## VISION

The St. Louis bi-state region will be known throughout the country as a model community for healthy, active living and broad-based acceptance of alternative modes of transportation. New attitudes will prevail across the region that recognize the need for more bike/pedestrian facilities to support healthy communities. Opportunities for individual and group recreation and exercise will be abundant. Municipalities and developers will give priority to making neighborhoods walkable and bikable and to connecting with the broader network of transportation corridors. Residents will experience that walking and biking are easy, safe and desirable alternatives to driving a car. Regional planners and health officials will welcome and encourage new opportunities to incorporate Active Living strategies for people of all ages and abilities.

As the region's acknowledged leading advocate for Active Living, Trailnet will drive these changes in both the region's mindset and its policy development. Trailnet will be at the planning table from conception to design and programming. We will be a strong and effective advocate at the municipal, regional, state and federal levels. We will create partnerships and social networks to help educate and inform residents about Active Living options and to develop plans and programs that provide new opportunities for people to embrace a more active lifestyle. Trailnet's endorsement of projects and programs will be an important and much-desired stamp of approval that lends credibility and generates awareness.

As we look to the future, we share an excitement for what can be and a passion for doing what is necessary to achieve our goals. As a result of our efforts, the St. Louis region will be safer, healthier and more active, and a model for others.

## MISSION

To lead in fostering healthy and active communities through innovative programs, planning, and policy that promote walking and bicycling throughout the St. Louis bi-state region.

## VALUES

- **Activity** - We demonstrate, encourage and facilitate healthy lifestyles through our programs and activities.
- **Sustainability** - We organize, promote and model environmentally friendly practices and behaviors throughout the region.

- **Vision** - We embrace a leadership role in generating and implementing creative ideas and strategies to accomplish our mission and engage individuals, families and organizations in new and more effective ways.
- **Collaboration** - We serve as a galvanizing force in the region to identify and bring together resources, organizations and ideas. We seek partnerships to achieve our goals.
- **Professionalism** - We are accountable, ethical, respectful and financially sound. We set high standards for ourselves and our programs, deliver on our promises, and measure outcomes as a means of continuing to improve in all areas.

## **GOALS AND OBJECTIVES**

**Goal I: To enable the citizens of the St. Louis bi-state region to lead more healthy and active lives.**

Objectives:

- A. Work with area governments and other partners to incorporate Active Living concepts and facilities into their master plans.
- B. Offer regular, ongoing opportunities for citizens of all ages to participate in Active Living events and activities.
- C. Promote social networks that support healthy and active lifestyles.
- D. Partner in production of programs and management of projects in the Confluence Corridor.
- E. Develop long-term partnerships to increase programming for the Old Chain of Rocks Bridge.
- F. Develop programming for River View Park and the public facilities at Laclede Power Building.
- G. Measure and evaluate the progress and success of all programs, projects and activities.

**Goal II: To advance the concept of Active Living throughout the entire St. Louis bi-state region.**

Objectives:

- A. Create coalitions and partnerships that advocate for concepts and policies that promote Active Living at the local, state and federal government levels.
- B. Implement programs that educate people about the benefits of Active Living.
- C. Build Trailnet's credentials as an expert source of information and advocacy for Active Living.
- D. Promote the continuing development of a region-wide system of trails and bikeways.

**Goal III: To distinguish Trailnet as a leading promoter and facilitator of Active Living in the St. Louis bi-state region.**

Objectives:

- A. Develop a strategic marketing plan for Trailnet.
- B. Raise awareness of Trailnet's mission through expanded external communications.
- C. Lead marketing/communications efforts for the Confluence Partnership

**Goal IV: To secure the financial support necessary to achieve Trailnet's mission.**

Objectives:

- A. Develop a multi-year fund development plan for Trailnet that maximizes donor satisfaction and increases donor retention rates.
- B. Achieve annual fundraising goals for individual donors.
- C. Achieve annual fundraising goals for corporations.
- D. Achieve annual fundraising goals for foundations.
- E. Achieve annual fundraising goals for governments/agencies .
- F. Achieve annual fundraising goals for sustainable fundraising events.
- G. Achieve annual fundraising goals for the Confluence Partnership.
- H. Achieve annual fundraising goals for Trailnet capital projects.

**Goal V: To promote an organizational culture of efficiency, effectiveness and professionalism.**

Objectives:

- A. Attract, retain and develop high quality staff.
- B. Attract and engage generous, talented board members who are committed to promoting Trailnet's mission.
- C. Attract, engage and support a corps of volunteers to enhance all of Trailnet's programs and projects.
- D. Develop internship opportunities to train and develop future leaders in Active Living.
- E. Assure accountability and transparency in all of Trailnet's operations.
- F. Ensure fiscal oversight of Trailnet operations by Board of Directors and staff.
- G. Increase Trailnet's strategic reserve fund.
- H. Report on Objectives and Action Plans twice annually to Board of Directors.
- I. Enhance Trailnet's organizational effectiveness through improved internal communications.
- J. Implement an integrated, comprehensive long-term technologies plan.
- K. Provide ongoing opportunities for Trailnet staff, board and volunteers to model Active Living concepts and behaviors.
- L. Serve as lead partner and fiscal agent for the Confluence Partnership.

**Goal VI: To ensure operations and maintenance of Trailnet's capital facilities.**

Objectives:

- A. Develop Trailnet office space within the Laclede Power Building.
- B. Provide for management, operations and maintenance of River View Park.
- C. Provide for management, operations and maintenance of public facilities within the Laclede Power Building.