

FGT Strategic Plan 2023-2025

(last updated @ February 6, 2023 Board Meeting)

I. Vision Statement

All of Pierce County's communities are more connected, livable, and economically viable due to a system of trails, sidewalks, bike lanes, and local pathways that provides safe, convenient, non-motorized travel and recreation for all ages, abilities, and income levels. Residents and visitors use, value, and care for this network because it contributes to their health, wellbeing, quality of life, and local economies.

II. Mission Statement

ForeverGreen Trails supports a system of trails throughout Pierce County, WA, via education, advocacy, promotion, collaboration, and stewardship.

III. Core Values

Preamble: *ForeverGreen Trails (FGT) recognizes that we occupy native lands and that we operate within a society infused with institutional racism and various forms of oppression. Our Core Values communicate our organizational intent to address these issues as we work to fulfill our mission.*

Our goals, objectives, actions, conduct, and overall operations are guided by the following Core Values:

- **Respect:** We base our relationships — within our organization, with our partners, with individuals, businesses, communities, and the land itself — on respect, trust, and tolerance.
- **Equity:** We value the diverse experiences of all community members, and we listen to, involve, and learn from underserved populations and communities in need to help ensure that our work fosters greater social and environmental justice.
- **Stewardship:** We encourage the careful and responsible management of natural resources, open spaces, and developed trails.
- **Collaboration:** We believe that building effective relationships and working with others leads to more powerful and lasting solutions.
- **Integrity:** We practice sound organizational management through honesty, innovation, efficiency, transparency, and by being fiscally responsible.

IV. Long-Term Goals

To fulfill our Mission and realize our Vision, ForeverGreen Trails will:

1. Improve and help implement trail and mobility plans at local, county, and state levels
2. Advocate for policies, standards, and programs that support active recreation and mobility
3. Support increased funding for acquisition, development, and maintenance of trails
4. Promote trail use and stewardship in concert with public and private entities
5. Work collaboratively to support active recreation and mobility justice/access in our region
6. Develop sustainable funding and talent to sustain FGT's operations

V. Objectives

Guided by our Core Values we will respond to our Long-Term Goals with the following Objectives (Our Work Plan assigns Actions to each of these Goals to provide staff direction):

GOAL 1: Improve and help implement trail and mobility plans at local, county, and state levels

Objective A: Monitor and participate in plan updates and master plan processes

Objective B: Develop a program to both analyze and improve local jurisdiction trail planning efforts

Objective C: Develop resources to advance local trail planning

GOAL 2: Advocate for policies, standards, and programs that support active recreation and mobility

Objective A: Monitor opportunities to impact policy, standards, and programs

Objective B: Initiate advocacy that aligns with FGT's Mission, Vision, Core Values, and Long-Term Goals

GOAL 3: Increase funding for acquisition, development, and maintenance of trails

Objective A: Analyze trail funding needs with the help of jurisdictions and organizations

Objective B: Develop and implement programs to increase trail funding

Objective C: Provide feedback at all government levels to support trail funding

GOAL 4: Promote trail use and stewardship in concert with public and private entities

Objective A: Identify opportunities to inform and inspire the public to be active on and around trails

GOAL 5: Work collaboratively to support active recreation and mobility justice/access in our region

Objective A: Work in partnerships and coalitions that support active recreation and mobility

GOAL 6: Develop sustainable funding and talent to maintain FGT operations

Objective A: Assess and plan for the type and amount of financial and personnel resources we need for sustainable operations

Objective B: Maintain sound operational policies to ensure proper management

Objective C: Promote the organization to foster needed types of support