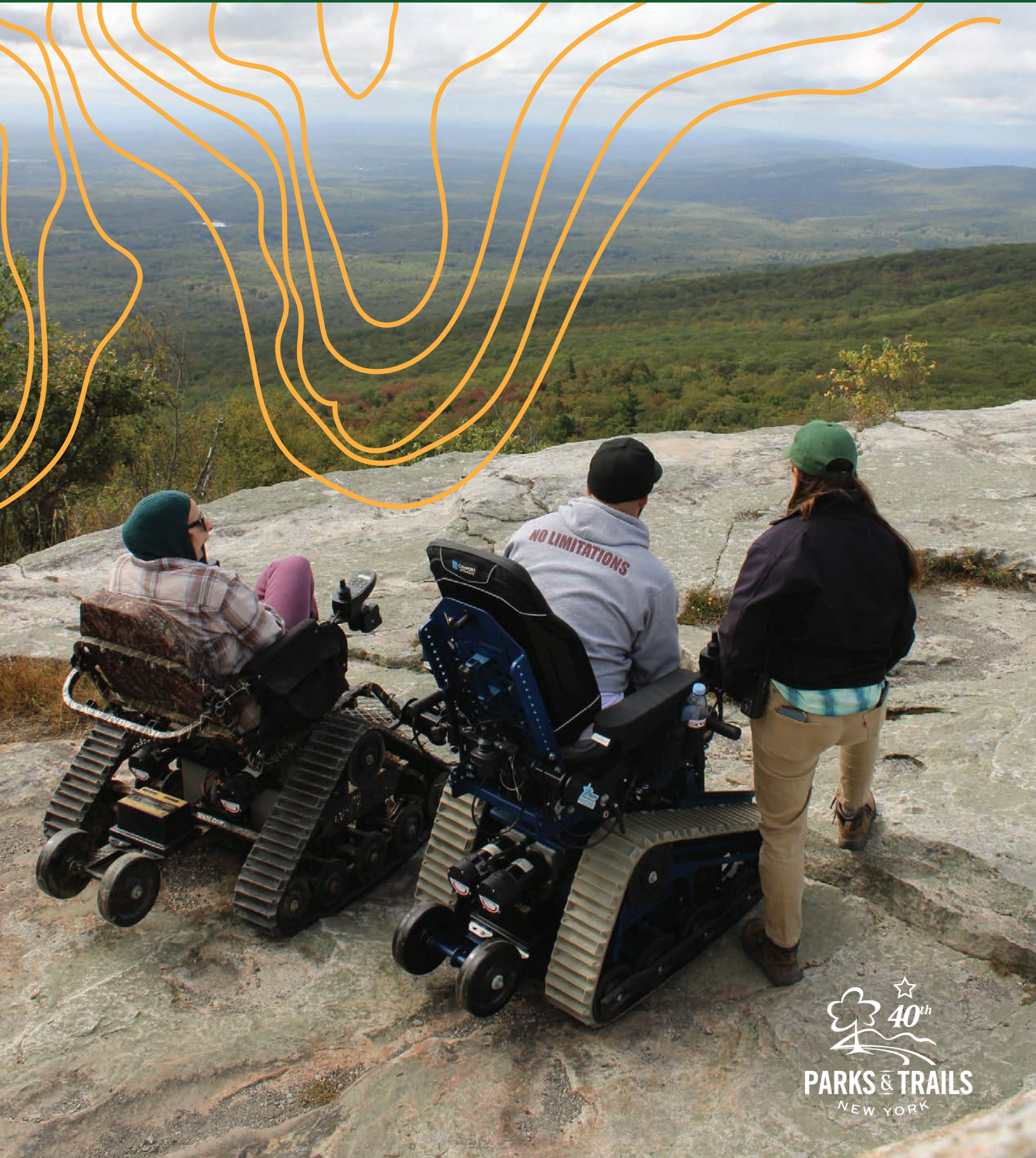




STRATEGIC PLAN

Parks & Trails New York | 2025-2028

OVERVIEW



OVERVIEW

Between March 2024 and August 2025, Parks & Trails New York (PTNY) undertook an ambitious, stakeholder-driven strategic-planning process to clarify its mission, sharpen its focus, and strengthen its impact as the statewide voice for public lands. Guided by a joint staff-board Strategic Planning Committee and informed by hundreds of voices—from agency partners and friends-group leaders to community advocates and volunteers—the resulting plan charts PTNY’s course for the next three years (2025–2028).

The document is organized as follows:

Overview

A brief introduction to the plan and its purpose.

New Organizational Language

PTNY’s revised mission statement and a set of organizational values that will guide our work.

Strategic Direction, 2025-2028

Our strategic framework as well as a set of overarching organizational goals and strategies for achieving them.

What We Learned

Key insights distilled from internal surveys, external interviews, listening sessions, and staff conversations.

Planning Process Summary

A snapshot of how the plan was developed, outlining the pre-planning work and the three interconnected phases.

Addenda

A brief discussion of “How to Use This Plan” to support execution, accountability, and adaptation over time as well as a compendium of the work products from the planning process.

Prepared by Jasmine Nielsen and Rick Little of Julep Consulting
Submitted on July 22, 2025, Adopted by the Board of Directors on September 12, 2025

NEW ORGANIZATIONAL LANGUAGE



40th
PARKS & TRAILS
NEW YORK

NEW ORGANIZATIONAL LANGUAGE

As part of the planning process, PTNY established a set of organizational values that represent our collective core beliefs and are intended to guide us in how we approach our work, including how we engage with our diverse constituencies, how we show up for one another, and how we make decisions and prioritize our efforts. PTNY also revisited its mission statement in light of our accomplishments to date, the evolving context in which we operate, and the new organizational priorities detailed below.

OUR MISSION

Parks & Trails New York believes public lands are for all. We champion and protect our parks and greenways by advocating for resources, connecting communities, strengthening a network of stewards, and sharing the awe of nature.

OUR VALUES



Inspiration

We cultivate an appreciation for the outdoors and its power to provide respite, inspire awe, elicit joy, and build community.



Connectedness

We center connectivity –between our public lands, between people, and between land and people.



Inclusivity

We strive to be accessible and approachable, with the aim of creating more equitable systems that foster community stewardship of and engagement with our public lands.



Collaboration

We leverage our unique position as a statewide entity focused on parks, greenways, and public lands to foster dialogue and partnership across a diverse range of stakeholders, with the understanding that we are more impactful together.



Trustworthiness

Recognizing that our knowledge and expertise are communal resources, and that credibility and consistency over time are essential to the change we seek, we prioritize the needs of our partners and lead with humility and intention.

STRATEGIC DIRECTION



2025-2026

STRATEGIC DIRECTION

PTNY developed this strategic plan at a pivotal moment marked by organizational growth, a successful leadership transition, and rising external pressures—from climate change and funding uncertainty to shifting political dynamics and increased demand for equity in public space. The resulting strategy responds to that moment, balancing our proven strengths with a bold vision for growing people-powered support for New York’s public lands.

In considering these priorities, we emphasized impact and scalability. We focus our expertise and people power on the efforts with the greatest potential to transform how public lands are accessed, stewarded, and sustained. We invest in the individuals and groups—volunteers, advocates, community partners, and friends organizations—who champion parks and trails across the state. Public lands champions are those who support, steward, and advocate for New York’s parks, trails, and greenways. By growing, connecting, and equipping these champions, we extend our reach and deepen our relevance—especially in communities historically excluded from decision-making or access.

As both an advocate and a watchdog, PTNY works to ensure that public lands receive the funding, policies, and protections they deserve. This includes holding decision-makers accountable and calling for investment at every level. At the same time, we are committed to growing our base of members, donors, and supporters—building a broader movement of people who believe in the power of public lands to inspire, unite, and sustain us.

Our strategic direction is rooted in a shared vision for the change that we seek:

We believe that quality access to the outdoors is not a privilege—it’s a right.

We believe in a thriving network of public lands that increase the health, wellbeing, and bounty of all communities across New York State.

We believe that everyone should have safe walkable, bikeable, accessible green space close to home.

We believe in building the next generation of public lands stewards through volunteerism, education, and first-hand experiences of the joy of the outdoors.

We believe that communal care of our environment and public lands is vital to the future of our people and planet.

We believe that public lands have the power to unite us.

To that end, PTNY will pursue the following goals and corresponding strategies over the next three years:

Goal 1: Support Public Lands Champions

Grow, activate, and sustain the network of public lands champions across New York State to ensure that these resources are available for generations to come.



Strategy 1.1

Define and support pathways for public land users to deepen their engagement as volunteers, advocates, and financial supporters.



Strategy 1.2

Build and strengthen groups that support and champion public lands—including those serving state and municipal parks, greenways, and other public lands— through grants, training, targeted technical assistance, networking, and group learning.



Strategy 1.3

Build the capacity of groups that support and champion public lands to effectively recruit and retain volunteers.



Strategy 1.4

Build the capacity of groups that support and champion public lands and public land users to advocate for their own issues at the local level as well as a broader policy agenda.

Goal 2: Diversify Public Land Users

Better serve the diversity of populations across New York State by broadening the profile of public land end users.



Strategy 2.1

Act as a change agent through our work with agency and community partners to ensure that people from marginalized communities and of varying abilities feel welcomed into and can access and have quality experiences with our public lands.



Strategy 2.2

Spur investment in public lands infrastructure that reflects a diversity of uses and users.



Strategy 2.3

Resource and build the capacity of groups that support and champion public lands to meaningfully engage with community-based groups, youth-serving entities, and diverse public land users.



Strategy 2.4

Drawing on what we've learned from our work with friends groups of state lands, and in partnership with established community groups, pilot and build best practices for support of municipal parks.



Strategy 2.5

Invest in an ongoing process, including training and technical assistance for our staff and board members, so that we can better engage with and reflect a diversity of park users.

Goal 3: Link Public Lands & Communities

Make public lands more accessible and communities more livable by pushing for an increase in greenspaces, connections between public lands, and stronger linkages between public lands and communities.



Strategy 3.1

Drawing on what we've learned from our Trail Towns work, foster additional linkages between public lands and communities by developing best practices, supporting peer-to-peer learning, and serving as a clearinghouse for technical assistance to communities, municipalities, and nonprofit and for-profit entities.



Strategy 3.2

Continue advocating for filling in the gaps in the Empire State Trail and other greenways, as well as making last-mile connections.



Strategy 3.3

Refine our advocacy strategy to reflect our organizational goals, our vision for NYS's public lands, and our role within the constellation of organizations engaged in this work.

Goal 4: Tell the Story of Public Lands

Invest in communications and marketing in order to elevate PTNY’s visibility, promote our public lands, and make the case for supporting them.



Strategy 4.1

Use the outcomes of our strategic planning process—including these goals and strategies as well as our organizational values and revised mission statement—to more clearly articulate what we do (and don’t do) and overall refine our brand identity.



Strategy 4.2

Develop and disseminate messaging (on our own and through our community partners) that makes the case for PTNY, for the critical role that groups that support and champion public lands play, and for investment in our public lands and the entities that oversee them.



Strategy 4.3

Invest in our capacity to more fully tell the story of the social, educational, environmental, economic, and mental and physical well-being benefits of this work.

Goal 5: Build Our Internal Capacity

Continue to mature our internal systems and structures to reflect both the critical leadership role we play within the public lands arena and the programmatic ambitions articulated in this plan.



Strategy 5.1

Evolve our internal communications, meeting structures, and decision making processes in order to empower staff to operate at a strategic level.



Strategy 5.2

Strategically plan for the growth and professional development of our staff, bringing in external consultants/support as needed, to ensure everyone can thrive in their respective roles.



Strategy 5.3

Develop systems and practices for monitoring progress on our strategic priorities and adjusting course as needed.



Strategy 5.4

Engage in an ongoing process of reflection about our complex relationships with the agencies that oversee public lands and how to ensure that these relationships are effective and mutually beneficial and advance PTNY's vision for our public lands.



Strategy 5.5

Ensure our ability to realize our programmatic ambitions and sustain these efforts by diversifying revenue streams, including making inroads with institutional funders, building a stronger individual donor base, and examining the potential to leverage our expertise to generate earned revenue.



Strategy 5.6

Continue to engage and resource our board of directors to support the organization's evolving needs.

WHAT WE LEARNED



Setting the Stage for Strategic Thinking

Before launching the full strategic planning process, PTNY engaged in a pre-planning phase in spring 2024, which was supported by Julep Consulting. Through staff and board surveys, deep-dive interviews, and working group meetings, this phase sought to clarify what questions the planning process should answer, and what conditions needed to be in place to make that work most effective. The goal was to ensure the full planning process would be grounded in reflection, realistic about capacity, and responsive to the needs and aspirations of the people who shape and carry out PTNY's work.

A Readiness for Strategic Reflection

Staff, board, and advisory council members expressed strong enthusiasm for engaging in long-range planning. There was widespread recognition that PTNY had experienced considerable transition in recent years, including the passing of longtime Executive Director Robin Dropkin and the arrival of Paul Steely White. While stakeholders expressed confidence in the organization's current direction and leadership, they also noted lingering fatigue from the cumulative impact of leadership change, the pandemic, and programmatic growth. Many called for greater clarity around PTNY's priorities, structure, and strategic direction in order to avoid burnout and build sustainability.

A Diverse Portfolio—and a Need for Focus

When asked about PTNY's greatest accomplishments, internal stakeholders pointed to a wide range of programs and initiatives: the expansion of the Park and Trail Partnership Grants (PTPG), the success of cycling events, the growth of the Trail Towns program, and continued leadership on Park Advocacy Day and the Empire State Trail. Yet, the lack of clustering in responses reflected a broader theme—namely, that PTNY was involved in a lot of work and may be trying to do too much. Participants urged the organization to clarify what it does best, what differentiates it from others, and how to make decisions about what not to do.

Clarity on Who Is Served—and Who Could Be

Respondents largely agreed that PTNY serves the people of New York State—particularly park, trail, and green space users—as well as friends groups and agency partners. However, many also named important groups the organization could serve more effectively, including underserved and disadvantaged communities, youth, and rural populations. These responses signaled a desire to more intentionally align PTNY's programs and advocacy with broader public needs and to reflect that alignment more clearly in its mission and communications.

External Trends Shaping the Work

Participants flagged several external dynamics likely to shape PTNY's future: climate change, reductions in public and philanthropic funding, shifting political landscapes, and equity-related challenges and opportunities. Of note, equity and inclusion were named more frequently by staff, while board and advisory council members were more likely to cite climate change and funding volatility. Both groups emphasized the importance of building durable relationships with state and municipal agencies amidst ongoing leadership turnover.

Visioning a More Inclusive, Connected Future

When asked to describe PTNY's future, internal stakeholders offered a set of interrelated aspirations: accessibility, equity, sustainability, leadership, connectedness, and data-driven decision-making. These aspirations suggest a shared desire to not only improve how PTNY operates but also expand the field's understanding of who parks and trails are for and how public lands can foster social, environmental, and civic well-being.

Core Questions for the Strategic Planning Process

Finally, participants identified a set of issues they hoped the strategic planning process would address. These included sharpening PTNY's mission and programmatic scope, clarifying its role in relation to other advocacy organizations and public agencies, developing a sustainable staffing model, and integrating equity into all aspects of the organization's work. The pre-planning phase underscored a collective readiness to reflect deeply, ask bold questions, and build a strategy that reflected both PTNY's legacy and its evolving potential.

Gaining External Perspective

During the Discovery phase of the strategic planning process, Parks & Trails New York (PTNY) engaged in a series of in-depth interviews with a diverse group of external stakeholders. These conversations, held in January 2025, were designed to surface how PTNY is perceived, what stakeholders believe it does best, and where the organization has opportunities to grow. While individual perspectives varied, several common themes emerged—many of which mirrored the internal reflections shared by PTNY’s staff and board.

A Trusted Leader with Strong Roots

Stakeholders described PTNY as an essential partner in the parks and trails ecosystem—deeply collaborative, impactful, and values-aligned. The organization’s past successes, such as the Empire State Trail, I Love My Park Day (ILPMD), and its growing role in cycling and trail-related events, were repeatedly cited as examples of bold, visionary work. Interviewees also praised PTNY’s ability to support grassroots partners while advancing state-level goals, calling it a “cherished champion” for New York’s public lands.

The Moment Calls for Strategy and Focus

There was wide consensus that PTNY is entering a period of enormous potential. Stakeholders were enthusiastic about the organization’s planning process and eager to see PTNY build on recent momentum. However, many noted that the organization risks being stretched too thin. They encouraged PTNY to sharpen its focus, align programming and advocacy, and apply an “effort vs. impact” lens to decision-making. Several emphasized the importance of long-range thinking—especially in a shifting political climate that calls for clarity, agility, and measurable outcomes.

Equity, Representation & Relevance

Almost universally, stakeholders stressed the importance of embedding equity and access into PTNY’s work moving forward. While the organization is highly respected, its staff and board were described as overwhelmingly white and reflective of a narrow user base. Stakeholders urged PTNY to be more intentional in how it builds relationships with BIPOC communities, urban and rural residents, LGBTQ+ users, people with disabilities, and individuals of all ages and economic backgrounds. Interviewees emphasized that this work must be ongoing, mutual, and reflective of the diverse ways people want to use and experience public lands.

Connectivity as a Tool for Community Building

Many stakeholders spoke to the power of parks and trails to foster community—connecting people not only to nature, but to one another. PTNY’s role in facilitating these connections, particularly through the Empire State Trail and the Trail Towns program, was widely applauded. Stakeholders encouraged PTNY to deepen its emphasis on linking public lands with economic development, public health, and social cohesion, noting that parks and trails are increasingly seen as antidotes to isolation, stress, and environmental degradation.

Regional Strategy & On-the-Ground Presence

Given New York’s geographic and political diversity, many stakeholders emphasized the need for a more regionally responsive strategy. Rather than expanding with physical offices, interviewees suggested PTNY could increase its local relevance by assigning staff regional portfolios, investing in communications that resonate across different parts of the state, and strengthening partnerships in overlooked areas. A recurring theme was the need to center local needs—not just visitation metrics—when advocating for infrastructure and investment.

Maximizing the Impact of PTPG

PTPG was consistently described as a powerful lever for impact. Stakeholders praised its structure, responsiveness, and the credibility it lends PTNY. At the same time, some encouraged PTNY to ensure the program supports broader strategic goals—such as equity, innovation, and capacity-building—and to better leverage grantees as long-term partners in advocacy. Suggestions included providing more flexible funding, technical assistance, and opportunities for peer learning across the network of grantees.

LISTENING SESSION FINDINGS:

Adding Nuance to Our Considerations

At the halfway mark of PTNY's strategic-planning cycle, Julep facilitated three 75-minute virtual listening sessions to test Phase 1 insights and surface practical pathways forward. Participants included friends-group leaders and park managers; state-agency staff; and community advocates who work directly with underserved park users. The conversations confirmed broad enthusiasm for PTNY's role while offering clear direction on how to refine key programs and embed equity more deeply.

I Love My Park Day (ILMPD) and Love Our New York Lands (LONYL) remain signature engagement platforms, but stakeholders urged PTNY to “go bigger on fewer events”—for example, stretching the initiative over multiple dates or running a series that builds momentum. Participants proposed linking PTPG eligibility to ILMPD participation and called for stronger, localized volunteer-recruitment pipelines (schools, scouting, youth programs) supported by a centralized database to track interests and opportunities. They also noted that branded swag is still a draw, especially for small groups that cannot afford it on their own.

Friends Groups are most effective when they raise capital funds, mobilize volunteers, and deliver visitor-focused programming in tight coordination with park managers. Yet they struggle with leadership turnover, multi-year project fatigue, and occasional splinter factions. Stakeholders praised PTNY's responsive staff, technical assistance, and networking convenings, but asked for a clearer menu of supports, more visible promotion of friends-group impact, and a formal incubator or cohort model for emerging groups. Training on advocacy, a statewide skills-share platform, and expansion of the friends model to the New York State Department of Environmental Conservation (DEC) and the New York State Canal Corporation (Canal Corp) lands also topped the wish list.

Park & Trail Partnership Grants (PTPG) are viewed as highly impactful and an important feedback loop for PTNY, yet grantees flagged several constraints: allowable costs remain narrow (e.g., no staffing), application timelines feel long, and the program could stretch further toward equity. Participants recommended more flexible funding categories and streamlined cycles to keep pace with on-the-ground realities.

Equity & Accessibility themes cut across every session. Friends groups recognize their own lack of diversity and asked PTNY to broker relationships—via “speed-dating” events or introductions—with potential board members, volunteers, and local partners. For PTPG, stakeholders endorse proactive outreach, equity-weighted scoring, and even participatory grantmaking. They also emphasized welcoming-space fundamentals: anti-harassment policies, culturally competent signage and programming, staff and rangers who reflect the communities served, and clear incident-response protocols that build trust with BIPOC, LGBTQ+, immigrant, and disabled visitors.

Transformational Partnerships surfaced as a critical lever. Participants encouraged PTNY to “show up” in communities through long-term collaborations with grassroots organizations, shifting from one-off representation requests to sustained capacity-building for local advocacy. Additional strategies include educating existing park patrons on inclusive norms, acknowledging varied park uses, removing cost barriers through free programming, and transparently sharing PTNY's own equity journey to model accountability.

Focus Populations & Underserved Geographies identified for near-term attention include both urban and rural residents, immigrants, non-English speakers, older adults, children and caregivers, people with disabilities, LGBTQ+ park users, and low-income communities. Last-mile transportation and municipal-park pilots emerged as both practical and critical entry points. Across the board, stakeholders called for PTNY to pair its convening power with targeted resources—turning good intentions into visible action that broadens who benefits from New York's public lands.

Refining Direction from Within

In April 2025, PTNY staff participated in a series of three 90-minute facilitated discussions to reflect on what had emerged through the strategic planning process to date and begin to shape the emergent strategy. These structured discussions focused on three key areas: Love Our New York Lands/I Love My Park Day (LONYL/ILMPD), Friends Groups, and Equity & Accessibility. The goal was to align internal insights with stakeholder input, explore what's working and what's not, and envision a more focused, inclusive, and impactful future.

Love Our New York Lands: Evolving for Greater Impact

Staff affirmed that ILMPD and related events significantly advance PTNY's mission by increasing visibility, fostering direct community engagement, and converting volunteers into long-term public lands stewards. Events are especially impactful in underserved areas and serve as a gateway to advocacy. However, concerns were raised about the sustainability and effectiveness of the current model: participation has dropped post-COVID, follow-up with volunteers is inconsistent, and branding under the LONYL umbrella feels clunky and underrepresents PTNY's leadership role. Staff suggested simplifying the brand, refocusing on the I Love My Park Day identity, launching a centralized volunteer hub, and expanding programming into municipal parks. The long-term vision is a leaner, more visible volunteer effort that deepens public connection to parks and trails while advancing PTNY's advocacy goals.

Friends Groups: Clarifying Relationships and Expanding Support

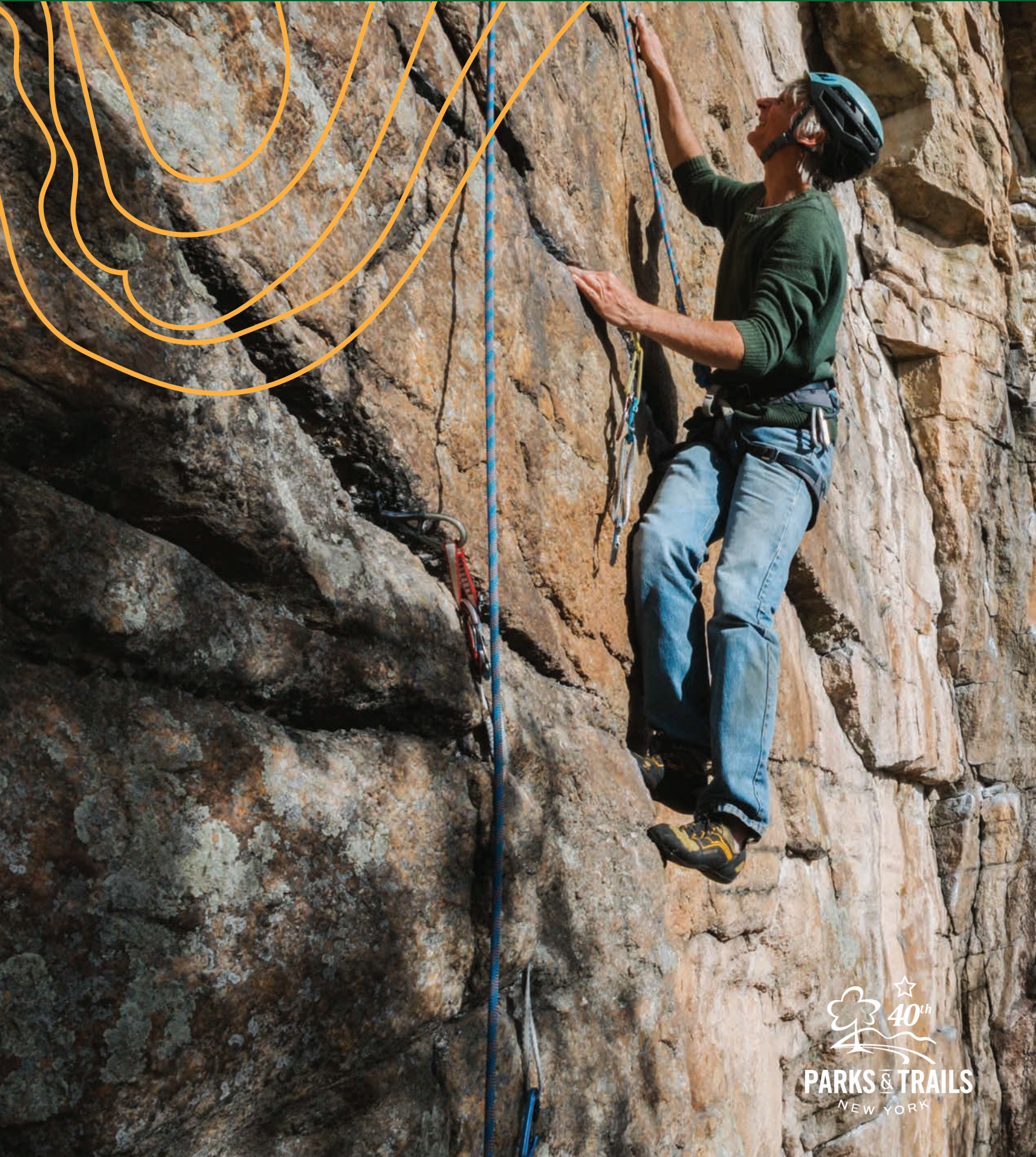
Staff view friends groups as an essential extension of PTNY's reach—grounding advocacy, fundraising, and stewardship in local action. PTNY fills a unique niche by providing direct support to these groups, and the PTPG grant program is widely recognized as effective. Still, the current relationship is seen as underdefined. Staff expressed frustration about unclear boundaries around time and support, inconsistent communication of available resources, and low responsiveness. There's also a gap in serving trail-focused groups and groups outside the State Parks system. Recommendations included formalizing the friends-group model, setting clearer expectations, creating centralized tools and data systems, and providing more targeted support. Staff envision a future in which PTNY leads a diverse, visible statewide network of friends groups, supported by a flexible PTPG, volunteer infrastructure, and dedicated staff capacity.

Equity & Accessibility: Turning Commitment into Action

Staff expressed deep alignment with PTNY's commitment to equity, framing it as a central part of the organization's mission and a clear opportunity for leadership. Equity-focused projects funded through PTPG and the use of stipends to increase participation were cited as bright spots. Yet, staff were candid about internal limitations. There is no consistent equity review process, limited DEI training or tools, and a lack of staff diversity that undermines PTNY's external credibility. Staff also noted how broader political hostility and agency constraints make this work even harder. To move forward, PTNY should continue diversifying its team, strengthen partnerships with equity-focused organizations, and develop internal systems of accountability and education. The aspiration is for PTNY to be known not just for stewardship, but for bold, inclusive leadership across the public lands sector.

These sessions reaffirmed staff's investment in PTNY's mission—and their eagerness to do the work required to better align structure, capacity, and culture with that mission. Across all three conversations, staff emphasized the need for clarity, focus, and follow-through in the months ahead.

PLANNING PROCESS



SUMMARY

Planning Process

PTNY's strategic planning process was designed as a multi-phase, institution-wide, and collaborative effort that unfolded between November of 2024 and August 2025, with some pre-planning work undertaken in the spring of 2024. Led by Jasmine Nielsen and Rick Little of Julep Consulting and guided by a Strategic Planning Committee composed of staff and board members, the process centered listening, reflection, and iteration. It engaged a wide range of internal and external stakeholders, with regular touchpoints between facilitators and PTNY's senior leadership to ensure alignment and responsiveness. Full staff and board sessions at key moments throughout the process helped ground the work in shared vision, mutual accountability, and PTNY's evolving organizational context.

The planning process sought to develop a clear and actionable roadmap rooted in PTNY's strengths, responsive to a changing external landscape, and aligned with the organization's aspirations for equity, impact, and long-term sustainability. The result is a strategy that reflects both where the organization has been and where it is going.

2024

2025

MAR

APR

MAY

JUN

NOV

DEC

JAN

FEB

MAR

APR

MAY

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JUL

AUG

Pre-Planning

Phase 1

Phase 2

Phase 3

The process unfolded in four interconnected phases:

Pre-Planning

PTNY began with a pre-planning phase to assess readiness, surface key questions, and outline a roadmap for full-scale strategic planning. Guided by a working group made up of staff and board members, this included a communications audit; deep-dive interviews with internal stakeholders; a survey completed by staff, board, and advisory council members; and a facilitated visioning session at the annual board retreat.

Phase 1: Discovery

Formal planning began in November 2024 with a daylong staff retreat, the formation of the Strategic Planning Committee, a set of 13 external stakeholder interviews, and a synthesis of themes related to PTNY’s strengths, identity, and future opportunities. Findings were compiled into a set of key themes that helped clarify the organizational moment and framed early strategic questions. The resulting report was then workshopped with the full board and staff.

Phase 2: Deeper Dive

The second phase focused on validating and expanding on Phase 1 findings through structured listening sessions with key stakeholder groups. These sessions helped generate new ideas, sharpen strategic priorities, and identify potential pathways forward, particularly as they related to equity, volunteer engagement, and the evolving role of friends groups. Informed by this external perspective, PTNY staff then engaged in a series of structured conversations around key topics to deepen internal alignment and define a shared vision for core program areas. Simultaneous with this, a small working group made up of board members engaged in research and interviews with peer organizations across the country in order to surface innovative approaches. The Strategic Planning Committee participated in a daylong retreat in which it reviewed all of the data collection and began to define a set of overarching organizational goals that were then further refined in partnership with the full staff and board of directors.

Phase 3: Strategy & Implementation Planning

In the final phase, PTNY synthesized input from earlier phases to define a clear strategic direction, including articulating a refreshed mission and a set of organizational values, a set of “We believe” statements that define its overall approach, and five interconnected goals and corresponding strategies. The planning process then shifted to developing implementation tools to support organizational alignment, accountability, and long-term impact. The result is a focused, forward-looking plan that balances ambition with practicality and centers equity, partnership, and people-powered stewardship of New York’s parks and trails.

ADDENDA



How to Use this Plan

Julep Consulting is deeply grateful to partner with PTNY over the past year and a half. It has been a privilege to participate in the conversations that have brought you to this point, and we have learned a great deal along the way. We are impressed by how much you have already accomplished and are eager to witness your evolution in the coming months and years. As we prepare to pass the baton over fully, we wanted to leave you with some recommendations for moving forward.

First, this plan is just one more step in an ongoing process that was set into motion when PTNY decided to engage in this work. The staff have already made great progress in the tactical planning that will bring your shared vision to fruition. We want to emphasize that the tactical planning framework that we provided, and which you have already begun to use, is intended to be a living document to track your progress—and, potentially, as the scaffolding for more detailed work plans. As new staff members join the team, it will be important to share the strategic plan as well as this tactical planning with them. We recommend that the staff (and, where appropriate, board) engage in an in-depth tactical planning process on an annual basis and ahead of the budgeting process.

In addition, we suggest establishing a standardized system for reporting progress on the strategic plan to the board on a regular basis—ideally quarterly in the context of regular board meetings. The work of board committees should be driven by the goals and strategies set forth in this plan, with committees collaborating where their work intersects and reporting back to the full board as appropriate. We encourage the full board to revisit this plan on an annual basis, ideally in conjunction with the staff’s annual tactical planning work.

While the plan is primarily an internal roadmap, it can also be a powerful tool for communicating with your constituency and driving fundraising efforts. To that end, we encourage you to develop a detailed plan for external rollout, including when, how, and in how much detail various individuals and institutions will be apprised of this work. This would likely start with institutional funders and major donors, as well as any external stakeholders who contributed to the planning process, and then radiate out from there. We are happy to spend some time thinking this through with you in the coming weeks.

Supporting Documents

- Pre-Planning Key Themes and Recommendations
- Stakeholder Interview Key Themes
- Stakeholder Listening Sessions Summary
- Key Topics Conversations Summary
- 2024–2025 Strategic Planning Process Slide Deck



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