

National Washington-Rochambeau Revolutionary Route Association

2022 - 2026 Strategic Plan Framework

Approved by the Board of Directors April 6, 2022

Vision

Through a connected and conserved trail, we strengthen trail communities and expand the relevance of our shared American story today and for future generations

Mission

To educate the public about the American Revolution, the Washington Rochambeau National Historic Trail, and to collaborate with diverse trail communities and partners in stimulating economic development and a fuller, more inclusive realization of America's founding ideals.

Values (HEARTS)

Heritage Conservation: We promote local history and tourism by supporting the preservation and conservation of folkways as well as land, water, and historic sites along the trail.

Equity and Equality: We bear witness to the struggles of every race, ethnicity, gender, age group and nation that played a role in the American Revolution in our narratives and trail community economic development and infrastructure improvement requests.

Accountability: We strive to maintain a balanced and open culture that remains aware of its priorities, mission, demographics, and people, provide data to demonstrate this and seek feedback for improvement

Responsibility: We acknowledge cultural and economic barriers to trail access, seek to remove them and strive to apply involving and sustainable principles to support the management and conservation of history and natural resources in communities and waterways along the trail.

Tourism: We strive to increase equitable access to the outdoors and encourage efforts to improve the economic vitality of communities along the trail through tourism and recreational and infrastructure improvements.

Support of Education: We educate by sharing history, knowledge and stories of the diverse individuals who helped achieve independence during the American Revolution and the 700-mile march to victory in 1781.

Desired Outcomes & Strategies:

Outcome: Students and the general public know that it was France, other nations, and multi-cultural individuals who provided aid and support to the colonies to help the United States of America achieve independence.

Strategies:

- ◆ Collaborate to research and promote the “big story” of the American Revolution through professional development opportunities for history educators and history aficionados and professionals and by supporting them in their creation of American Revolution curriculum.
- ◆ Expand partnerships to encourage youth opportunities in trail-based history and outdoor recreation initiatives in communities along the trail.
- ◆ Create educational print and digital materials and leverage emerging technology for the public to identify the trail and understand its history through national publicity, trail community history events, and visitor information.
- ◆ Fully participate in 250th Anniversary planning and implementation to commemorate events that occurred both before and after 1776.

Possible Success Metrics:

- ◆ x # of teachers and school districts who access the W3R-US teacher’s toolkit
- ◆ X # of positive responses from students on the student surveys W3R is required to collect, post programming
- ◆ x# Partnerships are secured
- ◆ x# of youth and general public engaged in historic initiatives
- ◆ # of informational brochures distributed
- ◆ # of events Trail is included in 250th
- ◆ Trail story is featured on at least three national news features.

Outcome: The trail is fully connected with historic preservation markers, interpreted, and protected sites, and a positive visitor experience.

Strategies:

- ◆ Assist WARO in the installation of consistent trail signs along the trail corridor.
- ◆ Assist WARO in the development of a comprehensive management plan.
- ◆ Engage with the historical sites along the trail corridor.
- ◆ Strengthen the collaboration with WARO, and other government agencies, state and local groups, and businesses in trail communities
- ◆ Work with trail states and D.C. to identify at-risk tracts of historic landscapes and support government agencies in strategies to protect and preserve them.
- ◆ Partner with environmental groups to protect the physical land and water assets of the trail.
- ◆ Continue to support trail communities, urban and rural, and the Founding Cities Initiative.

Possible Success Metrics:

- ◆ # of historic highway markers installed.
- ◆ A WARO comprehensive management plan is complete
- ◆ X # of potentially endangered landscapes, encampments and waterways have been inventoried in each state and strategies developed for their protection.

Outcome: Local communities are proud to be on the trail route and advocate to invest resources for creating access to and engaging the public in educational, recreational, and history-related activities.

Strategies:

- ◆ Broaden the enabling legislation to include the historic route, secondary or spur trails, and extend the time period.
- ◆ Expand our collaborative through an inclusive, diverse, and welcoming outreach program to individuals, communities, and entities that share our mission, vision, and Values.
- ◆ Engage trail communities in the 250th Anniversary planning and promote trail community anniversary events and programs
- ◆ Assist state groups and local trail community historic agencies, recreational, community, and transportation groups to advocate for use of and create ways to create access and to engage the public in the trail's story and open spaces.
- ◆ Support underserved trail communities through service corps programs and other local organizations to enhance trail ecosystem function and to support equitable access to outdoor recreation, and other trail priorities at all points of the trail.
- ◆ Develop a marketing plan to promote outdoor recreation opportunities as well as historic and cultural programs and events along the trail that supports the WARO marketing plan.

Possible Success Metrics:

- ◆ A completed trail study and plan to present to Congress
- ◆ X# trail communities develop 250th anniversary events and/or programs
- ◆ X# of new transit routes /bike trails developed and available to the public
- ◆ X# of youth participating in trail-related projects
- ◆ X # of service corps participants
- ◆ X# new recreational and/or historic initiatives in trail communities were started along the trail.
- ◆ X# of comprehensive state outdoor recreational plans (SCORPS) that incorporate the trail

Outcome: Sufficient resources have been gathered to develop and interpret the trail corridor, including driving and historic routes, to coordinate efforts among local groups across the trail, and to tell the trail's story to the nation.

Strategies:

- ◆ Seek private and public funding to support trail community cultural, artistic, historic, educational, and recreational programs and their trail heritage conservation efforts, such as Founding Cities and Water Conservation Fund grants
- ◆ Work with state groups and trail communities to take advantage of volunteer opportunities for trail, outreach, promotion, and education.
- ◆ Provide historic structures, monuments, burial grounds, encampments, and sites on the trail with letters of support and other advocacy for their preservation and funding efforts.
- ◆ Create new relationships and deepen existing ones with France, Spain, England, and other countries and tribal nations who mobilized or fought along the trail in the American Revolution.

Possible Success Metrics:

- ◆ \$x raised to support trail initiatives by 2026
- ◆ An increase of x# volunteers engaging in state group work, trail programs and events
- ◆ X# sites, encampments, landscapes, waterways & monuments were inventoried, and strategies put in place for their protection
- ◆ # of locations where access to waterways was improved
- ◆ x # of trail-themed public art projects completed
- ◆ At least one event for the 250th Anniversary highlights the international efforts in America's fight for freedom.

Key Enablers:

These are the supporting elements that will make the strategies possible.

- ◆ Advocate for greater partnership and support with NPS and its cooperative management system that is legislated.
- ◆ Develop a Justice, Equity, Diversity, and Inclusion (JEDI) plan per W3R-US values to inform its policies and practices both internally for our culture and in our programs and activities.
- ◆ Invest in talent at both at the Board and organizational level – a combination of volunteer, contract, and employees and invest in ongoing training in best practices.
 - Trail and National community connectors: to donors, educators, governments, youth-serving groups, media, and historians/history organizations.
 - Administration: board coordination, financial management, accounting, donor and outcome data management, technology supports.
 - Communications expertise
 - Program expertise: urban planning, community outreach, education, history, public policy
- ◆ Continue evolution of the board, leadership council, state groups, and volunteer committees to support W3R-US work.
- ◆ Strengthen partnerships with state groups, local communities, and organizations to achieve strategic plan goals.
- ◆ Develop a comprehensive fund development strategy which diversifies W3R-US revenue and sustains the organization
- ◆ Develop evaluation and reporting of W3R-US performance to outcomes to share progress with key stakeholders annually
- ◆ Develop a brand positioning and brand elements to help promote the W3R-US identity.
- ◆ Annually create an operating plan which supports the strategic framework
 - Outlines key activities to support strategies and outcomes
 - Sets objectives for metrics for success
 - Aligns financial resources towards fulfilling those activities