



COLORADO MOUNTAIN BIKE COALITION

STRATEGIC PLAN (2022)

CALL TO ACTION

Before mountain biking evolved into a mainstream sport, a group of Coloradans made history in 1976 by riding their Frankenstein bikes—circa 1940, steel, single speed, coaster brake, modified clunkers—from Crested Butte to Aspen, climbing and descending 12,705 foot Pearl Pass. Dressed in jeans, flannel shirts, and work boots, unbeknownst to them they launched a series of events that birthed a new sport and forever made mountain biking part of Colorado’s DNA.

Today, our state’s awe-inspiring and diverse natural beauty, along with its quaint rural towns, makes Colorado a bucket list destination for mountain bikers around the world. Mountain biking contributes to our healthy lifestyle and thriving economy, making Colorado one of the hottest places to live in the country.

What started as a fringe hobby for a few garage-shop hippies is now a seven billion dollar global sports and recreation industry. Forty-five years since that first “mountain bike” ride over Pearl Pass, a lot has changed: bikes and clothing are high-tech; trail planning and construction are public processes that often bridge the private and public sectors; and organized rides and races are on the calendar every weekend throughout the year.

What has also changed is Colorado’s population. In 1976, 2.6 million people were living in Colorado. Today: 5.8 million people live in our state. Additionally, the tourism economy has increased tenfold. As a result, millions of people from all walks of life enjoy Colorado’s trails by bike, on foot, and on horseback every year. With Colorado’s population projected to reach 8.7 million people by 2050, which is the equivalent of adding approximately four cities the size of Denver, it’s fair to assume we’ll see more and more people on Colorado’s trails in the years to come.

More people enjoying the outdoors and staying healthy riding bikes is a good thing, of course. However, this growth is negatively impacting our public lands, and it’s diminishing the quality of mountain biking and other trail-based recreation in Colorado. In a nutshell, *numerous trails across Colorado can not support this growth*. Without bold solutions, conditions will only deteriorate.

In response to the growing popularity of mountain biking, over the last 30 years, trail building and mountain bike advocacy nonprofits have surfaced across the state. These grassroots, mostly volunteer-supported organizations, have played an essential role in maintaining and building most of the trails that make Colorado a great place to mountain bike.

Unfortunately, many of these nonprofits lack the resources needed to meet the challenges they face, and they struggle to realize efficiencies or cost savings that come with scale.

To create a more impactful trail building and advocacy movement, these local advocates, with the support of Bicycle Colorado, a statewide bicycle advocacy nonprofit established in 1992, are launching the Colorado Mountain Bike Coalition. The Coalition will bring together local advocates from across the state to implement solutions that sustain existing trails and expand access across Colorado for an increasingly diverse ridership. In the process, the Coalition will build the capacity of local advocacy groups to make a lasting positive impact in their community.

VISION

World-class trail experiences across Colorado for all mountain bikers.

MISSION

We strengthen the individual and collective impact of Coalition members to protect and expand mountain biking access. We address statewide challenges and opportunities and make positive and lasting changes in communities across Colorado.

CORE VALUES

Results-Oriented: We are resourceful, forward-thinking, and open-minded as we apply our expertise to make meaningful and lasting contributions to mountain biking in Colorado.

Inclusion: We prioritize diversity and remove barriers that inhibit any person from participating in our work and benefiting from the experiences we help create.

Collaboration: We build partnerships grounded in honesty, integrity, and transparency with our coalition members and other stakeholder organizations.

Stewardship: We respect Colorado's public lands and work to achieve sustainable trail systems that balance recreation and conservation.

Fun: We celebrate the joy that comes from riding Colorado's trails and from collaborating with each other and our partners to achieve shared goals.

Reflected below are details on the three-year goals, strategies, and performance targets of the coalition.

GOAL 1: Successfully launch the Coalition, cultivate a revenue model that secures its future, and execute the strategies in this plan.

Strategies	How We Will Measure Our Impact	Performance Target
1. HIRE AND NURTURE TALENT. Staff a position to lead the coalition	Staff count Employee satisfaction	A minimum of a .5 FTE before Dec 31, 2021. A minimum of 1 FTE before December 31, 2022 Team members have the resources and support to be successful (staff survey)
2. ACHIEVE FINANCIAL	Financial performance	Closes every fiscal year with a

<p>SUSTAINABILITY. Adopt a fundraising and financial management plan to achieve strategic goals and secure the future of the coalition</p>		<p>surplus</p> <p>Accrue three months cash-on-hand by 2023</p> <p>Revenue is diversified across sources (e.g., individuals, companies, foundations)</p>
<p>3. ATTRACT & RETAIN COALITION MEMBERS. Recruit trail organizations to join and actively participate in the coalition</p>	<p>Participation rate</p> <p>Engagement rate</p>	<p>75% of Colorado trail organizations that primarily serve mountain bikers are members of the coalition</p> <p>In an annual member survey, 90%-plus of coalition members agree/strongly agree with the following statement: "I am satisfied or very satisfied with the work of the coalition."</p> <p>In an annual member survey, 90%-plus of coalition members agree/strongly agree with the following statement: "I intend to continue my membership in the coalition over the next 12-months."</p>
<p>4. COMMUNICATE WITH IMPACT. Adopt a marketing and communications plan that highlights to the public the purpose, goals, and strategies of the coalition and its members.</p>	<p>Community engagement rates</p>	<p><i>(Specific targets will be adopted during tactical planning)</i></p> <p>Page views and click-through rates on the website</p> <p>Followers across all social media platforms</p> <p>Click through on social media platforms</p> <p>Open rates on newsletters</p>

	Media exposure	Favorable mentions/stories in media Media exposures (print, digital, television) per year
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GOAL 2: Create an inclusive coalition that enables member organizations to welcome underrepresented communities into trail building and advocacy and the activity of mountain biking.

Strategies	How We Will Measure Our Impact	Performance Target
<p>1. ASSESS AND PLAN. Identify current mountain biker demographics in Colorado and create and implement a plan to make mountain biking and the coalition more inclusive.</p>	<p>Statewide survey completed</p> <p>A plan to improve diversity and inclusion is complete</p>	
<p>2. BUILD PARTNERSHIPS. Identify and proactively engage organizations from underrepresented populations to participate in the coalition.</p>	<p>Coalition demographics</p> <p>Survey</p>	<p>Coalition participants (Board of Directors, advisors, member representatives) reflect the diversity of the state</p> <p>Pre and post surveys indicate improved inclusivity and diversity in the coalition and mountain bike community</p>
<p>3. DEVELOP RESOURCES. Curate and share resources to member organizations that build their knowledge and capacity to</p>	<p>Curate resources</p> <p>Survey</p>	<p>90%-plus of coalition members agree/strongly agree that the DEI resources are high quality</p>

advance equity and inclusion in their organizations and communities.		
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GOAL 3: Strengthen coalition members and their collective impact.

Strategies	How We Will Measure Our Impact	Performance Target
<p>1. ENHANCE COLLABORATION. Foster collaboration between member organizations by sharing resources and knowledge, and enabling timely and effective communications to solve problems and execute work</p>	<p>Usage of collaboration tools</p> <p>Satisfaction rate</p> <p>Attendance rates</p>	<p>50% of member organizations engage with the tools at least one time per month</p> <p>90%-plus of member organizations agree/strongly that the knowledge management tools help them do their job.</p> <p>90%-plus of coalition members agree/strongly agree that communication tool helps them do their job</p> <p>90% of coalition members agree/strongly agree that regular meetings are effective</p> <p>80% of member organizations attend all Coalition meetings</p>
<p>2. BUILD KNOWLEDGE. Share knowledge (e.g., research, best practices, and case studies) that enable members to be more efficient and effective</p>	<p>Attendance rate</p> <p>Satisfaction rate</p>	<p>60% of member organizations attend knowledge sharing sessions</p> <p>90% of attendees are satisfied or very satisfied with knowledge resources</p>
<p>3. PROVIDE EXPERTISE. Provide customized, direct services to members in the areas of community and stakeholder engagement,</p>	<p>Satisfaction rate</p>	<p>100% of members receiving direct support are satisfied</p> <p>100% of members intend to remain with the coalition in the</p>

GOAL 5: Identify and support public policies that expand access to trails and that protect public lands.

Strategies	How We Will Measure Our Impact	Performance Target
<p>1. GATHER THE FACTS. Compile input and data that informs challenges and opportunities and shapes policy and planning solutions</p>	<p>Available research</p>	<p>Update and perform Colorado-based user studies/economic impact statements</p>
<p>2. BUILD PARTNERSHIPS. Strengthen partnerships with Colorado Parks and Wildlife, the US Forest Service, the Bureau of Land Management, and other land management agencies, and ensure mountain bikers are effectively represented on private and public coalitions and boards.</p>	<p>Representation on coalitions and boards</p> <p>Number of productive relationships with government agencies</p>	<p><i>(Specific targets will be adopted during tactical planning)</i></p>
<p>3. CHAMPION POLICIES AND RESPOND TO THREATS. Influence and when needed lead the adoption of policies and plans that support mountain biking and protect public lands.</p>	<p>Number of favorable policies and plans adopted</p> <p>Number of unfavorable policies and plans neutralized</p>	<p><i>(Specific targets will be adopted during tactical planning)</i></p>

GOAL 6: Cultivate recreation habits within the mountain bike community that protect trails, trailhead facilities, and public lands, foster good trail etiquette between users.

Strategies	How We Will Measure Our Impact	Performance Target
<p>1. BUILD BRIDGES WITH OTHER TRAIL USERS. Co-host events with other trail user groups to share ideas and best practices, and draft and implement initiatives that promote progress towards</p>	<p>Number of engaged trailer user organizations</p>	<p><i>(Specific targets will be adopted during tactical planning)</i></p>

shared conservation, trail etiquette, and diversity, equity, and inclusion goals.		
2. LAUNCH EDUCATION CAMPAIGN. Launch multimedia and trail-based awareness and education campaigns that promote riding habits that protect public spaces and foster goodwill between all trail users.	Number of signs installed Number of exposures Geographic distribution of sign locations Trail user experience feedback	<i>(Specific targets will be adopted during tactical planning)</i>

APPENDIX A

(For Internal Purposes Only)

Reflected below are **preliminary** ideas on tactics. These are **draft** tactics and the list is not comprehensive. Sharing draft tactics will hopefully provide members with a clearer understanding of the future work of the coalition.

GOAL 1: Successfully launch the Coalition, cultivate a revenue model that secures its future, and execute the strategies in this plan.

Strategies	Draft Tactics
1. HIRE AND NURTURE TALENT. Staff a position to lead the coalition	Board approves job description Board hires team member Board aligns resources to provide support and feedback to team member Team member adopts personal goals (tactical plan is created)
2. ACHIEVE FINANCIAL SUSTAINABILITY. Adopt a fundraising and financial management plan to achieve strategic goals and secure the future of the coalition	Board secures a fiscal agent Board approves a fundraising strategy

	<p>Board approves the annual budget</p> <p>Board approves financial management policies</p> <p>Implement financial management systems</p>
<p>3. ATTRACT COALITION MEMBERS. Recruit trail organizations to join and actively participate in the coalition</p>	<p>Implement an outreach campaign to engage all trail organizations in Colorado</p> <p>Sign MOUs with coalition members</p>
<p>4. COMMUNICATE WITH IMPACT. Adopt a marketing and communications plan that highlights to the public and the member organizations the purpose, goals, and strategies of the coalition and its members.</p>	<p>Hold an official community launch event</p> <p>Launch a website and social media platforms</p> <p>Release news content to members</p>

GOAL 2: Create an inclusive coalition that enables member organizations to welcome underrepresented communities into trail building and advocacy and the activity of mountain biking.

Strategies	Draft Strategies
<p>1. ASSESS AND PLAN. Identify current mountain biker demographics in Colorado and create and implement a plan to make mountain biking and the coalition more inclusive.</p>	
<p>2. BUILD PARTNERSHIPS. Identify and proactively engage organizations from underrepresented populations to participate in the coalition.</p>	
<p>3. DEVELOP RESOURCES. Curate and share resources to member organizations that build their knowledge and capacity to advance equity and inclusion in their organizations and</p>	

communities.

GOAL 3: Strengthen coalition members and their collective impact.

Strategies	Tactics
<p>1. ENHANCE COLLABORATION. Foster collaboration between member organizations by sharing resources and knowledge, and enabling timely and effective communications to solve problems and move forward work</p>	<p>Implement knowledge management and collaboration systems (e.g., Dropbox)</p> <p>Implement a system to facilitate organizational real-time communications (e.g., Slack)</p> <p>Distribute monthly update reports to coalition member organizations</p>
<p>2. BUILD KNOWLEDGE. Share information through regular meetings and facilitating collaboration opportunities annually for member organizations</p>	<p>Facilitate or provide professional development sessions</p> <p>Implement a member meeting structure</p>
<p>3. PROVIDE EXPERTISE. Provide customized, direct support to members in the areas of community and stakeholder relationship management; planning; back-office services; and fundraising.</p>	<p>Assist members with effectively engaging residents in their community and key stakeholder agencies to advance trail projects</p> <p>Assess providing back-office services (e.g., accounting, membership management, group purchase of insurance) to members</p> <p>Assess implementing collaborative fundraising tactics that strengthen individual members and the coalition</p>

GOAL 4: Secure a dependable annual public funding stream to invest in the maintenance and construction of trails.

Note: A fundraising target will be established during the Coalition's tactical planning

Strategies	Tactics
<p>1. DEFINE THE NEED. Compile research to refine the funding needed and to identify all possible funding options</p>	<p>Understand funding options:</p> <ul style="list-style-type: none"> - Federal, state, local options - User tax or fee - Public and private grants - Endowments

	Understand existing inequities
2. BUILD PUBLIC AWARENESS AND SUPPORT. Implement a communications and community engagement plan to build public awareness of the funding need, collect input on possible solutions, and secure support.	<p>Newsletters distributed by coalition and partners</p> <p>Social media posts</p> <p>Blog posts</p> <p>Media exposure</p> <p>Community meetings</p> <p>Meetings with legislators (if a legislative action is taken)</p> <p>Meeting with other key stakeholder groups</p>
3. IMPLEMENT SOLUTIONS. Select mechanisms to secure funding and implement	

GOAL 5: Identify and support public policies that expand access to trails and that protect public lands.

Strategies	Tactics
1. GATHER THE FACTS. Compile input and data that informs challenges and opportunities and shapes possible policy and planning solutions	<p>Complete a review of existing research</p> <p>Identify research gaps and prioritize needs</p> <p>Secure funds to complete research</p>
2. BUILD PARTNERSHIPS. Ensure mountain bikers are effectively represented on private and public coalitions and boards and build productive working relationships with federal, state, and local government agencies	<p>Create a stakeholder map and engagement strategy</p> <p>Support members in strengthening partnerships with key stakeholders and when appropriate take the lead on cultivating relationships.</p>
3. CHAMPION POLICIES AND RESPOND TO THREATS. Influence and when needed lead the adoption of necessary policies and plans that	Implement a system to identify and track ongoing policy issues.

support mountain biking and protect public lands.	Publish research-supported white papers Publish research-supported policy platform Engage the public Testify and lobby as needed
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GOAL 6: Cultivate recreation habits within the mountain bike community that protect trails, trailhead facilities, and public lands, foster good trail etiquette between users, and create an inclusive environment for new and underrepresented people in mountain biking.

Strategies	Tactics
<p>1. LAUNCH EDUCATION CAMPAIGN. Launch multimedia and trail-based awareness and education campaigns that promote riding habits that protect public spaces and foster goodwill between all trail users.</p>	<p>Adopt standard campaign messaging, templates, and graphics for use by member organizations.</p> <p>Input is collected from identified stakeholder groups.</p>
<p>2. BUILD BRIDGES WITH OTHER TRAIL USERS. Co-host events with other trail user groups to share ideas and best practices, and draft and implement initiatives that promote progress towards shared conservation, trail etiquette, and diversity, equity and inclusion goals.</p>	<p>Utilize, engage, and promote groups that already exist in the field</p>
<p>3. BE INCLUSIVE. Identify current mountain biker demographics in Colorado and create and implement a plan to make mountain biking more inclusive.</p>	<p>Create survey</p> <p>Review existing efforts of relevant stakeholder groups</p> <p>Identify distribution channels and possible partners to provide incentives</p> <p>Distribute survey and use results to inform future organization work</p>