

Long Range Strategic Plan, 2024-2029

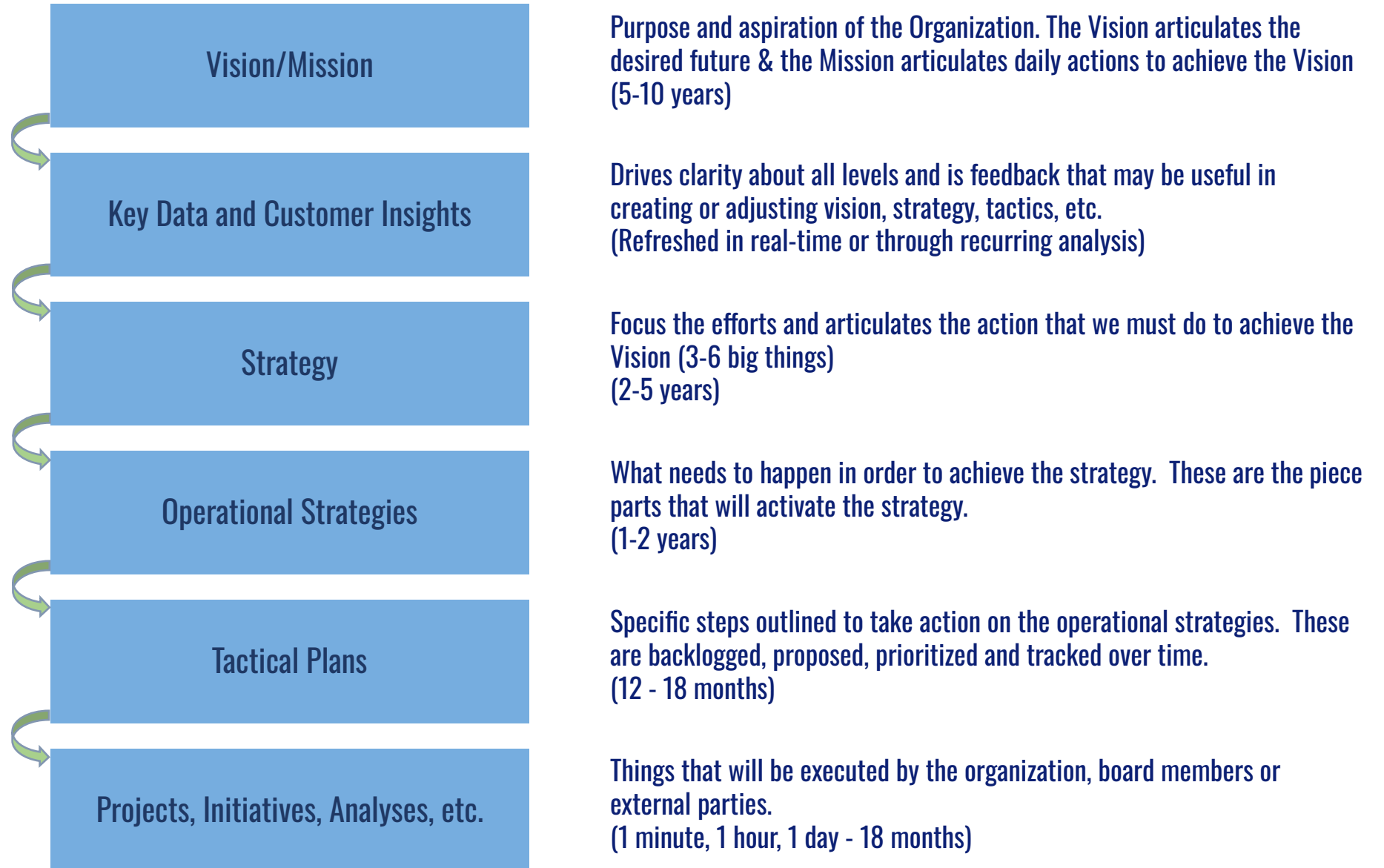
Refining high-level Vision through low-level tactics

Aligning tactics to 2024 priorities

Feb 29, 2024



Relationships between Vision, Strategy, Plans and Projects



Operational Strategies: 2024-2025

Bd Rank **Create Sustainable Fundraising** **Tune the development of each funding stream to coincide with the maturity of the org, brand, trails, plans and projects on the docket.**

Operational Strategies	5	Build Relationships	Create ownership and passion for the CAMBA Trail system setting the foundation to get involved and donate for support of our trails.
	2	★ Sustaining/Legacy Donations	Create the capacity to identify, nurture and close on larger ongoing donation streams.
	6	Small/Medium Donatable Moments	Create the ability to donate as part of usual MTB activities – trailhead pop-ups, clinic sign-up, clinic wrap-up, volunteering, etc.
	7	Trail and Event Sponsorship	Develop new ways for sponsoring businesses, individuals and families to be seen at events, at trailheads and even on trail.
	1	★ Grants	Create a capability that allows CAMBA to compete for ongoing and variable private and public grants and subsidies.
	3	★ Project-specific Funding Drives	Develop a repeatable process for marketing and collecting project-based funding.
	4	Membership	Maximize the reach and upside of memberships by optimizing when and how we ask for membership and renewal.
	

Current State Narrative: User feedback suggests that CAMBA needs to rebuild relationships and respect for our organization. We need to rebuild confidence in our organization and create a sophisticated project plan to show funders before we solicit for major funding.

Operational Strategies: 2024-2025

Bd Rank

Community & Culture

Connect into communities with a strong message, inspiring actions, and a well-developed plan to create passion for CAMBA trails and financial support.

Operational Strategies

2



Local Community Riders & Businesses

Enhance recognition of the CAMBA trail system, the CAMBA Org and the economic impact of the trails with local community leaders & businesses.

5

Regional Metro Communities (MSP, Duluth, Madison, Eau Claire, etc.)

Extend the CAMBA Brand and ambassadorship into key Metro communities that vacation, ride and race the CAMBA trails at a high rate already.

6

Education and Clinics

Expand clinics and other MTB education programs to create Local and Regional community outreach but find local coaching and volunteer talent to teach.

1



Volunteerism

Create a leadership structure for the passionate volunteer base, building on social community outreach.

7

CAMBA Ambassadors

Establish a CAMBA Ambassador Program.

4

Target Segments: Women, Racers, Families, Youth, High school teams, etc.

Develop an education & outreach program to focus on critical high-value user groups, including youth, women, and underserved populations.

3



Birkie Relationship

Create a dynamic and symbiotic relationship with the Birkie to enhance the benefits for our community.

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Current State Narrative: Feedback from users indicate that there is support for the trails but CAMBA needs to make it easier to understand how to get involved.

Operational Strategies: 2024-2025

Bd Rank

Maintain & Enhance Trails

Sustain, enhance &, modernize, and expand our trails, trailheads and on-trail features and amenities in alignment with the needs/wants of our key rider segments.

Operational Strategies

1



Master Trails Plan

Create a master trail plan to guide prioritization / sequence / funding for each effort.

4



Remedial & Preventative Maintenance

Create a strong preventive maintenance program organized by staff and seasoned volunteer coordinators.

7

Landowner Relationships

Nurture and strengthen relationships with landowners to create a positive experience for land owners, CAMBA, and riders.

2



Enhance On-Trail & Trailhead User Experience

Improve signage, add amenities and improved wayfinding.

5

Amazing, Shared Experiences & Memories

Don't just create trails, create riding, learning and community experiences that create smiles and memories for all rider types.

6

Support for Emerging Cycling Specialties

Define priorities and opportunities for key specialty riders(Winter Fat Biking, E-biking, Gravel, Bike-packing). Cultivate existing winter fat biking strength as a priority.

3



Partnership with Birkie

Create a shared vision for the trail systems that Birkie and CAMBA are creating to unite into a powerful riding destination.

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Current State Narrative: Data from the Economic Impact Study, the Board Vision Exercise, and the recent User Survey suggests that we know our user base and are ready to put it into a Master Trails Plan as a guide to inspire the updating of our trail system.

Operational Strategies: 2024-2025

Bd Rank

CAMBA Organization

Evolve the CAMBA staff, Board, brand and technology to enable all development activities with an excellent experience and supportive culture.

Operational Strategies

3



CAMBA Staff

Formalize a sustainable program for staff, defining responsibilities and process that work to accomplish our goals.

2



Board of Directors

Formalize the role of the Board of Directors and establish governance structures.

7

Organizational Structure

Restructure committees that support the vision of CAMBA and provide financial and resource sustainability for the organization. Develop org. chart and processes that addresses the transitory nature of our people and volunteers.

8

Succession Planning

Formalize the structure for a succession plan for the Board with a Governance Committee, staff with roles defined, and volunteers with a Volunteer Coordinator in place.

6

Event Planning and Calendar

Overhaul and formalize organizational calendar, member events and event planning processes.

4

Brand and CAMBA Story

Cultivate our resources to create and promote powerful storytelling to inspire engagement with the CAMBA trails, rolling-out the new brand and refining CAMBA stories.

1



Website

Revamp the website to provide better trail resources, represent the brand and CAMBA story, promote membership, fundraising, volunteer, and donation use cases.

5

Community Partners

Create powerful partnerships with Birkie and other organizations that align strategically with our Vision and Mission..

Current State Narrative: The amount of trails, the change in MTB trail building environment, and the number of programs adopted within CAMBA over the past few years leads us to the need to build and strengthen our organization with a strong governing body and reliable resources.

Vision to Tactics

High level tactics for 2024 priorities

Operational Strategy to Tactical Plans **Priority Operational Strategies applied to Tactical Plans**

Operational Strategy

Create Sustainable Fundraising Tune the development of each funding stream to coincide with the maturity of the org, brand, trails, plans and projects on the docket.

Sustaining/Legacy Donations
Create the capacity to identify, nurture and close on larger ongoing donation streams.

Add Development Director - Fund, recruit, and onboard to support community engagement and sponsorship management

Define goals and objectives for an Endowment Program

Develop educational materials on CAMBA goals, objectives, and plans to provide to potential donors

Shore up reporting, thank you, tax receipt, transaction processes associated with accepting large donations

Project-specific Funding Drives
Create a capability that allows CAMBA to compete for ongoing and variable private and public grants and subsidies.

Add Development Director - Fund, recruit, and onboard to support project specific funding campaigns

Create Master Plan to build the basis for project specific funding campaigns

Plan - Execute - Evaluate 1-2 project Funding Drives in 2024 depending on trail budget and project timing

Consider the role that larger sponsors could play in project specific funding, name recognition, etc.

Grants
Develop a repeatable process for marketing and collecting project-based funding.

Add Development Director - Fund, recruit, and onboard to support grant research, writing, and management

Build relationships with existing and past grant funders

Create Master Plan to guide the process of prioritizing grant opportunities

Research and prioritize new grant opportunities

Consider the ongoing staffing and capacity needed to execute grant proposals

Operational Strategy to Tactical Plans **Priority Operational Strategies applied to Tactical Plans**

Operational Strategy

Community & Culture

Connect into communities with a strong message, inspiring actions, and a well-developed plan to create passion for CAMBA trails and financial support.

Local Community Riders & Businesses

Enhance recognition of the CAMBA and the economic impact of the trails with local community leaders & businesses.

Define goals and objectives for a community engagement program

Develop educational material for local businesses that includes biker needs and economic impact of the trails

Solidify relationships with local community leaders & businesses with information on the impact CAMBA can have on the community

Add Community Engagement Manager - Fund, recruit, and onboard to engage and educate local community leaders & businesses

Volunteerism

Create a leadership structure for the passionate volunteer base, building on social community outreach.

Create a volunteer structure around trail maintenance and community engagement with position descriptions and expectations

Create a volunteer onboarding process, communication process, and time tracking system

Refresh website with information on volunteer opportunities and expectations

Recruit and onboard for volunteer roles related to trail maintenance and community engagement

Birkie Relationship

Create a dynamic and symbiotic relationship with the Birkie to enhance the benefits for our community.

Set a usual cadence for 1:1 ED meetings to compare trail development, event, overall org objectives and understand opportunities to align

Communicate to impacted groups and set expectations for ongoing connections beyond ED to ED

Develop a report for the Board to highlight opportunities and risks

Operational Strategy to Tactical Plans **Priority Operational Strategies applied to Tactical Plans**

Operational Strategy	Maintain & Enhance Trails Sustain, enhance &, modernize, and expand our trails, trailheads and on-trail features and amenities in alignment with the needs/wants of our key rider segments.		
Master Trails Plan Create a master trail plan to guide prioritization / sequence / funding for each effort.	Remedial & Preventative Maintenance Create a strong preventive maintenance program organized by staff and seasoned volunteer coordinators.	Partnership with Birkie Create a shared vision for the trail systems that Birkie and CAMBA are creating to unite into a powerful riding destination.	Enhance On-Trail & Trailhead User Experience Improve signage, add amenities and improved wayfinding.
Research and define the roles and responsibilities involved with the Master Trails Planning process	Educate Volunteer Coordinator on maintenance needs	Coordinate signage needs for areas where Birkie & CAMBA trails connect	Incorporate a sub-plan for amenities, signage, and wayfinding needs into the Master Trails Plan
Research existing user data and potential opportunities for CAMBA and summarize for assimilation into planning process	Create a volunteer structure around maintenance with position descriptions and expectations	Consider opportunities to collaborate on specific high priority new development projects	Refresh website with information on trailheads and routes for various user groups and ability levels
Define and prioritize user groups based on the data	Create a volunteer onboarding process and time tracking system	Consider opportunities to collaborate on riding experience, trail maintenance efforts, equipment, grooming	Plan content, design, and refresh trailhead signage
Build Master Plan	Recruit and onboard for volunteer roles related to trail maintenance		Research funding sources to update signage & trailhead

Operational Strategy to Tactical Plans **Priority Operational Strategies applied to Tactical Plans**

Operational Strategy	CAMBA Organization Evolve the CAMBA staff, Board, brand and technology to enable all development activities with an excellent experience and supportive culture.	
<p>CAMBA Staff</p> <p>Formalize a sustainable program for staff, defining responsibilities and process that work to accomplish our goals.</p>	<p>Website</p> <p>Revamp the website to provide better trail resources, represent the brand and CAMBA story, promote membership, fundraising, volunteer, and donation use cases.</p>	<p>Board of Directors</p> <p>Formalize the role of the Board of Directors and establish governance structures.</p>
<p>Build sustainability by creating leadership, responsibilities & objectives for each role in CAMBA</p>	<p>Implement the brand refresh, updating our website and digital assets</p>	<p>Establish a Governance Committee to guide the definition of roles and responsibilities for the CAMBA Board, and Committees</p>
<p>Establish the goals & objectives and roles & responsibilities for the staff led working teams</p>	<p>Improve user experience with the website refresh to guide riders with trailhead and route knowledge regarding style and ability levels</p>	<p>Create Board Member roles & responsibilities and a commitment agreement for the CAMBA Board Members</p>
<p>Develop plan to recruit, hire and onboard staff to manage trails, fundraising, community, and event needs</p>	<p>Update fundraising information to provide goals, objectives, and opportunities for donating</p>	<p>Establish the Calendar of activities and annual task flow for Committees and the Board</p>
	<p>Update volunteering information to provide opportunities and expectations</p>	<p>Update the Board Election Policy and Bylaws to align with the new committee structure and calendar</p>