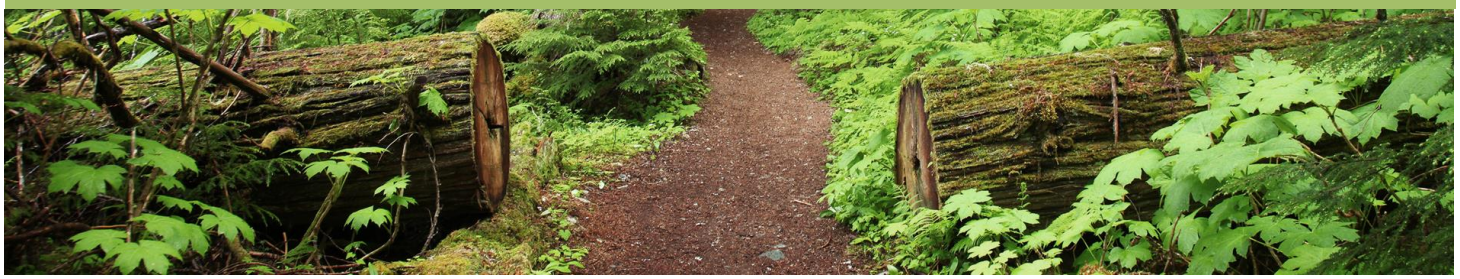
FVMBA
FRASER VALLEY
MOUNTAIN BIKERS ASSOCIATION

Building trails. Building communities.

Strategic Plan 2024-2026



Who we are

The Fraser Valley Mountain Bikers Association (FVMBA) is a registered non-profit society focused on creating sustainable trail networks and developing a thriving mountain bike culture throughout the Fraser Valley.

The FVMBA actively advocates and stewards development, maintenance, and protection of local trails through interaction, engagement, and the fostering of partnerships with local community, First Nations, businesses, governments, and other trail user groups.

The FVMBA aims to create a positive user experience for a full range of abilities and styles of mountain bike riders, as well as other trail users. We organize group rides and social events geared towards increasing ridership on the trails, as well as organize and host community trail days to engage trail users and communities in taking an active and collaborative role in maintaining the trail networks.

We are a member-based organization governed by a volunteer Board of Directors and Area Representatives who commit to active representation of local trail interests and maintaining area-specific trail networks.

About this plan

This strategic plan was developed to guide and focus our efforts and resources over the next three years. The priorities and key deliverables are the core elements of this plan – they are being pursued as resources permit and as opportunities arise and will be adjusted as new information becomes available. The goals articulate what we're trying to achieve now and into the future.

We will report on progress made (or not made) to the board quarterly and annually to members at the Annual General Meeting.

Get involved

The FVMBA is membership driven and primarily volunteer run. Without the passion and dedication of our volunteer trail builders, volunteer directors, event and administrative volunteers, this club would not exist, and we would not enjoy the world class trails we have today. We cannot thank these volunteers enough and we always need more help. If you are interested in becoming a member, volunteering, or joining the board, please connect!

Stay Connected

fvmba.com

info@fvmba.com

Facebook and Instagram: @fvmba

FVMBA Fraser Valley Mountain Bikers Association — Strategic Plan 2024-2026

Vision | *What we're trying to achieve*

Thriving trails and communities.

Mission | *Our role in achieving the vision*

Building a culture of inclusive mountain bike communities and sustainable trail networks.

Pillars
What we must plan for/attend to

Trail Network

Includes trail planning, development, maintenance, and protection. The trail network includes the trails, staging areas, and other amenities.

Goals
What success looks like in a perfect world (not ranked)

A. Trails offer a variety of experiences for all levels of riders, delivering a good mix of challenge, fun, safety, and scenery.
B. Trails are well planned, built and maintained, creating a high-quality network that protects cultural heritage, minimizes impacts on the natural environment, and meets community needs.
C. Trail designations and wayfinding are clear.
D. FVMBA learns about the land from Indigenous people and integrates Indigenous knowledge into trail planning, development, and experiences.

Priorities and Key Deliverables

What we're going to focus on and deliver (bold KDs = focus on first)

1. **Grow relationships with local Indigenous people and communities**
   - **Increase support of Stolo youth Bike and Build Days.**
   - **Apply for the Saset Grant to hire Indigenous summer crew members.**
   - **Require key board members and staff to attend Indigenous training.**
   - Participate in Indigenous events open to non-Indigenous community members.
   - Invite Indigenous partner reps and members to FVMBA events.
2. **Grow relationships with local land managers**
   - **Uphold our agreements for trail stewardship.**
   - **Follow an annual schedule to meet with partners in person.**
3. **Continue to build people capacity for trail work**
   - **Increase the paid year-round trail crew to three members (in addition to the Trail Operations Coordinator).**
   - **Establish and maintain at least one representative per region and support them from the organization level.**
   - Schedule a minimum of four trail days annually per region
4. **Maintain and enhance the existing trail network**
   - **Continue annual maintenance planning, reporting and improvement of systems.**
   - Collaborate with other parks/trail organizations.
   - **Update and install signage based on existing funding.**
   - Plan and secure funding/infrastructure for new or enhanced staging areas.
   - Secure and install storage options for tools and materials.
5. **Plan for and develop the 'future' trail network for each region**
   - Develop an actionable trail network plan, integrating input from members and collaborating with other parks/trail

Community-building

Includes active, learning, and other events.

Goals

E. A variety of events to offer something for all ages, abilities, and users, building community.
F. Events increase capacity for trail building and maintenance, trail etiquette, and the protection of natural and cultural areas.
G. Events are well-attended, efficiently run, financially sustainable, and well-supported by partners who see value for their contributions.

Priorities

6. **Host more social events per year**
   - **Host two social rides in each region annually that are inclusive and grow membership.**
7. **Host educational/skills initiatives related to trail building and maintenance**
   - **Continue trail care training workshops, as capacity permits, to increase our pool of skilled volunteers.**
   - Collaborate with Indigenous people/organizations to integrate Indigenous knowledge into trail building initiatives.
8. **Support races and community mtb programs offered by partners that help achieve FVMBA goals with minimal resources**
   - Promote partner races and community mtb programs, present volunteer opportunities to members, and organize trail days as needed.

Organizational Capacity & Governance

Includes the people, partners membership, funding, governance, and systems to deliver on the other pillars.

Goals

H. Staff, board, and volunteers have the skills, diversity, commitment, and compensation to deliver on the vision, mission, and goals of the organization.
I. Mountain bikers and other trail users understand the value of membership and volunteering. Members are engaged and want to contribute.
J. Strong partnerships and collaboration exist with local government, First Nations, businesses, and other organizations to achieve mutual goals.
K. FVMBA is financially secure with diverse funding sources that enable consistent delivery of its vision, mission, and goals.
L. Roles and responsibilities are clear and well distributed. Creating positive organizational culture, work/life balance, and the distinction between board and staff responsibilities. (governance/administration)
M. The organization has the plans, policies, profile, and systems needed to operate efficiently.
N. Regional connections, collaboration and cooperation exist to bridge the vast geographic scope of the organization.

Priorities

9. **Improve organizational governance***
   - **Develop terms of reference** for the Board of Directors, directors acting as volunteers, and for trail representatives to clarify roles, responsibilities (generally and/or per region), and reporting relationships.
   - **Develop needed policies, contracts and a code of conduct**, and annually review and confirm or update them.
   - Recruit board members according to gaps in skills, diversity, and regional representation.
   - Improve the on-boarding process for new directors and staff.
   - Annually clarify strategic plan key deliverables, timelines, and staff/board responsibility.
   - Report on strategic plan progress (quarterly to the board, annually to members) and on performance indicators (annually).
10. **Increase organizational human capacity***
    - **Develop a volunteer recruitment and retention strategy**, considering other trail users, recruiting bike store staff, skills training, recognition, deeper partner discounts, annual survey to understand motivation and barriers, database for tracking, etc.
    - **Conduct a staffing review to identify/clarify staff role descriptions, ideal staffing structure, new hires and/or outsourcing needs.**
    - Establish a professional development policy and annual budget allocation for staff and board, including for key positions to take Indigenous training.
    - Reconfigure FVMBA committees and establish terms of reference for each, minimizing staff involvement, allowing member involvement (except on executive cttee), and clarifying their authority and concrete deliverables.
11. **Develop sustainable funding streams**
    - **Develop a sustainable funding strategy.** Consider trail and event sponsorships, donations, grants, and fundraising events.
    - Secure additional funding, including operational funds for additional staff required.
12. **Increase membership numbers, engagement, and value**
    - **Conduct a membership drive annually.**
    - **Develop a partnership strategy** to increase member recruitment and deliver more value to members through discounts, give-aways, etc.
    - **Host annual meetings/townhalls in each region.** Consider a social non-riding element (e.g., movie night) to encourage engagement.
    - **Conduct a member survey and identify related recommendations annually** (incl. volunteers).
13. **Increase FVMBA profile**
    - **Create new FVMBA merchandise and material, reviewed every 2 years** (for sale/giveaways at events, trailheads, stores, etc.)
    - Complete website content by year end 2024 and launch new website in early 2025.
    - Feature board members, volunteers, staff to humanize the organization – social media, web, newsletter.
    - Establish systems/schedules so FVMBA has a physical presence (people/material) at key locations and events to reach those not on social media.

**Details included in the capacity and governance recommendations document.*