

Golden Cycling Club

Strategic Plan 2021-2026

August 25, 2021

Prepared by tiny solutions for BIG PROBLEMS





The strategic plan for the Golden Cycling Club (GCC) was developed with input from the GCC Board of Directors and informed by a community perception survey. As an organization, the GCC currently represents the largest trail membership in Golden. Acting as stewards for the trail system by maintaining the existing trails, building and developing new trails, promoting proper usage, and mitigating conflicts between GCC membership and other user groups.

The GCC has been driven by the passion of their board members since inception. As the GCC's responsibilities continue to increase, the GCC Board of Directors is looking to ensure the long-term sustainability of the club. The strategic plan below outlines steps to maintain and grow the GCC and their many objectives.

Vision

To offer an exhilarating mountain biking experience for all riders.

Mission

We create and promote opportunities for mountain biking in the Golden area, while also acting as stewards for the trails.

About the Club

In the mountain town of Golden, BC we understand that biking is fun. Serious fun. We have four trail networks and a bike park to prove it. Building and maintaining these networks takes some serious effort – physical, spiritual and administrative. That is why the Golden Cycling Club (GCC) was created.



The Three Pillars

Culture

The GCC is committed to building and strengthening the cycling community in Golden. Creating culture takes many different tactics. The GCC's primary focus is split between inspiring the next generation with their kids camps and creating accessibility for adults new to cycling. The GCC will also look to create a space for members to connect and build their commitment to the GCC community with small scale races and pub nights.

Trails

The existing and future trail network in Golden and Area is an essential part of mountain biking. The trails require constant maintenance, protection from development proposals, are subject to long approval processes and demand ongoing communication between user groups. As such, the Trails pillar takes the majority of the GCC's resources.

Sustainability

All the initiatives described in this plan are not possible without capital and human resources. The GCC is hoping to move away from reliance on grant funding for their yearly expenses, ensuring the sustainability of paid positions and trail quality. They are also working to increase the number of available volunteers to increase their capacity and reach their objectives.



Building the Trail Forward

Culture

Grow Mountain Bike and Club Culture

Strategy 1 : To foster membership and external community involvement

- Continue creating the GCC newsletter and social media presence
- Find ways to be visible as a club in the community
- Canvas local community for new event ideas that the club can help bring to life.
- Gain visibility with merchandise

Strategy 2: To encourage participation in mountain biking by offering or facilitating events and skills development opportunities for mountain bikers of all ages.

- Find ways to reduce financial barriers to entry to the mountain bike community
- Continue to offer affordable camps for youth
- Create an adult introduction to mountain biking course

Strategy 3: Host events to bring the member community together

- Continue weekly volunteer nights
- Host a summer fun race series
- Trails of the week (Highlight one trail per week)
- Club rides

Trails

To Maintain, Protect and Develop the Trails in the Golden Area.

Strategy 1: To develop and maintain mountain biking trails in a manner that is respectful of lands and stakeholders.

- Development plans for each of the four managed bike networks in Golden
- Continue with designated Directors per network area
- Continue to employ a paid trail crew for consistent maintenance of trails.
- Advocate with the BC Government to streamline the Section 57 approval process

Strategy 2: To advocate for mountain biking in the Golden Area

- Be experts in local area concerns
- Work with the Trail Alliance and other local organizations to advocate for trails and Mountain Biking in the Golden Area
- Create a collective voice for the member community

Strategy 3: To encourage and teach responsible trail use.

- Continue and improve trail kiosks
- Continue and improve on trail signage

Strategy 4: To moderate trail use by public and commercial users.

- Add expectations for commercial operators to the website
- Run a yearly member survey

Sustainability

Reliable Revenue, Board Succession, Volunteer Energy

Strategy 1: To grow the recurring revenue, without grants, to \$80,000/year by 2023

- Create new membership tiers to broaden the membership base
- Create Corporate Sponsorship Packages
- Revamp the local bike shop discount/relationships

Strategy 2: To prioritize grant funding for specific capital projects

- Apply for project specific grant funding
- Search for grants that fit the strategic direction of the club

Strategy 3: Outline clear responsibilities and roles for the Board and staff

- Review the GCC constitution and bylaws
- Create clear job descriptions for each Board position
- Use sub-committees to introduce new prospective Board members
- Hire an Executive Director to reduce Board workload

Strategy 4: Grow a dedicated volunteer base to increase capacity and reduce burnout.

- Offer meals or swag for volunteers
- Make volunteering fun
- Volunteer of the week

Strategy 5 - To be a valued part of the larger community

- Grow working relationships with the local First Nations
- Maintain working relationships with local stakeholders
- Showcase and capitalize on the importance of mountain biking for tourism in Golden

Staying on the Trail

Trails

How will we know we're on track?

To ensure the club remains on track with their stated goals the below key performance indicators will be followed. When the goals are not being met, tactics can be changed or tweaked to remedy this.

1. Average length of time from application to approval with Section 57.
2. Kilometers of trails the club is responsible for vs the kilometers of trails maintained.
3. Kilometers of trail lost or decommissioned.
4. Number of good working relationships with other local groups compared to the number of desired working relationships. (GLHC, GORMA, Runners, Hikers, Metis, First Nations, CSRD, RSTBC, ToG, Chamber of Commerce Golden, Businesses, Bike Shops, etc...)



Culture

How will we know we are on track?

Just like the Trail section, it is important to measure the success of the Culture based goals. Many of these metrics are harder to capture but are just as important.

1. The percentage of member participation in events (at individual events and throughout the season).
2. Number of kids participating in the skills courses.
3. Number of adults participating in the courses or club rides.
4. Perception from the community - Are the results from the survey mostly positive or mostly negative?
5. Non-member participation

Sustainability

How will we know we're on track?

With many of the following metrics it is more important to understand what the general trend is rather than to hit an exact number. It is especially important to factor in the time required to accomplish each of the revenue objectives and prioritize those that have the smallest time commitment and most substantial return.

1. Number of Members
2. Recurring revenue is increasing with club needs.
3. Time spent on each revenue stream vs. the return from each revenue stream.
4. Clear Board responsibilities have been set and are understood by the Board members
5. The number of active volunteers.
6. Percentage of grant applications that are successful.



Get Involved with the Club

Get a Membership: Head to goldencyclingclub.com and click Become a Member.

Trail Maintenance: Watch the [Facebook page](#) for trail work nights on Wednesday's in the spring and fall.

Sponsorship: Sponsoring the Golden Cycling Club gives you access to their 700+ members and all the great work they do. Email contact@goldencyclingclub.com to get signed up.

Donations: These can be made at goldencyclingclub.com/donations/. Help us share the love of mountain biking for years to come.



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