



Top of Michigan Mountain Bike Association

Strategic Plan

2021 – 2025

THE STRATEGIC PLANNING PROCESS

In March of 2018, the Top of Michigan Mountain Bike Association (TOMMBA) Board of Directors and select stakeholders (bike shop owners) participated in a planning retreat to establish TOMMBA's strategic vision and goals. As a result, the group reached consensus on a vision for the future of TOMMBA and set goals to guide the organization in achieving its vision. Following the planning session, a Planning Team was formed and convened over a series of several meetings to finalize goals and objectives captured in the format of an Accountability Chart. The Planning Team then worked with the Board as a whole in determining the leadership required to implement strategic initiatives. Leads were provided recommended strategies and actions to consider in developing individual action plans that will guide the work of the organization over the next three years. Leads and the full Board of Directors will share the responsibility of implementing and monitoring the progress of achieving objectives outlined in the Accountability Chart.

The purpose of strategic planning and other complementary organizational processes is to position organizations to effectively respond to community needs and fulfill fiduciary responsibilities. The planning process assists organizations in aligning efforts with their Mission, Values and Vision. These elements, along with the goals and objectives outlined in the Accountability Chart, will serve as the north star to help guide TOMMBA over the next three years in strengthening the organization to effectively and efficiently fulfill its mission and achieve its vision for the future.

STRATEGIC PLAN REVIEW

Beginning in the Spring of 2021, the TOMMBA Board of Directors began the process of reviewing the current Strategic Plan. The review process asked the current Board of Directors to review the existing strategic plan and evaluate:

1. What has worked and what hasn't worked in the current plan?
2. Are there changes in our community that effect our efforts?
3. What do we take out and what new things do we put in that would strengthen our strategic plan?

PROCESS: Each planning team member was given the current Strategic Plan and asked to evaluate each of the main sections of the plan; the Pillars of TOMMBA, the Internal and External Visions of the organization, the Strengths, Weaknesses, Opportunities and Threats to the organization, and the three established Goals and Objectives. Responses were consolidated and reviewed by the board. The following Strategic Plan is a result of those discussions.

PLANNING TEAM MEMBERS were members of the 2021 TOMMBA Board of Directors; Bill Aten, Scott Beal, Chris Benson, John Cowan, Kerri Finlayson, Spencer Lindenberg, Steve Schnell, Robin Stanley, Lynn Wolf and Steve Van Dam.

Mission

The reason TOMMBA exists

“TOMMBA is dedicated to creating, enhancing and preserving great trail experiences for riders of all levels.”

Vision

To accomplish our Mission, we have an Internal Vision that will guide our work and an External Vision that sets the direction and guides the work of TOMMBA.

Internal Vision

“To be the regional leaders in facilitating community driven efforts to create and maintain sustainable mountain bike trail systems for users of all ages and skill levels.”

External Vision

“Excellent mountain bike trails and riding opportunities throughout our region that build a sense of community, improve quality of life and strengthen local economies for generations to come.”

Core Values

The guiding principles that define TOMMBA’s culture, and what the organization stands for and believes are foundational to its success

- **Collaboration:** Reaching beyond our organization to establish beneficial relationships with individuals and partner organizations whose interests and work align with our mission
- **Commitment:** Committed to TOMMBA’s mission and success in building and maintaining high quality bike trails and providing fun opportunities for families, stakeholders and the community
- **Community:** Creating an environment where mountain bikers of all skill levels benefit from a strong sense of camaraderie and a connection to the communities we serve
- **Fun:** Fun is at the center of everything we do as we ride and work together on our trails
- **Advocacy:** Promoting the life-long value of mountain biking and its contribution to our communities and economies
- **Accountability & Integrity:** Demonstrating strong board leadership and sound financial management, respecting and valuing our relationships with donors, volunteers and land managers and conducting all manner of business honestly, ethically and transparently
- **Stewardship:** Acting as good stewards of the environment as builders and riders
- **Empowerment:** Inspiring others to contribute to building and maintaining high quality trails and riding experiences throughout the region
- **Candor:** Open and candid conversations where everyone’s opinions are valued.

The “Three Pillars of TOMMBA”

An organization’s excellence is designed around its pillars, which are recognized as the objectives that would permanently change the organization if any one of them were to be removed.

Sustainability
Community
Great Trails

Strengths, Weaknesses, Opportunities and Threats

<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none"> • Respected as knowable builders of sustainable mountain bike trails • A volunteer base that is devoted and hard working • A leadership team that is willing to partner with local government and land management organizations to continue to create and maintain great trail systems • A supportive donor base 	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none"> • A small donor base • Community presence and inclusion • Trail riders that are not members • Adequately communicating with membership and community • Lack of experienced heavy equipment trail building operators • Marketing of TOMMBA and the public's awareness of our efforts
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> • Expand funding sources • Partnerships with local government, land stewards and other non-profits • Pursue the potential for a part-time Executive Director • Continue to engage new volunteers 	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> • Maintaining a large enough membership base to support organizations administrative expenses • Volunteer burn-out • Expanding trail building to regional opportunities • Smaller donor engagement • Lack of adequate funding • Ability to refresh our board and committee members

Goals and Objectives

Goal #1: Build a financially sustainable organization

- Establish and maintain a sound financial accounting and reporting system.
- Grow steady reliable income for operations.
- Develop an annual budget
- Meet or exceed annual budget goals

Goal #2 Build strong community support and involvement

- Grow membership
- Raise awareness of TOMMBA's mission and work
- Grow volunteer group in number and diversified skillsets
- Define and seek mutually beneficial partnerships

Goal #3 Enhance mountain bike riding opportunities throughout the region

- Facilitate the construction of new mountain bike trails across our region
- Build and maintain mountain bike trails
- Build trails with a focus on sustainability and environmental impact

Goal #4 Grow and improve board governance.

- Develop an Annual Work Plan that defines how Goals #1, #2 and #3 will be accomplished and by which committee
- Research and implement a system to share board documents
- Research and implement a system for inter-board communications
- Develop and implement a board training manual