

A close-up photograph of a shovel stuck into the ground. The shovel is covered in brown soil. It is positioned next to a tree trunk. The background is a lush forest with green ferns and other plants.

nsmba

TRAILS FOR ALL. TRAILS FOREVER.

STRATEGIC PLAN
2022-2027



Photo Credit: Rajiv Dhaliwal

Trails for All, Trails Forever is the inspiring force that drives our organization. Developed in 2009, the vision of the founding Board of Directors holds true today. It is a broad and interpretable statement that can be daunting and inspiring. Whenever stuck with a decision or cross roads, this vision guides our organization to more funding, better partnerships and more people involved in our community. This Strategic Plan will help to determine our focus for the next 5 years and direct our work in a way that is efficient and effective for the community and membership.

Over the past 20 years, the NSMBA has grown from an association with minimal funding and support to an association with a large membership, sustained funding, and sophisticated knowledge in trail construction and maintenance. We have developed relationships with land managers and are developing relationships with the First Nations whose land on which our trails are built. As the organization grows, the approaches that made the NSMBA successful (such as frugal spending and small event planning) begin to compromise creativity and idea generation. For the NSMBA to fully embrace this next chapter, it is time to think bigger, bolder and deeper than ever before. The Strategic Plan before you helps lead the Board of Directors and staff to fulfill the vision of Trails for All, Trails Forever in a more direct way, embracing the unknown while firmly holding onto the handlebars and going for it.

All priorities, objectives and goals determined below were created with the intention of fulfilling our purpose and vision of Trails for All, Trails Forever.

VISION

Trails for All, Trails Forever.

MISSION

We are a volunteer driven non-profit organization dedicated to caring for a sustainable trail network within the community.



Strategic Context

The Strategic Plan was created as a planning tool for the NSMBA Board of Directors and Staff and will support and instruct the ongoing work of the NSMBA for the next 5 years. The Action Plan will be developed by NSMBA employees and executed by NSMBA employees and volunteers. The Action Plan will be a series of goals that support the objectives of the Strategic Plan so that the Plan is a living part of the day to day operations of the NSMBA. At the annual Town Hall meeting the NSMBA Executive Director will report back on the progress of the Strategic Plan initiatives.

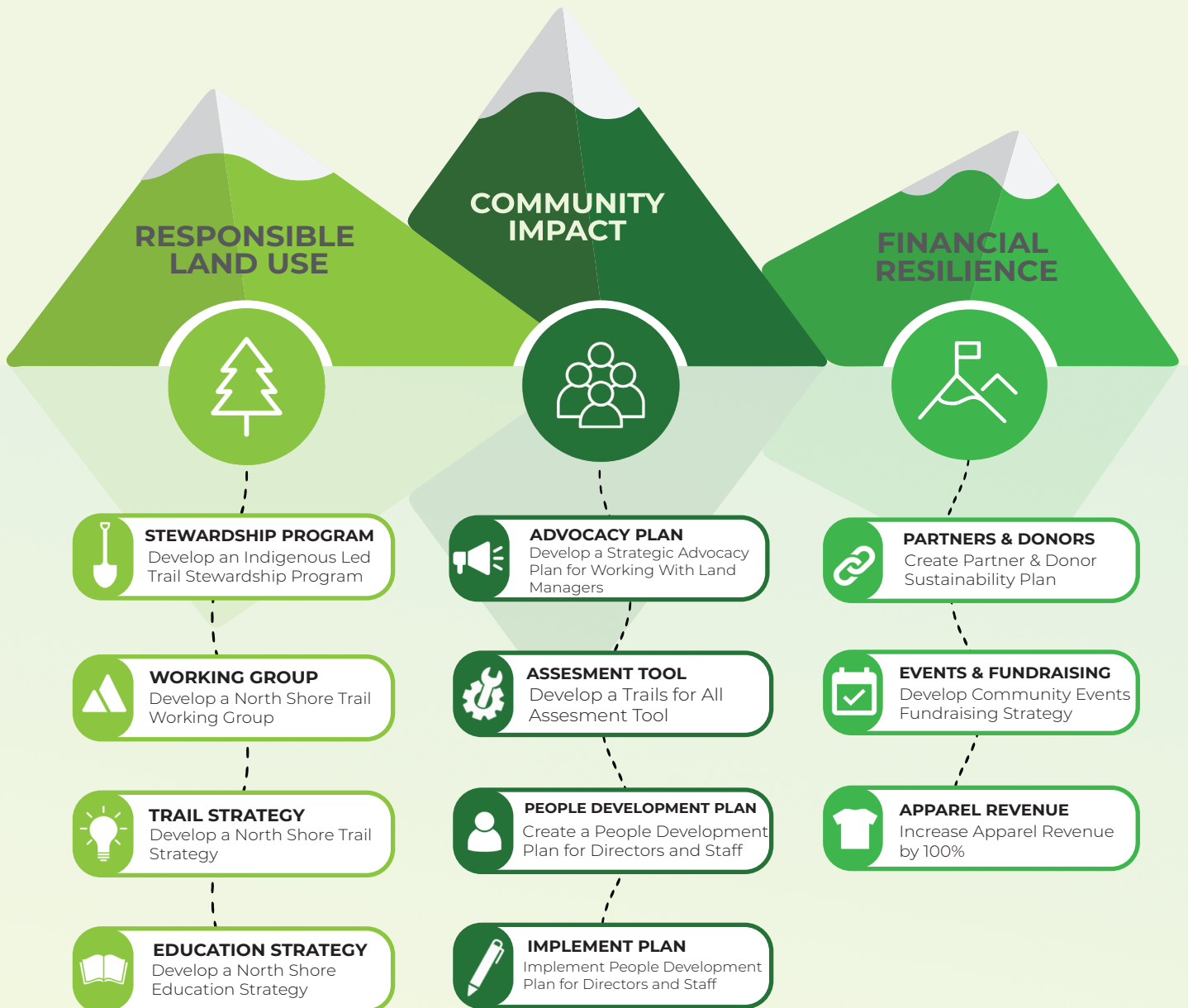
Support on this project was generously donated by **Greg Tooke** from **Light Trail Consulting** and Liane Inglis. Their consultation and expertise helped lead the process we undertook in planning this document.

Trails don't only help us connect from one place to another, they connect communities, resources and offer us time to reflect and reconnect with ourselves. The following Strategic Plan will lead the way for the NSMBA to connect, share resources and offer a time to reflect and reconnect. All of the priorities, objectives and future goals of the organization were all made with the intention and vision of "Trails for All, Trails Forever", moving more dirt and ultimately making the trails on the North Shore an amazing experience for all.



2022 - 2027

STRATEGIC PLAN AT A GLANCE



RESPONSIBLE LAND USE



Photo Credit: Rajiv Dhaliwal

PRIORITY

Responsible Land Use: Leading advocacy efforts, community partnerships and trail work best practices toward a common approach resulting in “Trails Forever.”

The NSMBA's constitution refers to enhancing, improving, protecting and constructing the trail network. By including community partners in developing a North Shore Trail Strategy, sharing educational resources in more effective and efficient ways and continuously building relationships with the local Coast Salish First Nations, the NSMBA will be more likely to gain full support of its mission of Trails Forever.



OBJECTIVES



Develop an Indigenous-Led Trail Stewardship Plan

As a land-based organization we don't own the lands on which we work and recreate. The local Coast Salish First Nations are recognized within the NSMBA as having the right to occupy and use their own lands, and are honoured for the knowledge they hold and for allowing us to use their lands.

The NSMBA would like to continue to support the **xʷməθkʷəyəm (Musqueam)**, **Sḵwxwú7mesh (Squamish)**, and **səlilwətał (Tsleil-Waututh)** Nations in their decolonisation efforts and in repairing inequalities through authentic relationship development and partnerships.

We believe reconciliation means establishing and maintaining a mutually respectful relationship with Indigenous peoples. We also believe that for reconciliation to be possible, truth has to come first. We believe decolonisation means including Indigenous people and Indigenous knowledge in our community, and rethinking the relationships that exist on these lands.

We are committed to working towards reconciliation, co-governance and community-based solutions in the creation of a sustainable, just and equitable society.



Develop a Cohesive North Shore Trail Working Group and Strategy

In an effort to enhance collaboration between Land Managers, Users, Stakeholders, and local First Nations, the NSMBA will work to lead the development of a North Shore Trail Working Group and Strategy.

The North Shore currently stands to grow the sanctioned trail network to meet the demand of the population to prevent trail degradation, overuse, and crowding. The goals of this strategy will be to include Cypress Mountain as part of the trail network in which the NSMBA builds and maintains, increase new net trails, and increase diversity of trail types and connections.

When stakeholders get together, barriers come down—commonality is found. The inclusion of other user groups and people will allow for creative problem solving and consensus outcomes.



Create a Community Education Strategy

In listening and learning from local First Nations and various stakeholder groups, we will adapt to find better ways of communicating and educating our membership and public. How we speak to and educate our membership and the public (potential members) will adapt with better understanding of our partners. An education strategy will be developed to capture our partnership learnings and allow for more effective and cohesive communication across the North Shore trail community.



Photo Credit: Brendan Purdy



PRIORITY

Community Impact:
Attract and retain a
diverse group of
people – builders,
staff, board,
volunteers and
members -
“Trails for All.”

For the NSMBA to maintain and grow a sustainable trail network on the North Shore, it must have the support of the community. We need to create a diverse and inclusive space that encourages all members of the community to participate as trail users, members and volunteers. The NSMBA and its Board should reflect the diversity of the community they serve.



Photo Credit: Rajiv Dhaliwal

OBJECTIVES



Develop a Strategic Advocacy plan to work with our Land Managers

The NSMBA is working to be a respected voice for trail advocacy within the North Shore trail user community through partnerships with other trail user groups and by developing our credibility with diverse organizations.

In the past we have received feedback from land managers about their concern that the NSMBA only represents one type of user. By expanding our engagement and partnerships with a variety of trail users, we can have a more cohesive voice with local government. This plan will encourage the organization to consider how relationships and partnerships with other trail users will enhance the work we are already doing.



Develop “Trails for All” Assessment Tool to ensure equity across the whole organization

NSMBA represents a diverse and inclusive community of trail users, members and volunteers. Growing representation of diversity enriches our community events, and will expand our organization, further benefiting the trails and North Shore community.

This tool will ensure the legacy of the “Trails For All” initiative continues and expands through new learning opportunities and partnerships.



Create and Implement a People Development Plan

The NSMBA board and staff should reflect the diversity of the community; the work we do has a lasting impact and can be sustained over the long-term. With the enhancement of representation in the community, the NSMBA will be responsible and proactive in reflecting the community through their Directors and Staff. Our builders, board and staff are vital to our organization's success. This plan will ensure that we continue to recruit and retain volunteers and staff and incorporate ongoing succession planning for the sustainability of the organization.

Diversity will enable the organization to learn from new perspectives, and grow its membership with those who would see themselves reflected in the NSMBA's administration.



Photo Credit: Rajiv Dhaliwal



PRIORITY

Financial Resilience:
Securing a sustainable future for the NSMBA and planning ways to fund growth to ensure “Trails Forever”.

To realize the “Trails Forever” vision, the NSMBA must be able to sustain the organization for years to come. This can be achieved with a diverse funding portfolio, innovative fundraising events, encouraging repeat donations and developing relationships with the potential funders and partners.

Historically, large sections of the NSMBA's revenues have been sourced from personal and business donations, as well sponsorships and partnerships. Engaging with a variety of different businesses ensures sustainability of future revenue sources.

OBJECTIVES



Create a Partner and Donor Sustainability Plan

We have an opportunity to enhance our partnerships that have been in place for over a decade, solidify government funding and develop new donation relationships within the business community. Strong partnerships not only bring funding, but can bring additional aspects of value that can benefit our community. We will find ways to build deeper connections with partners to increase revenue in areas where we are currently lacking and continue to ensure diversity of donor funding sources.



Develop Community Events Fundraising Strategy

Nine percent of revenue currently comes from event fundraising. Recent success demonstrates there's significant revenue potential. Fundraising events have also proven to be successful at providing economic and social benefit through building community connections, supporting other local businesses and marketing opportunities within the community. We aim to build on these successes and explore bigger and better event opportunities that are focused on this mutual value for NSMBA and our community.



Increase Apparel and Merchandise Revenue by 100%

Four percent of revenues currently come from the sale of goods via the NSMBA website. In an effort to both grow our reach in the community and encourage current members to purchase more products, the NSMBA will explore expanding avenues for apparel and merchandise as a way of generating revenue.



NEXT STEPS

Contact Us

As we implement the goals and objectives outlined in the strategic plan above to fulfill our mission of Trails for All, Trail Forever, we will continue to revisit and re-evaluate our progress. Updates will be given to the members and stakeholders as necessary.

We are always open to suggestions or connecting with those who might have the skills or knowledge to help us achieve our strategic goals. If this sounds like you, or your organization, please send us an email at the address below!

Actionable Steps

Get your Annual Membership

- Purchasing your NSMBA membership means giving back to the trails and supporting the work that keeps them open and accessible to the community.

Donations

- Donations are another great way to support your local trail network. [Learn more here.](#)

Attend a Trail Day

- Come join us on the trails! Everyone is welcome and no experience is necessary. [Learn more about attending a Trail Day.](#)

Report Trail issues

- Reporting trail issues on the Trailfork Reporting Feature on the Mobile App is the best way to get in contact with our builders about any issues up on the mountains.



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