



STRATEGIC PLAN

2021-2024

TRAILS THAT CONNECT US TO
NATURE AND EACH OTHER

ABOUT SORCA

Nearly 30 years ago, Cliff Miller and a few good friends founded SORCA. In the early days, they would get together a couple of times a week to build some trails. Sunday mornings were for quick meetings over coffee and then off for a group ride. How things have changed over time.

Today, SORCA membership is more than 2600 strong. We offer weekly social rides and races followed by after-parties with attendance in the hundreds. We have up to six paid trail crew, dozens of dedicated volunteers, a skilled board of directors, and an Executive Director.

We are the primary advocate and maintainer for Squamish's front country trail network through partnership agreements with the District of Squamish, Rec Sites and Trails BC, BC Parks and various private landowners.

The Squamish trail network is an expansive mix of hand-built and machine-made trails. The region has been developed over the past 30+ years by a dedicated group of volunteers and builders. A mix of volunteers, paid trail crew and contractors now maintain these world class trails that span across private, crown, and Squamish Nation land. The trail crew puts in more than 3000 hours each year on the trails you know and love.

All mountain bike trails in Squamish are in the territory of the Squamish Nation, Skwxwú7mesh Úxwumixw. From Cheshire Cat to Labour of Love we ride on their territory. In many cases, this land is now owned by the Squamish Nation under colonial understandings of ownership. We are committed to building a respectful and reciprocal relationship with the Squamish Nation. We recognize the responsibility we have to build a better future, not only for the trails but for a more inclusive community as a whole.

ABOUT THIS PLAN

This strategic plan was developed to guide and focus our efforts and resources over the next four years. The priorities and key deliverables are the core part of this plan – they are being pursued as resources permit and as opportunities arise and will be adjusted as new information becomes available.

In simple terms, strategic planning is the process by which an organization clearly defines where it's going and how it's going to get there. Knowing where the organization is now is also important to plan effectively. Our process was structured by these three steps and the plan itself is framed by them:

1. Where we're going: SORCA's vision, mission and goals provide us with shared direction and a shared platform for dialogue and decision-making.
2. Where we are now: Knowing our key strengths, weaknesses, opportunities, and threats (SWOT) helps us to understand where we are today so we can be more strategic in moving forward in the coming years.
3. How we're moving forward: Our priorities and key deliverables describe how we are focusing our efforts and resources over the next few years to achieve our goals.



SORCA Strategic Plan 2021 - 2024

Vision	Trails that connect us to nature and each other		
Mission	We aim to achieve our Vision by:		
	<ul style="list-style-type: none">Maintaining and expanding the mountain bike trail network for diverse trail usersOrganizing races, social events and programs	<ul style="list-style-type: none">Advocating on behalf of mountain biking and the trailsEncouraging responsible and sustainable use of trailsCreating opportunities for inclusion in the Squamish mtn biking community	
Focus areas	Trails Maintaining, expanding, and advocating for mtb trails in Squamish for diverse trail users	Races, Events + Programs Encouraging diversity and opportunity for all skill levels	Our Organization Includes human and financial resources, relationships, and internal systems.
Goals	<ol style="list-style-type: none">Trails are well planned, built, managed, and maintained to deliver a world-class, sustainable network carefully integrated into the natural environment and consistent with the values expressed in the Squamish Nation Xay Temixw (Sacred Land) Land Use Plan.The network is fun, unique, connected, and diverse, designed to facilitate/accommodate offering a progression of trails with options that are inclusive and welcoming of all and maintains its character.The trail network is sufficient and meets user needs; where user volume exceeds trail capacity, trails are managed to minimize user conflicts and maximize expected levels of safety.The trail building community and the trails they build are valued and supported by the community for the many benefits they deliver, including social, health, economic and connections to nature.Trail users respect the trails, natural environment, trail etiquette, closures, other trail users, and trailhead neighbourhoods and the Squamish trail community feels a sense of stewardship over the network.	<ol style="list-style-type: none">SORCA offers races, events and programs that people love to attend and range from ‘just for fun’ to fully competitive – and they usually include après.Options exist that encourage and welcome riders of all abilities and ages, including new riders and underserved demographics/groups.Education about trail and trailhead etiquette, mountain bike skills, trail building, trail, and environmental stewardship, etc. is integrated into SORCA offerings.Events are efficiently run, financially sustainable and/or revenue generating, and well-supported by partners who see good value for their contributions.	<ol style="list-style-type: none">A large membership and committed, supported/valued volunteers contribute to the success of the organization and mountain biking in Squamish.SORCA is community-focused, accountable, highly effective, professional, and a respected leader.SORCA staff and board members have clear direction and roles, and they have the skills, support, policies, and systems in place to achieve the vision, mission and goals of the organization and manage risk.Strong relationships are in place to achieve mutual goals and community benefits.SORCA is financially secure, with diverse funding sources, and sound financial management practices.
Priorities + key deliverables	<ol style="list-style-type: none">Protect our highest value trail areas.<ul style="list-style-type: none">Complete an inventory of MTB trails in Squamish.Formalize our relationship with landowners and the Squamish Nation for use of trails on their lands.Work with the Province to achieve S.56 establishment with legal objectives for high value trails.Work towards having a more defined role in planning and approval of S.57 authorizations on Provincial crown land.Develop a ‘trail loss’ policy or strategy that clarifies compensation expectations when trails are lost due to development or other.Expand and maintain the trail network through careful planning, community input and alignment/adherence with the values expressed in the Squamish Nation Xay Temixw (Sacred Land) Land Use Plan.<ul style="list-style-type: none">Develop an inventory of new trail proposals that could be built through hired contractors and/or volunteer builders.Facilitate/coordinate builder applications for new trails including engagement with the Squamish Nation.Build awareness of trail and trailhead etiquette.<ul style="list-style-type: none">Enhance the presence of the Squamish Nation on the trail network.Increase etiquette signage at key trail locations.Explore ways to cultivate community stewardship over Squamish forests and trails.Improve transparency and education surrounding land management within the trail network.	<ol style="list-style-type: none">Host a mix of races, events and programs that range from ‘just for fun’ to competitive.<ul style="list-style-type: none">Integrate trail and trailhead and environmental etiquette into races, events, and program as much as possible.Host a minimum of one race per season in each discipline.Improve diversity and inclusion of races, events, and programs.<ul style="list-style-type: none">Continue and expand our support for the mtn bike program with the Squamish Nation.Establish a ‘free-of-charge ride’ event or program to eliminate the cost barrier for first mtb experience.Engage and support third-party youth clubs to develop a mentor program for new/emerging riders.Facilitate mtb operators in a discussion to deliver their own inclusive offerings that mitigate barriers to entry.Make races, events, and programs easy to deliver.<ul style="list-style-type: none">Develop ‘turnkey’ guidelines or procedures to facilitate and standardize event organizing and operating.Maintain a long-term relationship/contract with a timing and registration company.	<ol style="list-style-type: none">Improve internal policies, practices, culture, and focus.<ul style="list-style-type: none">Finalize and conduct annual review of Board Policy Manual and remaining governance policies.Hold annual Director retreat for role transitions, operational planning, policy training/adherence and team building.Designate governance ‘champion’ role within board/staff.Implement RACI project management responsibility grids.Assess new/proposed projects against strategic plan priorities to avoid overcommitment.Broaden and deepen shared responsibility for trails among business and trail user communities.<ul style="list-style-type: none">Engage and support commercial operators to give back through participant education, trail maintenance and financial investments.Maximize value propositions and partnership opportunities for local businesses of all sizes.Continue to provide and communicate value of trail work, advocacy, and events to past, current, and future members.Offer streamlined opportunities for individual contributions and engagement in SORCA’s work.Leverage mtb tourism and trail use to support the trails and SORCA’s work.<ul style="list-style-type: none">Continue to build partnerships with Tourism Squamish and tourism companies to ensure SORCA/trails are benefitting from trail-related tourism, including financial benefits.Advocate for tourism management practices and visitor education that helps to protect Squamish trails and supports SORCA’s work.Expand and diversify membership to improve equity, diversity, and inclusion.<ul style="list-style-type: none">Modify our website and newsletter images to represent diverse trail users.Ensure our offerings meet the needs of diverse trail users.Create a committee for diversity and inclusion.Explore ways to make membership more inclusive and accessibleConsider collaborations and cooperation with other clubs and trail users.Increase our human resource capacity, including paid staff, board, and volunteers.<ul style="list-style-type: none">Establish board recruitment criteria to ensure directors cover the needed set of skills.Formalize the process/procedures for recruiting and retaining volunteers.
Helping and hindering forces	Helping forces <ul style="list-style-type: none">Strong, passionate bike community and cultureVolunteer trail building community skills and dedicationSORCA membershipTrail network reputation and experienceRelationships with landowners and other community partners	Forces that can help and hinder <ul style="list-style-type: none">Growth in local populationGrowth in tourism generally and mtb tourism specifically in Squamish (Need to capture benefits for trails and SORCA)Strong sense of ownership of the trails; great for volunteer trail building and maintenance but can create a sense of entitlement/exclusion	Hindering forces <ul style="list-style-type: none">Land use conflicts and pressure, including land development, private land ownership, etc.Organizational challenges: limited capacity, burnout, take on too much and spread too thin, etc.Lack of vision for front-country recreationSanction process with Province is slowLimited diversity and inclusion in the sport, and barriers (e.g., affordability, physical accessibility)

Our strategic planning process was designed and facilitated by WCS Engagement + Planning

MORE ABOUT SORCA

The Squamish trail network is of significant economic importance. In 2016, \$9.9 million of 'visitor spending' was attributed to this trail network. As a result, local businesses experienced \$13.1 million in spending, and \$3.4 million was paid in wages and salaries, supporting approximately 71 local jobs. We know the world has changed drastically since 2016 and these numbers have likely increased significantly. In 2020/21, some trails in Squamish saw a threefold increase in user numbers based on provincial trail counters – and this was likely local traffic only due to pandemic restrictions.

We continue to work towards a trail network that is sustainable, diverse, and world-class, with something fun for everyone. We can only do this in partnership with landowners, governments, sponsors, and other non-profits who are committed to the trails. We are incredibly grateful for the support of these organizations.

CONTACT US AND STAY IN TOUCH

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GET INVOLVED

Whether you contribute funds or time, or become a member and attend events, your contributions help us deliver fun in the form of awesome trails and great events. Thank you for getting involved!

Membership: SORCA members can take part in weekly races/socials and special events. Membership also gets you discounts to awesome local restaurants and retailers.

Trail maintenance: Throughout the season we host trail days, big and small. These events get people out digging, building, and maintaining. Trail days often end with food and drink somewhere nearby.

Events: Race or relax, either way you're riding bikes with friends and then socializing after. We've got events for everyone, and we are always looking for trail marshals, timers and sweeps if you want to get involved.

Sponsorship: Earn some local business karma! Whether supporting a new or existing trail project, joining the High 5 club, or buying a corporate membership, all contributions are valued.

Donations: Love riding the Squamish trails? Donate towards trail maintenance to help us keep your favourite rides in top shape!

