



CENTRAL OREGON TRAIL ALLIANCE

STRATEGIC  
PLAN

2030



# About Us

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**COTA is a 501(c)(3) nonprofit that builds and maintains mountain bike trails throughout Central Oregon. COTA's mission is to develop, protect, and enhance the Central Oregon mountain bike experience through trail stewardship, advocacy, collaboration, and education.**



## Growing to meet the moment

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**Over the past 33 years, COTA has grown from a handful of volunteers maintaining a few trails to a regional organization caring for 600 miles of singletrack, 5 bike parks, and 14 miles of over-snow trails. As Central Oregon grows, so does the need for well-maintained trails and bike parks and a strong voice to advocate for responsible recreation.**

**This Strategic Plan lays out how COTA will meet that challenge by 2030: by advancing our mission goals, strengthening the people and programs that deliver them, and ensuring the organizational capacity that makes long-term stewardship possible.**





# SUMMARY

## COTA's Mission Is To

1

Maintain 600 miles of trail and 5 bike parks

2

Build new trails

3

Advocate for our community

## This Will Be Driven By

4

Cultivating our volunteer team

5

Growing our number of members

6

Engaging with the community

7

Supporting our local chapters

## And Enabled Through

8

Building financial strength

9

Strengthening our team



# MISSION GOALS

01

## Steward 600 miles of trail, 5 bike parks, and 14 miles of winter trails

- ↪ Scout every trail every year and ensure they are maintained to ride great
- ↪ Establish and deliver a cycle for major rebuilds of bike parks and flow trails
- ↪ Add 100 skills features and/or alternate lines

02

## Build new trails

- ↪ Build 50 miles of new trails
- ↪ Add more steep and technical trails
- ↪ Bring 50 miles of existing trails into our stewardship

03

## Advocate on behalf of our community

- ↪ Engage 120 stakeholders annually
- ↪ Proactively develop positions on mission-related advocacy issues
- ↪ Support the transition of e-bikes to our trails and mitigate any negative impacts





# HOW WE WILL ACHIEVE OUR GOALS

**04**

## **Cultivate volunteer team**

- Grow to 80 active crew leaders
- Grow to 150 people achieving volunteer rewards
- Invest in our Group Work Events, Sawyer, Winter Trails, and Women of COTA programs

**05**

## **Grow membership**

- Achieve 5,000 members
- Increase our appeal and outreach to the next generation of riders and stewards

**06**

## **Engage the community**

- Plan an active calendar of 25 community events per year
- Expand our communications to reach 20,000 followers and subscribers
- Solicit input and feedback from our community on a regular basis
- Educate riders on trail etiquette and stewardship

**07**

## **Support local chapters**

- Help every chapter cultivate at least 4 active leaders
- Every chapter has more trail work and community events



# OUR SUCCESS WILL BE ENABLED BY

08

## Build financial strength

- Grow our annual budget to \$1.5M per year
- Set aside funds over time to ensure we can support future capital needs
- Establish a \$10M+ legacy fund to build long-term resilience

09

## Strengthen our team

- Grow our staff to 9
- Build more internal redundancy to ensure resilience over time
- Improve internal information sharing processes
- Measure our impact and engage in continuous improvement





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