

CARSON VALLEY TRAILS ASSOCIATION

STRATEGIC PLAN 2019 - 2023

Revised and Reviewed by 2019 CVTA Board of Directors:

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CARSON VALLEY TRAILS ASSOCIATION HISTORY

Celebrating our accomplishments

February 2019

Early Years

1994 – With access to local public lands diminishing because of changing landowners and new housing developments, a group of local citizens forms the Carson Valley Community Access (CVCA) to maintain existing or establish new public access to adjacent public lands.

1995-2000 – In a cooperative effort with stakeholders including the U.S. Forest Service (USFS), Bureau of Land Management (BLM), Douglas County and private landowners, CVCA begins planning for access and trail opportunities in and around the Carson Valley for hiking, biking and equestrian use.

1996 – CVCA files articles of incorporation and becomes a non-profit organization.

2000 – CVCA changes its name to the Carson Valley Trails Association (CVTA).

2002-2003 – CVTA and other stakeholders work with Douglas County to create the Douglas County Comprehensive Trails Plan. This plan is part of the County's Master Plan and provides a general framework for trails planning within the County.

Fay-Luther/Jobs Peak Ranch Trail System

1995-2000 – CVCA works to provide public access in the Fay-Luther Trailhead area.

2000 – An environmental assessment jointly prepared between the USFS and BLM is signed for the Fay-Luther Trailhead for non-motorized recreation access. CVCA partners with The American Land Conservancy to purchase 2.35 acres of private property between Foothill Road and the BLM in Alpine County from a willing seller to develop the Fay-Luther Trailhead. The trailhead is then deeded over to the U.S. Forest Service.

2005 – Public use of the Fay-Luther Trailhead continues to grow steadily. CVTA forms a trail clean-up volunteer crew to help clean up dog waste several times per week. CVTA provides dog bags and waste buckets for the public to use and continues today.

2006 – The BLM completes an Environmental Assessment for the Fay-Luther Trail System. The Jobs Peak Ranch Trailhead is built, and CVTA constructs the Jobs Peak Ranch Trail on a Douglas County easement on Jobs Peak Ranch property. This is the first constructed and formally recognized trail in Carson Valley.

2007 – CVTA constructs and opens the Interpretive Loop and Bitter Cherry Trail.

2008 – CVTA connects the Jobs Ranch Trail to the Fay-Luther Trailhead. This entire trail between the two trailheads is renamed the Fay-Luther/Jobs Peak Ranch Trail.

2008 – CVTA constructs and opens the Grand View Loop, Valley View Loop and Jeffrey Pine Trail.

2009 – CVTA installs trail signs and trail maps throughout the Fay-Luther/Jobs Peak Ranch Trail System. This 9-mile trail system becomes the first formally recognized trail system within the Carson Valley.

2010 – CVTA installs interpretive signs along the Interpretive Loop of the trail system, providing a learning opportunity about the area’s unique human and natural history.

2016 – The BLM approves an environmental assessment for CVTA to realign a section of trail on the Grand View, Interpretive and Lonesome Trails. These realignments are then built and opened.

Bently Heritage Trail

2009-2010 – The 4-mile Bently-Kirman Tract Trail is constructed on a conservation easement and opens in 2010 as a cooperative project with The Nature Conservancy and the private landowner Bently Ranch. This becomes the second formally recognized trail system within Carson Valley.

2014-2019 – Boardwalks are constructed over wet/muddy trail sections in partnership with multiple Eagle Scout projects.

2016 – Bently Ranch renames the trail to the Bently Heritage Trail. An additional one mile of trail is constructed to complete the middle loop option near the Carson River. The dirt access road is graveled to improve vehicle access, and trailhead directional signs are installed along Heybourne Road and Stephanie Lane.

2019 – Trail maps are installed at various trail junctions.

Genoa Trail System

2008 – CVTA proposes the 19-mile Genoa Trail System.

2011 – Approximately 16 of the 19 proposed miles are approved for construction through a USFS Environmental Assessment. The Eagle Ridge Trailhead and most of the trail system is built during 2011.

2012 – The trail system is completed and opens in May. This becomes the third formally recognized trail system within Carson Valley.

2013-2017 – CVTA completes most trail finishing projects including construction of wooden and rock causeways, retaining walls, a bridge, rock crossings, safety railings, and realignment improvements.

Clear Creek Trail

2008 – CVTA proposes the 20-mile Clear Creek Trail connecting the Tahoe Rim Trail with Highway 395, and the associated Clear Creek Connector and Jacks Valley Loop.

2011 – Approximately 10 of the 20 miles are approved for construction by the USFS.

2013-2014 – The Clear Creek Trail and Clear Creek Connector is constructed and opens in April. This becomes the fourth formally recognized trail system within Carson Valley.

2015 – CVTA proposes an alternate route to the Tahoe Rim Trail to complete the upper third of the trail system.

2018 – The upper 6.5 miles of the Clear Creek Trail is approved in 2017 by the USFS. This portion of the trail is built in 2018 and opened in August.

Pinyon Trail

2008 – CVTA proposes the 5-mile Pinyon Trail on the east side of Carson Valley.

2013 – The BLM approves construction of the trail.

2014-2015 – The Pinyon Trail and Pinyon Trailhead are built, and the trail opens March, 2015. This becomes the fifth formally recognized trail system within Carson Valley.

VISION STATEMENT

Connecting people to the outdoors through a system of trails

MISSION STATEMENT

The Carson Valley Trails Association is a nonprofit, volunteer-based organization working with partners to provide public access through a recreational trail system for present and future generations to enjoy

VALUES

Honor and Celebrate: *We honor and celebrate our volunteers - they are the heart and soul of our organization.*

Collaboration: *We work with the Carson Valley community and respect its people, their cultures, and private property rights. We recognize the importance of partnering with agencies and organizations with similar missions. We aim to maintain and build strong relationships by continuing our current collaborations, and identifying various public, private and nonprofit entities as new partners.*

Efficiency and Integrity: *We apply common sense and good judgement to our work. We use contributions and resources to effectively and efficiently achieve our goals. We ensure accountability to our stakeholders by measurably demonstrating our accomplishments.*

Stewardship: *We are committed to honoring the CVTA mission by planning, building, and caring for our trails, and maintaining CVTA as a strong, viable organization that supports a trail system for present and future generations to enjoy. We aim to build greater community involvement through publicity and education, thus empowering a future generation of responsible trail users.*

STRATEGIC ISSUES

The Strategic Issues facing the Carson Valley Trails Association were identified through a community outreach process that gathered information from trail users, key stakeholders and the membership via Trail Intercept Surveys, Stakeholder Surveys and comments from CVTA's Annual Meeting. Acknowledgement of the issues became the foundation upon which the Strategic Directions were created.

1. Access/Trails

- Need for improved trail linkage to neighborhoods and existing trail systems
- Need to reduce barriers to hiking trails and lands
- Need for ease of access from multiple entry points
- Need for respectful use of trails to maintain cleanliness and safety

2. Outreach

- Need for greater awareness and understanding of trail systems, stewardship and etiquette
- Need to be more engaged in public policy that affects trails
- Need to involve and enlist the engagement of others through programs
- Need to partner with other organizations that promote healthy life
- Need to better communicate accomplishments that are directly tied to efforts of supporters

3. Resources

- Need to cultivate partnerships in order to expand capacity
- Need to expand volunteer base
- Need to leverage technology to provide easy access to information about the trails
- Need to foster financial contributions

STRATEGIC DIRECTIONS

The strategic directions are broad goals that will guide the Strategic Plan towards achieving the Carson Valley Trails Association Vision and Mission.

Strategic Direction 1 – ACCESS/TRAILS

Facilitate a system of trails that are easily accessible, linked where possible, and connect the public to the outdoors.

Strategic Direction 2 – OUTREACH

Increase awareness of CVTA through public events, partnerships, community involvement, technology, and publicity.

Strategic Direction 3 – RESOURCES

Obtain sufficient resources in terms of funding, technology, and volunteers to ensure CVTA goals are met.

STRATEGIC DIRECTION I ACCESS/TRAILS

Facilitate a system of trails that are easily accessible, linked where possible, and connect the public to the outdoors.

GOAL 1.1

Collaborate with public, private and non-profit partners on trail connectivity

Objective 1.1.1

Coordinate planning efforts with other trail organizations for connectivity opportunities and maintain communication on the objectives and efforts of nearby trail projects.

Objective 1.1.2

Communicate with relevant landowners on trail opportunities.

Objective 1.1.3

Collaborate on local and regional trail and map planning efforts.

Activity 1.1.3.1

Maintain involvement with Douglas County on reviewing and updating the Douglas County Comprehensive Trails Plan and Map.

Activity 1.1.3.2

Continue partnerships and communication with public landowners such as U.S. Forest Service, BLM, Nevada State Lands, Carson City and Douglas County.

Activity 1.1.3.3

Continue partnerships and communication with private and non-profit landowners.

Activity 1.1.3.4

Work with local and regional trail planning efforts for greater trail connectivity.

GOAL 1.2

Plan, design, build and maintain trail systems to a high standard

Objective 1.2.1

Plan, design, build and maintain trails, determining specific strategies or areas of focus.

Activity 1.2.1.1

Establish annual trail building and maintenance work plan by January each year.

Activity 1.2.1.2

Continue to develop crew leaders to help oversee individual projects.

Activity 1.2.1.3

Continue to seek out, train and involve new volunteers to help in trail maintenance and trail building activities.

Activity 1.2.1.4

Continue trail cleanup and scout program as human resources remain available.

Objective 1.2.2

Establish non-motorized trails that are easily accessible and provide opportunities for users of various abilities to enjoy.

Activity 1.2.2.1

Provide accessible trails at various levels in order to accommodate users with different abilities and needs.

Activity 1.2.2.2

Provide trail opportunities to a variety of user groups including walkers, dog walkers, hikers, equestrians and mountain bikers.

STRATEGIC DIRECTION 2 OUTREACH

Increase awareness of CVTA within the Carson Valley and local area through public events, partnerships, community involvement, technology and publicity.

Goal 2.1

Increase knowledge of and build advocacy for trails and CVTA

Objective 2.1.1

Develop and implement an annual publicity plan.

Activity 2.1.1.1

Publicity plan will promote the benefits of being a CVTA member and the ways in which CVTA's accomplishments benefit the community.

Activity 2.1.1.2

Publicity plan should include media lists, a current/updated membership brochure and targeted plans on how to distribute publicity.

Objective 2.1.2

Develop/Maintain resources that educate and engage the CVTA membership and the public at large.

Activity 2.1.2.1

Publish a CVTA newsletter, distributed, at a minimum, twice a year and at maximum, on a quarterly basis.

Activity 2.1.2.2

Determine and implement a plan to recycle content from newsletters on social media/blogs.

Activity 2.1.2.3

Maintain educational materials informing board members, volunteers and public about the history, geology, flora, and fauna of the various CVTA trails.

Activity 2.1.2.4

Maintain the CVTA website with essential information to assist with public education about the CVTA trails, programs, achievements and opportunities to support the organization as a volunteer or donor.

Objective 2.1.3

Adopt strategies and create programs to educate the public on different aspects of trails and trail use.

Activity 2.1.3.1

Use the annual meeting as an opportunity to promote and celebrate CVTA's accomplishments from the previous year, introduce new board members, celebrate the contributions of others and enlist the participation of members in activities for the coming year.

Activity 2.1.3.2

Develop a trail docent program through available human resources.

Activity 2.1.3.3

Develop hiking programs through available human resources.

Objective 2.1.4

Foster and maintain relationships that further the mission and vision of CVTA.

Activity 2.1.4.1

Ensure elected and appointed officials are aware of the benefits enjoyed by the community as a result of CVTA and its accomplishments.

Activity 2.1.4.2

Partner with like organizations that share common missions through targeted memberships.

Activity 2.1.4.3

Continue to be informed, updated and prepared to act on various local, state and national activities benefitting or impacting CVTA.

STRATEGIC DIRECTION 3 RESOURCES

Maintain sufficient resources in terms of funding, technology, and volunteers to ensure CVTA goals are met.

Goal 3.1

Practice and demonstrate efficient and effective management of CVTA, promoting sound business decisions and accountability to the membership, partners and supporters

Objective 3.1.1

Develop and assess an annual work plan with measurable goals and objectives that reflect the Strategic Plan.

Activity 3.1.1.1

All CVTA committees will operate and plan their activities with measurable goals and responsibilities, reporting to the Leadership Team and Executive Board.

Activity 3.1.1.2

Designate one board meeting to coincide with the start of the year as the Annual Work Plan meeting.

Activity 3.1.1.3

On-going goals tracking by committee chairs to review and report on Work Plan Progress.

Objective 3.1.2

Develop an annual budget based on the work plan.

Activity 3.1.2.1

Ensure the organization is following its Accounting Policies and Procedures.

Activity 3.1.2.2

Develop an annual budget for approval by the board and provide opportunities at the bimonthly board meetings to review the budget.

Activity 3.1.2.3

All CVTA committee chairs will develop and monitor their respective program budget(s).

Objective 3.1.3

Maintain an adequate level of organizational funding and be prepared to form a fund development committee should the need arise.

Activity 3.1.3.1

Develop an annual fund development plan.

Activity 3.1.3.2

Board Members and the Leadership Team will participate in the fund development plan and its implementation.

Objective 3.1.4

Follow a management structure to ensure that CVTA remains a healthy and viable nonprofit organization into the future.

Activity 3.1.4.1

Review board structure document annually and revise it as needed.

Activity 3.1.4.2

Review and revise the bylaws on an annual basis, including officer term limits as a part of that annual review.

Goal 3.2

Expand capacity of organization through increased membership and volunteer support

Objective 3.2.1

Mentor individuals with skills, knowledge and experience who share the values and commitment of CVTA's mission and vision.

Activity 3.2.1.1

Involve non-member trail users in the activities of CVTA to increase membership and awareness.

Activity 3.2.1.2

The Leadership Team and Executive Board are actively involved in recruiting others to become involved with CVTA.

Activity 3.2.1.3

Establish a Youth Board Member position.

Activity 3.2.1.4

Participate in public events in the Carson Valley and beyond with the purpose of increasing membership, community involvement, awareness and support.

Objective 3.2.2

Identify and engage opportunities to recognize the contributions of others and how that has advanced the mission of CVTA.

Activity 3.2.2.1

Work with the V.P.'s of Marketing/Publicity, Membership and Volunteer Coordinator to develop an annual recognition program to celebrate the contributions of others.

Activity 3.2.2.2

Recognize donors in a timely fashion and communicate the achievements of CVTA that are linked to their contributions.

APPENDIX

Survey Questionnaire Results

1. What is your zip code? _____

2. How often, on average, do you use a CVTA trail? (circle one response)

First Time	10	Daily	17	1 or 2 times a week	86
A couple times a month	111	Once a month	9	A few times a year	56
Never	4				

3. Please identify your age group. (circle one response)

15 and under	3	16 – 25	7	26 – 35	11
36 – 45	23	46 – 55	40	55 – 65	108
66+	107				

4. Were any children under the age of 15 with you on your most recent trail experience? (circle your response)

Yes	10	No	185
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5. What is your gender? (circle your response)

Male	87	Female	108
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6. What is your **primary activity** on the trail? (circle all that apply)

Walking/Hiking 216 Jogging/Running 29 Horseback Riding 22
 Walk dogs 74 Biking 55 XC skiing/Snowshoeing 10
 Other activity (specify)

7. Generally, when do you use the trail? (circle all that apply)

WHEN	TIME OF DAY	LENGTH OF TIME
Weekdays 65	Morning 83	30 minutes to 1 hour 16
Weekends 30	Afternoon 18	1-2 hours 105
Both 89	Both 82	More than 2 hours 78

8. How did you find out about the CVTA trails? (circle all that apply)

Word of mouth 136 Roadside signage/Driving past 50 Newspaper 29
 Visitor Center 12 Website 47 Event 19
 Other_1_____

9. Please rate the trails/trailheads relative to (1 being the lowest and 5 being the highest score – please circle one per area of consideration):

Maintenance	1	1	2	0	3	2	4	28	5	65
Safety & Security	1	1	2	0	3	1	4	15	5	67
Cleanliness	1	3	2	1	3	8	4	12	5	63

10. Are you a CVTA member? (circle one response)

Yes 103 No 77

11. If you are not a CVTA member, would you become a member? (circle one response)

Yes 77 No 60

12. If you do not want to become a member, please consider the following as to why? (circle all that apply)

Not interested 2 Not affordable 2 Not aware of membership 15
Other busy

13. Which trails do you use most often? (circle all that apply)

Clear Creek 145 Bently Heritage 17 Genoa 124
Pinyon 55 Fay-Luther/Jobs Peak 176 River Fork Ranch 37

14. Do you or does a member of your household participate in these CVTA activities? (circle all that apply)

Fundraising Events 22 Annual Meeting/Social 52
Hike for Health 25 Trail Building/Maintenance 33
Other 1

15. If you or a member of your household does not participate, what are the reasons? (circle all that apply)

Not aware of programs 49 Don't have activities that interest me 3
Only interested in using trails 24 Held at inconvenient times 8
Poor quality of programs 0 Held at inconvenient locations 4
Too busy/no time 45 Other (specify) 6 Too long a drive/Don't live near

16. What activities do you feel CVTA should offer? (circle all that apply)

Hiking events 94 Outdoor/environmental programs 71
Member only events 14 Social events 52 Fitness events
42

Other (specify) more kid friendly events/build more educational programs

17. I would be interested in a user-based forum for posting and viewing trail conditions, discussions and events (circle one response)

Yes **114**

No **37**

18. Optional

Name _____

Residential Address _____

City _____ State _____

E-mail _____ Contact _____

Phone _____

THANK YOU!