



Strategic Plan

April 2025



CCC Organizational Goals

Goal 1: Support a Strong Team Culture

Goal 2: Clarify and Reinforce Mission and Identity

Goal 3: Foster Transparent and Effective Communication

Goal 4: Evolve the Shop to Better Serve the Community

Introduction

The following strategic objectives were developed through a comprehensive and inclusive planning process. Key inputs included a community survey with 105 respondents—comprising donors, volunteers, and shop patrons—whose feedback illuminated both areas of strength and opportunities for growth.

In addition, staff engaged in a detailed SWOT analysis that surfaced internal dynamics, operational challenges, and potential avenues for improvement.

Finally, the board of directors participated in a retreat where these insights were reviewed and synthesized, resulting in the identification and prioritization of four organizational goals. These goals now serve as the foundation for targeted objectives that reflect the collective vision and needs of our broader Community Cycling Center ecosystem.



Support a Strong Team Culture

Building a healthy and inclusive organizational culture is essential to the long-term success and sustainability of the Community Cycling Center. This goal responds directly to long-standing staff concerns around internal tensions, communication gaps, and the need for stronger cohesion across departments.

Through intentional investment in team-building, equity training, recognition systems, and collaborative structures, we aim to foster a workplace where staff, volunteers, and partners feel valued, supported, and aligned. This work will lay the foundation for a more resilient, connected, and motivated organization.

Support a Strong Team Culture

Objectives

01

Facilitate regular team-building opportunities

Co-create quarterly cross-department team-building events (e.g., volunteer wrench nights, staff hangs, staff appreciation days) to foster cohesion and improve morale.

- Addresses: staff tensions, lack of cohesion, lean staffing stress, desire for “team hangs” and appreciation.

02

Implement an equity-focused training plan

Roll out biannual cultural humility and inclusion training with a focus on gender dynamics, trauma supportive practices, safer spaces, and dismantling internal bias.

- Addresses: homogenous culture, feedback from gender-diverse individuals feeling unwelcome, desire for inclusivity.

03

Launch an internal recognition system

Establish a staff and volunteer appreciation system (e.g., milestones, shout-outs, incentives) by Q4 2025.

- Addresses: staff and volunteer motivation, requests for formal recognition.

04

Strengthen cross-department collaboration

Set up monthly inter-departmental meetings to improve communication and alignment on shared projects and awareness about org operations and programs.

- Addresses: staff-reported communication gaps, operational duplication, lack of systems alignment.
- Addresses: staff and volunteer motivation, requests for formal recognition.



Clarify and Reinforce Mission and Identity

As the Community Cycling Center evolves, clarifying and aligning around our core mission is essential. Feedback from both staff and community members highlighted a lack of clarity in our public identity and a desire to reconnect with our founding values—especially around youth engagement, equity in transportation, and environmental sustainability. This goal focuses on reaffirming our mission, increasing visibility of our impact, and ensuring that our programs, communications, and organizational practices reflect and reinforce the values that inspire community support and trust.

Clarify and Reinforce Mission and Identity

Objectives

01

Clarify and communicate CCC's mission publicly

Refresh CCC's mission statement and values in visible ways (e.g., signage, website, printed materials) by early 2026, extrapolating mission statement to incorporate real examples of our work

- Addresses: community and staff confusion about CCC identity, comments about insider vibes or unclear offerings.

02

Share consistent impact narratives

- Launch a "CCC Impact Stories" campaign that highlights community impact, particularly youth and equity-based programming utilizing ethical story telling.

- Addresses: donor/volunteer desire to hear success stories, transparency, youth program pride.

03

Prioritize mission-driven programming and services

Celebrate programming that centers youth, equity in bike access, and hands-on learning opportunities.

- Addresses: core donor motivations, public support for youth programs, equity in transportation access.

04

Develop a public accountability dashboard

Create and update a transparent dashboard or annual summary with program impact, finances, and progress on strategic goals.

- Addresses: requests for transparency, history of financial mistrust, calls for clarity on operations.



Foster Transparent and Effective Communication

Effective communication—internally and externally—is a foundational need across all departments. Staff identified gaps in cross-department communication and decision-making, while community members emphasized the importance of consistent updates, transparency, and improved access to information. This goal is aimed at strengthening internal systems, building clear and inclusive communication protocols, and enhancing how we tell our story to the public, donors, and volunteers. By improving the way we connect and share information, we will build trust, reduce confusion, and support stronger relationships across the board.

Foster Transparent and Effective Communication

Objectives

01

Create a unified internal communications plan

Develop a staff communication protocol that includes expectations around updates, tools, meeting norms, and decision-sharing.

- Addresses: staff concerns about unclear internal communication, organizational distractions, silos.

02

Improve donor and volunteer communications

Set up a quarterly newsletter and automated follow-up for volunteers/donors with program updates and tangible impact metrics.

- Addresses: community feedback asking for better responsiveness, updates, and communication.

03

Increase signage and orientation support in-shop

Redesign shop signage to clarify services (DIY area, how to get help, what is available for sale), and install “how to use this space” materials.

- Addresses: patrons’ confusion about DIY space, accessibility of shop environment, unclear service zones.

04

Normalize storytelling through all channels

Integrate storytelling into monthly social media and email campaigns, highlighting CCC’s impact and community voices. Share stories internally and externally

- Addresses: community feedback asking for more visibility of work, appreciation of CCC values.



Evolve the Shop to Better Serve the Community

The shop is a vital hub for CCC's visibility, revenue, and community engagement—but feedback indicates it is due for thoughtful reevaluation. Patrons expressed a desire for clearer services, more accessible DIY repair spaces, expanded educational offerings, and a more inclusive retail experience. Staff echoed these concerns, citing operational inefficiencies and limited capacity. This goal aims to refresh the shop's business model to better serve community needs, enhance customer experience, and create more sustainable pathways for earned income, all while staying grounded in our mission.

Evolve the Shop to Better Serve the Community

Objectives

01

Address DIY space functionality and access

Conduct a DIY audit and relaunch the space with clear purpose statement, policies, signage, tutorials, and staff/volunteer guides by summer 2025. Include ways for people support using an “adopt a bench” program.

- Addresses: patron confusion, requests for more access, lack of clarity, affordability concerns.

02

Expand inclusive customer service training

Invest in quarterly workshop on customer service with an emphasis on inclusive, nonjudgmental service.

- Addresses: gender-based discomfort, inconsistent interactions, community desire for safer spaces.

03

Redesign the shop layout and merchandising strategy

Refresh retail layout to improve flow, increase used parts visibility, and align pricing with community affordability needs.

- Addresses: calls for clearer product displays, more inventory, better flow, and price transparency.

04

Evaluate and expand repair service offerings

Assess demand for professional repair and dual-use (learn while you wait) services, and pilot streamlined drop-off/appointment repairs by early 2026.

- Addresses: request for expanded service options, better mechanical support, improved retail experience

05

Introduce skill-based workshops

Offer monthly workshops on bike maintenance and advanced topics, with subsidized slots for low-income participants. Leverage in-house pedagogy expertise

- Addresses: strong interest in workshops, affordability concerns, mechanical knowledge-sharing.



Additional Themes to monitor

- **Board Engagement:** Several opportunities to involve the board more directly in advocacy, fundraising, and staff relationship building efforts.
- **Strategic Partnerships:** Partnerships with mutual aid groups, schools, and culturally specific orgs could deepen community trust.
- **Seasonality & Planning:** Staff pointed to complexity around seasonal planning—could develop a seasonal operations strategy.
- **Public Safety & Infrastructure Advocacy:** While harder to address directly, CCC could lend voice to local safe street advocacy.