

MOMENTUM INDY



2022-2024 Strategic Plan

Soaring Higher and Higher

Momentum Indy – Soaring Higher and Higher

After an incredibly successful weekend September 10-11, 2021, Momentum Indy, Indiana's premier bicycling and movement festival is reaching new heights. The weekend showcased our city and events as a world class venue for cycling and family entertainment.

It certainly has been a journey over the past decade to get to where we are today. Our Executive Director, Jennifer Cvar, co-founded the Indy Critrium Bicycle Festival in 2010. The annual Indy Crit takes place amidst a backdrop of food and beverage vendors, engaging exhibitors, and a full slate of crowd engagement events including children's activities and community bike rides. Shortly after the organization obtained its 501(c)3 designation, Indy Critrium, Inc. - our formal name - acquired another successful local bike race known as the NUVO Mass Ave Crit. The MAC - for short - was reimagined as a twilight race, playing on the natural setting of bars, restaurants, and nightlife entertainment options in the popular downtown destination. The new event added logistical challenges and new opportunities for Indy Critrium that our board and volunteers enthusiastically supported. These two events were combined into the same weekend for the first time in 2019 drawing thousands of people downtown to join in the festivities. The inaugural Honor Major Taylor ride was also conceived in 2019 on the morning of the Indy Crit, drawing hundreds of riders to celebrate community and the legacy of Indy native Marshall "Major" Taylor.

With the 2019 event weekend being a massive success, our resident visionary, Jennifer, engaged the board in a discussion of "What's next?" She challenged the board to dream bigger and think about how we could take the event weekend to the next level. It became apparent that we needed a roadmap - a strategic plan - that would take us to new heights. Before starting the process, we set out on a re-branding effort to name the newly expanded weekend. The

outcome, Momentum Indy, encapsulates the spirit of our organization and encompasses our vision for the future of the event weekend.

We officially started our strategic planning process within a week of the start of the COVID-19 government shutdowns. This period of uncertainty and the world slowing down resulted in the board eventually cancelling our 2020 Momentum Indy weekend. More importantly, however, it forced us to confront "what's next?" and re-examine our purpose. Aside from these two questions, our next key query was "How?" During our 18-month strategic planning process, we considered key questions about our organization including our current branding, staff capacity, relationships, image within our community, Indianapolis' standing nationally as a bike-friendly community, and Indianapolis as a bike racing destination.

Our strategic planning document encapsulates these questions and more. The process of producing our plan was a true team effort, as is everything we do. Our plan features key contributions from staff, board, and consultants, all informed by our community stakeholders. We present to you Momentum Indy's direction, mission, values, priorities, and objectives for the next three years. We hope you will take this document as your official invitation to join us and be the "wind beneath our wings" as we soar higher and higher.



Anthony Bridgeman
President

Jennifer Cvar
Founder/Executive Director

Our Mission



Inspiring our community to experience the joy of bicycling and movement.



Our Values



Community

Celebrating and engaging fans, participants, and the public.



Fun

What it's all about! Fun is at the forefront of our hearts and minds when we plan and execute our events and serve our patrons.



Inclusion

Producing events where all people feel welcome, respected, and engaged.



Health & Wellness

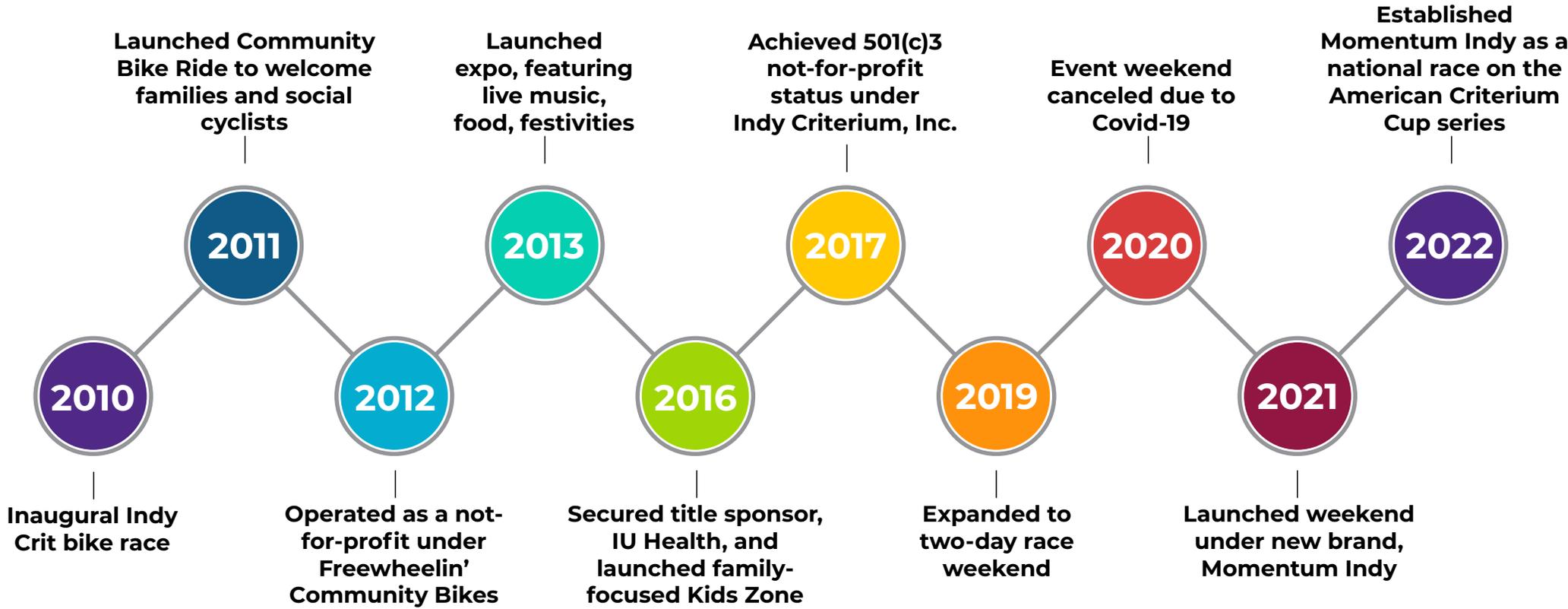
Whether cycling, running, walking, or dancing in the rain, we are allies in inspiring our community to be physically active.



Diversity

Embracing, valuing, and recognizing our differences as our collective strengths.

Our History



Strategic Priority 1

Sustainability

We attribute our eleven years of success to outstanding leadership, a dynamic working board, and tireless operations and volunteer committees. Over that time, we have been fortunate to develop ongoing relationships with our sponsors and partners who have helped us achieve our success to date. We seek to grow the impact of our events by further developing our community relationships, cultivating new partnerships, and diversifying our programs.

We will achieve ongoing Sustainability of Event Operations through:

Board Development

- Establish standing committees of the Board: Governance, Operations & Finance, Events, Marketing & Branding, and Fundraising.
- Create a Strategic Advisory Committee of community and business leaders to identify opportunities, partnerships, and resources.
- Undertake annual Board development training on topics including Governance, Fundraising, and Diversity, Equity, and Inclusion.
- Expand cultural diversity of the Board.

Operational Efficiency and Sustainability

- Develop a multi-year Fund Development Plan utilizing internal and external advisors.
- Update Operations Playbook.
- Evaluate Volunteer Recruitment and training plan.
- Develop a leadership apprentice program.
- Update staffing and training plan.
- Implement hiring of staff based on needs of the organization.



Strategic Priority 2

Exceptional Events

Captivating is the emotion evoked when watching a racer at 30+ miles an hour across the line, arms raised in victory. Joy is seeing a five-year old pumping their legs furiously across the finish line at the Kids' Race. These are the moments that make our event special.

We will execute Exceptional Events

Establishing Momentum Indy as a Premier Event Locally and Nationally

- Develop Momentum Indy into a national caliber race through elements such as increased prize purse, host housing program, media coverage, livestream, expo, and community rides.
- Develop the Honor Major Taylor Ride to reach a wider audience of cyclists.
- Align Momentum Indy with other races on the national race calendar.
- Continue to cultivate relationships with local and national teams, events, and USA Cycling.
- Cultivate relationships with local businesses and residents to build a larger fan base.
- Engage local government and city leadership for support resources in event production and safety.
- Grow overall event quality and production through additional entertainment, sound, and lighting.
- Build VIP hospitality for increased sponsor engagement.



Identifying new events to add to the Momentum Indy portfolio that are consistent with mission and values.

- Research current trends.
- Develop the organizational and funding capacity to execute new events.

Strategic Priority 3

Brand

Building and cultivating a premiere event weekend is the foundation of success for Momentum Indy. Continuing to build on that foundation and brand will be key to establishing Momentum Indy as a nationally recognized event and fulfilling the organization's mission.

We will Elevate our Brand Recognition to Impact Engagement, Events, and Sustainability by:

Building brand consistency.

- Establish Brand Architecture & Guidelines to maintain consistency across platforms including website, social media, print materials, and signage.
- Build a narrative and messaging framework around Momentum Indy's mission

Amplifying brand recognition.

- Create a communications plan that aligns audience interests with the organization's mission.
- Create compelling narrative on owned media channels to broaden the appeal of events.
- Develop integrated marketing campaigns to increase exposure of the brand to broader audiences.

Cultivating relationships with key community leaders, local travel advocacy, and economic development organizations to amplify the broader impact of the weekend.

- Commission an economic impact study on Momentum Indy events to be shared with key stakeholders, including government and civic leaders, and partner organizations.
- Strengthen existing relationships with like-minded organizations to increase engagement in events.
- Cultivate new relationships with civic and community organizations to increase engagement in events.
- Identify cross-promotional opportunities with new and existing event partners to elevate all brands involved.





Momentum Indy Board of Directors

Liz Baker

Chris Boardman

Anthony Bridgeman

Briana Clark

Paul Cvar

Abel Barerra Duran

Michael Goldenberg

Justin Kirk

Chris Nurnberger

Karen Smartt

Many thanks to our talented photographers for capturing the moments that make our event special: Mike Almert, Action Images Indy, Sean Murphy, John Whalen, Jake Rytlewski, and Joe Vondersaar.

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