



IMPROVING LIVES THROUGH BICYCLING

Our Five-Year Strategic Plan





**Our mission:
Improving
lives
through
bicycling.**



cascade
BICYCLE CLUB



Thanks to everyone who made this project possible:

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*Green indicates members of the Cascade Bicycle Club or Cascade Bicycle Club Education Foundation Board of Directors.



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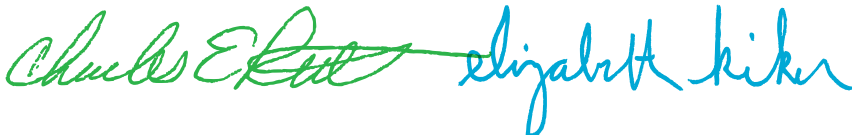
Stronger Together

Cascade is an organization built on the coordination and cooperation of thousands of people. From the most experienced volunteers to the newest group riders, we succeed because of you, and it is our mission to serve you.

When putting this strategic plan together, our board and staff were guided by our history of cooperation and teamwork. This is the Cascade Bicycle Club's 2014-2019 strategic plan. It is the shared vision of board, staff, volunteers and members, and it was created together. We are excited about this plan. It paints a wonderful picture of bicycling in the Puget Sound region and provides clear direction for the future.

This plan, like our club, will succeed with your help, support and shared vision. You, the members, volunteers and active supporters of the Cascade Bicycle Club, are the reason we are here now, and the reason we will still be thriving five and even 50 years from now.

Thank you,

The image shows two handwritten signatures. On the left is a green signature that reads 'Charles Ruthford'. On the right is a blue signature that reads 'Elizabeth Kiker'.

Charles Ruthford
PRESIDENT, BOARD OF DIRECTORS

Elizabeth Kiker
EXECUTIVE DIRECTOR

OVERVIEW

Vision:

Bicyclin

Mission:

Improving lives through bicycling

Values:

Collaboration

Diversity & Inclusion

Respect

Tenacity

Transparency



g for all



Goals:

- 01. Share the joy of bicycling
- 02. Create exceptional opportunities to ride
- 03. Teach everyone to ride safely
- 04. Bring people together through bicycling
- 05. Transform the region through bicycling

01



Share the joy of bicycling

At Cascade, we are committed to incorporating the joy of bicycling into all aspects of our work by informing people about the beautiful views, health and freedom found on a bike; by showing people how the region is a playground on a bike; and by encouraging people in a wide variety of riding.

Remember what it felt like to ride a bike when you were a kid? The freedom, the empowerment, the sheer joy?

“ I don’t feel like I’m in my fifties. I feel like I’m still in my thirties! Biking keeps me young because it’s fun. Bicycling is just like playing. Everyone should play more, it’s very healthy. ”

—LYNNE WATANABE, CASCADE MEMBER

02



Create exceptional opportunities to ride

We will create new bicyclists through our events, set a standard of high quality at our events, and create events that have broad appeal. We will lead and encourage free, frequent rides that are safe, fun and joyous across the region.

Cascade will continue to offer world-class events and build on our reputation as a premier bicycle event producer.

“ I rode every day, rain, snow, or shine, my son began riding back and forth to school with me, and my wife started going out with me, too. We found we enjoyed riding together so much that we would make the STP a family commitment. ”

—BEN TALBERT

A school principal who, after setting the STP as his goal, got his students and family riding bikes.

03



Teach everyone to ride safely

Cascade's education program will encourage people to become lifelong cyclists by reaching them at all stages of life. We will continue to be the trusted source for bicycle education in the region.

Our education program will focus on all ages and abilities, in a wide-variety of neighborhoods, with accessible class locations. We commit to a deep and community-driven approach. We will hold all road users accountable to share the road safely.

At Cascade, we believe in the transformative power of the bicycle, and want to ensure the benefits of bicycling are accessible to people of all walks of life.

“ I strongly believe Cascade is helping to fulfill an important niche for kids who, like my son, love the outdoors, love physical challenges, but don't love organized sports. He gets to be outside at the speed he wants and follow rules of safety, instead of the competitive rules of a game. I am just so grateful for the work you do to inspire kids to continue to appreciate the beauty of physical ability in less traditional ways. ”

—REBECCA HOYT

Parent of a Cascade bike camp participant.

O4



Bring people together through bicycling

Cascade will use bicycling as a tool to create relationships within our larger communities. We will work to bridge gaps between different types of cyclists, focusing on common ground and common joy.

We will celebrate diversity and build on and expand our partnerships in the region.

“ Cascade opened my eyes to the wonderful diversity of people, particularly people who ride bikes and are passionate about improving our city through development of safe cycling conditions.”

—CARL TULLY, COMMUNITY ADVOCATE

05



“ Seattle is a wonderful place to live and work. People are moving here, jobs are moving here and we need to have more options for people to get around. Protected bike lanes, greenways and a network of bikeways does that. It gives people a better way to get around. It’s convenient and it makes people happier and healthier. ”

—TOM FUCOLORO, SEATTLE BIKE BLOG

Transform the region through bicycling

Cascade will advocate for a regionally connected network of trails, greenways and protected bike lanes. We will focus on the importance of road design and finding allied elected officials to create a region that encourages all types of people to bike everywhere.

We will be tireless voices for the importance of bicycle infrastructure funding.

OBJECTIVES



A Collective Voice

We want you! Cascade will increase collaboration with decision makers, connect deeply with more volunteers, mobilize more advocates and train more educators.

OBJECTIVE

Cascade will connect deeply with more volunteers, mobilize more advocates, train more educators and increase influence on elected officials.

TARGETS

*Double the
volunteers and
community leaders
Cascade engages
with by 2017.*

RELEVANT GOALS

1. Share the joy of bicycling
2. Create exceptional opportunities to ride
3. Teach everyone to ride safely
4. Bring people together through bicycling
5. Transform the region through bicycling



Zero

As bicyclists, we are vulnerable road users, and we are heartbroken by the number of bicycling fatalities that happen in our region. Cascade will collaborate with all road users to achieve zero traffic deaths and serious injuries in the Puget Sound Region.

OBJECTIVE

Cascade will work toward zero bicyclist traffic deaths in the Puget Sound Region.

TARGETS

Create and implement a rider code of ethics for Cascade members and participants by 2015.

Reduce by one-half the annual number of traffic deaths of bicyclists by 2019.

RELEVANT GOALS

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“All cyclists, all pedestrians, even most drivers have stories about calls that are way too close, or worse, loved ones who did not survive. I’m committed to Zero Traffic Deaths. I’m committed to safer streets for cars, bikes, buses and pedestrians. ”

—ELIZABETH KIKER, EXECUTIVE DIRECTOR

OBJECTIVES



Connecting Our Region

We see a future Puget Sound Region where cities and neighborhoods are connected by a safe, accessible and convenient bicycling network for people of all ages and abilities. Cascade will work to increase the length and connectivity of safe and comfortable bicycle networks throughout the region.

OBJECTIVE

Cascade will increase the length and connectivity of safe and comfortable bicycle networks throughout the region.

TARGETS

20% increase in the length of connected, safe and comfortable bicycle networks throughout the region.

Comfortable bike networks, connecting the region, are the key to success in greatly expanding bicycling in the Puget Sound Region.

RELEVANT GOALS

1. Share the joy of bicycling
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“Bike lanes are critical for the improved safety of cyclists; they help get bikes and cars out of each other’s way. But they also provide significant benefits for the livability of our city, the mobility and health of our residents. ”

— ED MURRAY, SEATTLE MAYOR



Funding Our Future

To accomplish our region's bold bike infrastructure plans, more transportation dollars must be invested on bicycle infrastructure and programs. If 4% of people commute by bike, 4% of transportation spending should be on bicycling.

OBJECTIVE

Cascade will work toward infrastructure funding parity with bicycle mode share—meaning if 4% of people commute by bike, 4% of transportation spending is on bicycling.

TARGETS

Reduce by one-half the percentage gap in spending for bicycle infrastructure as compared to mode share per jurisdiction by 2019.

RELEVANT GOALS

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OBJECTIVES



More People Pedaling

More cyclists of all ages and abilities means healthier communities and safer streets. Cascade is committed to increase the number of people who ride for fun, fitness and to get around.

OBJECTIVE

Cascade will increase the number of bicycle riders in club activities and on the road.

TARGETS

20% more cyclists based on current count technologies by 2019.

40% more participation in Free Group Rides by 2017.

Strategic event plan that focuses on ride quality, diversity and growth by 2015.

RELEVANT GOALS

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“It’s our responsibility to look at the work we’re doing in the community and constantly ask if we can do better, if we can do more. Serving diverse communities helps us learn and be better as an organization.”

—ED EWING, DIRECTOR OF DIVERSITY AND INCLUSION



An Inclusive Community

Cascade will strive to have the demographics of our staff, board, membership and participants reflect those of the Puget Sound region by age, race and gender. Cascade will engage with diverse riders to develop community-driven programming.

OBJECTIVE

Cascade will strive to have the demographics of its staff, board, membership and participants match those of the Puget Sound region by age, race and gender.

TARGETS

Reduce by one-half the membership gap as compared to regional data by 2019.

Reduce by one-half the participant gap as compared to regional data by 2019.

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OBJECTIVES



Start Young

Healthy habits begin early in life. Cascade will increase the number of youth riding bikes and jump start the joy of bicycling through school-based educational programs.

OBJECTIVE

Cascade will increase the number of youth riding bikes safely through school-based educational programs.

TARGETS

Double the number of youth riding to school in targeted communities.

Increase the number of children that are taught Cascade's elementary school curriculum.

RELEVANT GOALS

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“ I like biking because I like to go fast. I go biking with mom or daddy and we go to the parks. I like to go to parks so I can get exercise like at gym daycare. ”

—WYATT BROOKS, 3 YEARS OLD

The only person of his household to currently hold a Cascade Membership, Wyatt “*the Riot*” Brooks, is arguably our youngest card-holding member. Perhaps one of the happiest bicyclists we have ever seen, Wyatt has been on a bike since he was 18 months old.



Focus On Members

Our work is not possible without you, and we greatly value our membership. Cascade will listen to our members and add value to your membership through first-class events and programming.

OBJECTIVE

Cascade will increase the club’s membership base by focusing on member satisfaction and retention.

TARGETS

Increase retention rate of club membership to 70% annually.

RELEVANT GOALS

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OBJECTIVES



Success Through Statistics

Cascade will create a system of integrated data tools, policies and processes that enable accountable, evidence-based decision-making. This data will allow us to continuously evaluate, refine and enhance our programs.

OBJECTIVE

Cascade will practice accountable, evidence-based decision-making.

TARGETS

Fully operationalize an integrated system of data tools, policies and processes by 2017.

Establish baselines for departments and objectives by 2015.

RELEVANT GOALS

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“ We subscribe to the age-old operational idiom ‘you can only improve what you measure.’ For every metric that we want to improve, whether rider satisfaction, member engagement, volunteer enthusiasm, or the ability to make our voices heard to our elected leaders, we have to measure where we are to form a plan of where we want to get to. ”

—DANIEL WEISE, BOARD MEMBER



The Cascade Bicycling Center

Cascade will create the Cascade Bicycling Center at Magnuson Park as a welcoming gathering space for our community. Cascade is the largest locally based bicycling organization in the nation, with a 45-year history under our belt, a staff of 40, a membership of more than 16,000 and thousands of volunteers. The new headquarters will serve as a bustling and welcoming community space for volunteers, kids and families to gather and learn.

OBJECTIVE

Cascade will create the Cascade Bicycling Center at Magnuson Park as a fully funded and operational hub of engagement for bike riders and members.

TARGETS

Fund, build and optimize the Cascade Bicycling Center's member clubhouse, community gathering space, classroom, traffic garden and volunteer center by 2017

RELEVANT GOALS

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Improving lives through bicycling.