

# CASCADE BICYCLE CLUB 5-YEAR STRATEGIC PLAN



Mission

Improving lives  
through bicycling

Vision

Bicycling  
for all

## Bicycling for all. Stronger together.

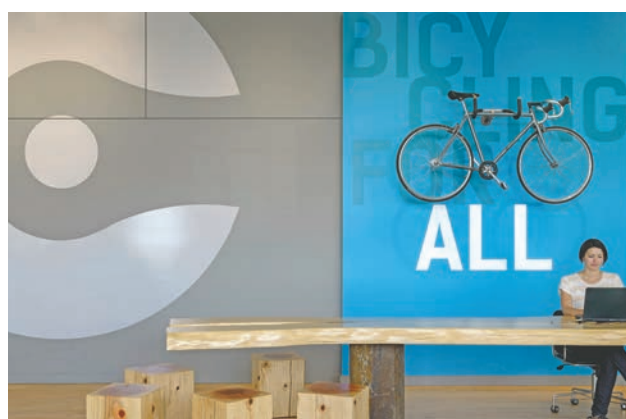
2016 was a transformative year for Cascade Bicycle Club. When we merged with Washington Bikes in January we became the nation's largest statewide bicycle nonprofit, bringing together two strong and distinctive organizations to leverage our overlapping missions. We immediately expanded our focus from just the Puget Sound region to the entire state of Washington, exponentially increasing the reach of our mission: to improve lives through bicycling.

With the merger and our new statewide approach, we needed to update our 5-year strategic plan to optimize the effectiveness and efficiency of our restructured organization. This plan is the shared vision of board, staff, volunteers and members — created together. We were guided by our history as well as our desire to provide a clear vision of the future. The plan also reflects Cascade's move to functioning as a 501(c)(3) organization; Washington Bikes has taken on our former activities in candidate endorsement.

We are excited about this strategic plan, and it will succeed with the help and support from you: the members, volunteers, donors and active supporters of Cascade Bicycle Club. You are the reason for the current level of success, and you will be the reason for our successes the next five years and beyond.

Thank you,

Catherine Hennings, Board President & Elizabeth Kiker, Executive Director







# 1 BECOME A RESOURCE HUB FOR THE STATE



We will be a connector and central clearinghouse, serving as THE go-to source on bicycling in the state of Washington. Whether you're a local bicycle leader wanting to know how to put on a fundraiser ride or get a bike master plan adopted, a parent wanting to start a bike train, or a tourism agency looking for ways to attract more biking travelers to town, you'll be able to turn to us to learn what you need to grow and improve bicycling in your hometown.

## What we will do

In addition to developing downloadable toolkits and templates, we'll go beyond the website with webinars and workshops. Cascade staff will develop partnerships in every region of the state to identify and address issues and opportunities. With the objective to increase to 500,000 the number of unique visitors per year from within Washington state to Cascade's online resource hub, and to provide services and information to 100 organizations across the state, we'll enable people and groups to connect, share and work together to improve lives and communities through bicycling.

## Our current level of success

In 2015 we had over 250,000 website visitors from within Washington, and partnered with organizations in the greater Seattle region and along the routes of our major rides. Tracking partnerships statewide will reflect our new, larger geographic scope.



# 2 PROMOTE BICYCLE-FRIENDLY POLICIES AND INVESTMENTS

You're at a city council meeting celebrating adoption of the new bicycle master plan and a commitment to building it out. You're at the ribbon cutting for the final connection of local bike lanes to the regional trail system. Your town is named a Bicycle Friendly Community and you can see why. This happens because local bike leaders and Cascade collaborate in identifying and promoting bicycle-friendly policies and investments that make bicycling safer and more accessible. You're part of a community where your voice is not only heard, but acted upon.

## What we will do

"What is the city but the people." — William Shakespeare. We will double the actions taken to contact elected officials and representatives to promote policies and increase investments for better bicycling. We want your voice heard and we will train you on the value and methods of community-based advocacy, giving you the tools to be effective leaders. We'll work with you to develop and communicate annual policy priorities and grow partnerships and coalitions that support bike-friendly goals that work for your town.

## Our current level of success

By the end of 2016 we'll record an initial baseline measurement of 2015 and 2016 advocacy volunteer support hours. This will serve as our initial baseline as we identify the places and issues that will benefit from increased local advocacy.



## 3 INCREASE RIDERSHIP STATEWIDE



Imagine how different your next ride down a city street or county road would feel if everyone were used to seeing twice as many people riding. Whether you bike 100+ miles every weekend, enjoy a casual family bike ride to a park, or bike to work, school or across the state, more people of all ages and abilities riding bikes means healthier communities and safer streets. There's strength in numbers.

### What we will do

We will build on our strengths to double ridership statewide by expanding our education programs; getting more people riding by working for safer and more inviting infrastructure throughout the state; expanding Free Group Rides and major event rides; and enhancing other programs such as the statewide Bike to School Challenge.

### Our current level of success

Measurable 2015 participation in our Free Group Rides, education programs, bike challenges and Cascade events approximated 71,000. By the end of 2016 we'll incorporate statewide bicycle counts and update our baseline figure. Tracking these figures will reflect our new statewide scope.



## 4 INCREASE DIVERSITY OF RIDERSHIP

Our work will invest in equity as well as equality, focusing on a signature program with lasting impacts. Five years from now, we envision biking from Seattle to Portland with the largest group of Major Taylor Project students on record. They participate in the iconic Group Health STP presented by Alaska Airlines ride as the culmination of a year of leadership development along with growth in their biking skills. Picture a group of MTP students from the Tri-Cities or Wenatchee or Spokane pedaling along the Columbia River, traveling farther on their bikes and in life than ever before possible because of the confidence they've gained in their own abilities. We will also double efforts to diversify our staff and board, and thread equity into each person's work at Cascade.

### What we will do

Expanding our reach, we aim to double the number of schools in which we offer the Major Taylor Project. We will triple the number of communities of color and those with lower average income levels in which we develop a deeper connection grounded in a spirit of partnership and respect, collaborating and listening to identify community opportunities and needs we can address. In our policy agenda we will advocate for equity-based bicycle education funding. Underpinning our programmatic efforts, we will strive to develop a staff, board and volunteers that reflect the communities of the state of Washington.

### Our current level of success

Today we offer the Major Taylor Project in 16 schools and have a strong partnership with nonprofit leaders in White Center, focused on the creation of a bike playground.





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## COMMUNICATE OUR PURPOSE

Each part of our work grows and improves bicycling in a different way, and now we're in new places with a statewide mission. The more you know about *your* Cascade, the more you can connect with the activities that fit your focus. Whether we're advocating for safe, connected bicycle infrastructure, putting on world-class bicycle rides that people dream of completing, or expanding bicycle safety education to more schools across the state, we want you to know what Cascade means for you, your family and your community.

### What we will do

We will double the number of people who are aware of the full range of our mission and the value of our work by sharing the many faces of bicycling from all over Washington and the ways we serve you. You'll see (and perhaps contribute to) new print and digital communications as part of this effort. We also seek to increase membership past 25,000, growing what is already the largest statewide bicycle nonprofit in the nation.

### Our current level of success

Today we have over 17,000 members. We'll create a baseline measurement of mission awareness by the end of 2016.

