

***Adventure Cycling Association  
Strategic Plan 2008  
2008-2012***

***Mission***

Adventure Cycling inspires people of all ages to travel by bicycle. We help cyclists explore the landscapes and history of America for fitness, fun and self-discovery.

***Vision***

We envision a future in which:

- Adventure Cycling Association is the premier resource for bicycle travel
- Adventure Cycling's route network is the backbone of a nationwide official system of bicycle routes in the United States.
- Everyone is aware of the amazing power and magic of traveling by bicycle.
- Barriers to bicycle travel are eliminated.

***Values***

- We are committed to and passionate about bicycle travel and recognize that it is a fun and worthwhile activity.
- We respect and value a committed partnership among the Board of Directors, staff, members, volunteers and others in the cycling community.
- We appreciate the creativity and diversity of talent the staff brings to the organization.
- We embrace the use of education and technology to achieve our organizational mission.
- We value bicycle travel as a key that fosters an ethic of environmental stewardship and cultural understanding.
- We honor the financial contributions that individuals invest in our work, and we pledge to use contributions in a fiscally responsible manner.

***Our Plan for 2008-2012***

During the next five years, we will strive to optimize our existing programs, build new systems and physical facilities to support our staff and volunteers, and innovate with new programs, projects and enterprises, where these innovations truly fulfill our mission to advance bicycle travel and where resources are adequate to effectively accomplish these new directions without sacrificing current programs.

Adventure Cycling has four overarching long-term goals:

- Create bike routes for America
- Get more people traveling by bicycle
- Support bicycling communities
- Sustain Adventure Cycling

In the next five years, we will undertake a number of new efforts, including: launching the implementation of an official U.S. Bicycle Route System; developing new long and short bicycle travel routes in the U.S.; innovating new digital systems to create and distribute bike route and map information; building our outreach efforts to young people and other new audiences; diversifying the ways that people can participate in bike travel; upgrading our marketing and media capabilities to project the joys and benefits of bike travel; supporting national efforts to enhance the safety of cyclists and national resources available for bicycling and bike travel; growing our membership; and improving and expanding Adventure Cycling's headquarters and visitor facilities in Montana.

### ***Create bike routes for America***

#### *Purpose*

To create a grid of bicycle routes across America in order to:

- provide the foundation of an alternative transportation network for bicycle travel and bicycling generally;
- connect communities nationwide through bicycle route signage and map creation; and
- encourage heritage, cultural and adventure tourism opportunities for cyclists and communities.

#### *Goals*

- Establish an official U.S. Bicycle Route System (USBRS), in partnership with the American Association of State Highway Transportation, national and state agencies, and non-profit organizations.
- Build a coalition of support for bicycle routes at the local, state and national levels with civic groups, other nonprofits, clubs, businesses, state and federal agencies, and other appropriate groups.
- Create awareness of the USBRS and Adventure Cycling's route network by signing and mapping a growing national network of bike routes

#### Objectives: Bike routes for America

##### *Optimize*

- Implement geographic information system to enhance mapping capability.
- Anticipate and support digital map display systems and continue to optimize GPS waypoints on existing routes.
- Regularly update and correct information on existing routes.

### *Build*

- Establish and refine Geographic Information System infrastructure in Routes and Mapping Department.

### *Innovate*

- Begin implementation of US Bicycle Route System, with completion of a national corridor plan, a national route designation system, and implementation of several interstate urban/suburban/rural routes.
- Develop an Advisory Committee to provide guidance to Adventure Cycling on the future of bicycle route mapping in the digital era; focusing on establishing new processes for creating maps, and anticipating the direction of new map technology. The committee will work with staff to prepare options for the Board of Directors by Spring 2009.
- Create new routes, including paved and off-pavement routes along the Pacific Crest. Provide more short-haul and loop routes.
- Develop a limited number of day trip maps along existing routes, such as the Underground Railroad route, in order to introduce experienced cyclists and newcomers to the availability and joys of bicycle travel.
- Explore new routes in North America through staff reconnaissance and membership input. Consider partnering with other organizations, such as the Mississippi River Trail, Inc., to provide mapping services for their routes.

### ***Get more people traveling by bicycle***

#### *Purposes*

- To create a fun, safe environment for bicyclists to network, improve skills and gain confidence in their abilities.
- To provide recreational experiences focusing on fun, fitness and self-discovery for bicyclists who do not have the time or experience to create their own.
- To give bicyclists the opportunity to learn about America's cultural and natural history and embrace the diversity of different regional and cultural groups.

#### *Goals*

- Expand our outreach program to spread the word about bicycle travel to general and targeted audiences, including youth and minority populations.
- Build upon existing educational materials that will assist people in bicycle travel and distribute through both established channels and our outreach program.
- Maintain and enhance bike travel opportunities for both members and the general public, in America and abroad.

#### Objectives: Get more people traveling by bicycle

#### *Optimize*

- Offer an annual, high quality slate of affordable bicycle trips, emphasizing self-contained and supported tours, and educational trips to develop new leaders and new bicycle travelers.

- Boost the professionalism, quality, and variety of Adventure Cycling’s tour offerings (including shorter trips).
- Produce a timely and high quality magazine (*Adventure Cyclist*), resource directory (*Cyclist’s Yellow Pages*) and other publications. Re-design the magazine’s graphic template and revamp information systems that support the *CYP*.
- Continue to provide general outreach services to our members, bicycle clubs and shops, and other organizations interested in travel, health, and personal improvement. These services include presentations, power points, and materials regarding bicycle travel.
- Prepare a new marketing strategy for Adventure Cycling to target our message, services and programs to bicyclists, bicycle travelers, and people interested in travel, health and personal self-improvement. Continue to upgrade our marketing capabilities through staff leadership and development, regular surveys of Adventure Cycling members and other bicyclists, and careful use of outside consultants.
- Make Adventure Cycling the leading resource for bicycle travel information. Substantially increase our relationships with bicycling and general media and regularly provide interesting and innovative information and story lines to media outlets and producers. Re-design our website navigation and look to improve the accessibility and use-ability of the site. Boost our abilities to use the rapid-fire and unique nature of web communications to provide information via quick dissemination of bicycle travel news and video streaming.

#### *Build*

- Develop infrastructure (such as vans and staging areas) for professional, high quality tours.
- Explore new web-based media technologies and techniques, including video streaming and blogging.

#### *Innovate*

- Prioritize new outreach efforts to focus on young people, especially in the middle school and high school ages. We will: provide trainings for current and prospective youth tour leaders; develop a national network of youth organizations and individuals interested in promoting or using bike travel; and develop materials in addition to *Pedal Pioneers: A Guide to Bicycle Travel with Kids* to promote youth bicycle travel.
- Continue promoting bicycle travel to new audiences, especially under-represented populations in cycling. Continue to work with key partners to reach out to African Americans, with a special emphasis on the Underground Railroad Bicycle Route corridor, and other communities with an interest in prospective historic and cultural routes.
- Develop information, guidance, and partnerships to promote overnight or weekend bicycle trips (“bike overnights”), to help day riders or new cyclists discover the joys and benefits of bicycle travel – or to help veteran bicycle travelers re-connect or stay connected with this activity.
- Conduct basic research on bicycle travel and its economic, health, and other impacts. Publish the findings and distribute to the general public, the bicycle industry, media outlets, and tourism and travel agencies.

- Develop a web interface called My Adventure Cycling that assists staff, members, and the general public to find and organize the information most important to them. Users of “My AC” will have the ability to customize their website visit to their needs and manage their own personal data. ACA staff will have the capacity to collect information and respond to customer requests in an accurate and automated fashion.
- Consider developing an Adventure Cycling “how to/introductory” book on bicycle travel and/or a coffee table book featuring “Open Road Gallery” photos.

### ***Support bicycling communities***

#### *Purposes*

- To promote bicycle travel by participation in advocacy efforts in a coalition setting.
- To help build a bicycle friendly America.

#### *Goals*

- Help support and be a part of the larger bicycling community.
- Provide leadership in advocating for better conditions and services for bicycle travelers, primarily in the United States.

#### Objectives: Support bicycling communities

#### *Optimize*

- Maintain involvement in America Bikes, the national coalition seeking greater federal and state investment in bicycling
- Maintain and promote Adventure Cycling bicycle travel awards program.

#### *Innovate*

- Secure free or low-cost access for bicyclists’ vehicles on America’s transportation carriers (buses, trains, airlines).
- Promote development of excellent bike parking and other facilities at key transportation hubs, such as airports and train stations.
- Develop resources to publicize and implement the official U.S. Bicycle Route System.
- Secure safer bicycle travel conditions in the United States, especially on roadways and trails in non-metropolitan rural areas. Highlight state practices that either improve or worsen travel conditions for bicycle travelers.

### ***Sustain Adventure Cycling***

#### *Purposes*

- To develop the financial and organizational strength to maintain and develop Adventure Cycling’s programs in support of bicycle travel.
- To update and expand our physical infrastructure.

- To provide competitive compensation and benefits, and a congenial and productive work environment for our staff and volunteers.

### *Goals*

- Substantially grow the support of Adventure Cycling and bicycle travel by members, clubs, shops, businesses, and merchandise buyers.
- Expand and update our headquarters and visitor facilities.
- Demonstrate popular and business support for bicycle travel.

### Objectives: Sustain Adventure Cycling

#### *Optimize*

- Grow the number of Adventure Cycling members substantially.
- Increase the number of major donors and the amount of donations substantially, with the support of our newly established Development Team.
- Increase the support Adventure Cycling receives from bicycle clubs and shops.
- Boost corporate in-kind and financial support.
- Boost sales growth by offering excellent bicycle route maps and carefully selected bicycle travel gear.
- Provide more tour offerings for our members, to provide high quality bike travel experiences and generate support for Adventure Cycling's efforts to advance bicycling and bicycle travel.

#### *Build*

- Launch a capital campaign to create a productive work environment that meets our current and future needs, as well as a mecca for members and the traveling bicycle public at our headquarters in Missoula.
- Continue to enhance basic infrastructure systems – database, phone, and computer.
- Maintain our Life Member Fund for building improvements and establish an operating reserve or Board-directed fund to help Adventure Cycling maintain its cash flow and for special projects.
- Create a planned giving program to enable Adventure Cycling supporters to provide long-term contributions to the organization through estate planning techniques.