

ORCA
Strategic Plan DRAFT
10/16/09

This document details short-, mid-, and long-term goals and objectives for the Otsego Regional Cycling Advocates (ORCA). The purpose of this plan is to serve as a roadmap for the organization over the next one to five years as it seeks both to develop into an influential regional advocacy group and to fulfill its larger mission.

Mission: To promote bicycling as an enjoyable, safe, healthy, environmentally friendly activity for people of all ages and abilities.

The goals and objectives are arranged into short-, mid-, and long-term categories. Within each category, there are subcategories that indicate the nature of the task to be completed.

List of subcategories:

- Governance (e.g., board, committee structure, organizational structure, affiliations)
- Communication (e.g., member relations, marketing, public relations, community relations)
- Recruitment
- Education
- Advocacy
- Funding
- Infrastructure/Roadway Improvements
- Enjoyment

Goals and Objectives

In 6-12 months

Governance

- Create a clear organizational structure that includes 1) descriptions of responsibilities for leadership positions; 2) defines ORCA's relationship to OCCA; 3) defines ORCA's relationship to state and national cycling organizations (specifically, the New York Bicycling Coalition and the League of American Bicyclists); 4) details ORCA's internal committee structure, including ad hoc committees
- Adopt bylaws that define how leaders will be elected, motions made and approved, finances managed, length of terms for officers, and procedures for removal from office
- Consider becoming an institutional member of NYBC and LAB. Vote on this motion. If funding is available, join these organizations as institutional members.
- Define membership. Enumerate member categories, responsibilities, and benefits.
- Clearly define the geographical reach of ORCA.

Recruitment

- Develop a strategy for identifying and recruiting new members.
- Identify and recruit new members with a goal of twenty-five active members in 12 months. Identify and recruit new members with talents/positions that meet our needs (e.g. specific teachers who are bicycle friendly to be our Schools Liason)
- Explore chartering of satellite chapters in surrounding communities

Communication and Community Relations

- Organize and facilitate three meetings with local cycling organizations (or organizations that have worked to advance the interests of cyclists) in order to forge relationships with other cycling affinity groups, identify common areas of interest, and ascertain progress that has already been made in the area in advocating for bicycle friendly communities.
- Establish ORCA page on OCCA website. Website should be regularly updated (at least once a month) and should contain announcements concerning ORCA activities and other bicycle-related information. Recruit volunteer webmaster.
- Establish email and contact lists for members, list member responsibilities on website
- Explore options for developing a separate website for ORCA that will be linked to through OCCA website
- Discuss ORCA's relationship with off-road cyclists
- Meet with advocates for the Susquehanna Greenway. Discuss ways that we can assist them in connecting the greenway to Cooperstown.

In 6-12 months, cont'd.

Education

- Organize and facilitate two cycling educational programs, which will be conducted by a League of American Bicyclists Certified Instructor (LCI). Programs will take place in Spring 2010.

Advocacy

- Encourage one or two members to be trained as LCIs.
- Organize and facilitate second annual Cooperstown Bike to Work Day. Increase participation to [50?] individuals. Use event to encourage bike commuting through flyers and website.
- Advocate that "Complete Streets" approach be adopted in our region (as defined by our bylaws)

Funding

- Identify potential funding sources, and create a database of potential funding sources
- Explore the pros and cons of membership dues for ORCA members

Enjoyment

- Organize member rides in region. Different rides for different skill levels.

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In 12-24 months

Advocacy

- Continue to advocate that "Complete Streets" approach be adopted in our region
- Assist communities that are applying for "Safe Routes to School" funds
- Evaluate steps that need to be taken in order for Otsego County communities to earn the designation Bicycle Friendly Community by the League of American Bicyclists.
- Create (or obtain copies of pre-existing) flyers that explain concept of "Share the Road." Also, explain concept on website. Distribute flyers to local businesses and community agencies.
- Organize and facilitate annual Cooperstown Bike to Work Day. Increase participation to [75?] individuals. Use event to encourage bike commuting through flyers and website.

Education

- Organize and facilitate at least two annual cycling educational programs, which will be conducted by League of American Bicyclists Certified Instructors.
- Encourage more members to be trained as LCIs.

In 12-24 months, cont'd.

Communication and Community Relations

- Develop separate ORCA website. Keep website up-to-date.
- Attend meetings of local organizations and governments to introduce organization, explain “Complete Streets” and “Share the Road” concepts, as well as other cycling related issues
- Explore partnership with local businesses (e.g. Bicycle Benefits Program)

Infrastructure/Roadway Improvements

- Evaluate infrastructure of Cooperstown and other communities for their bicycle friendliness
- Identify locations for bike racks, secure necessary permissions. Select type(s) of bike racks.

Funding

- Identify additional funding sources
- Apply for and receive grant funding for [???
- Advocate for municipal commitment to bicycle racks and other infrastructure improvements

Enjoyment

- Organize member rides in region. Different rides for different skill levels.

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In 25-60 months

Infrastructure/Roadway Improvements

- Install bicycle parking for an additional twenty-five bikes in the Otsego region
- Monitor other changes to infrastructure to improve bicycle safety and enjoyment
- Cooperstown earns Bicycle Friendly Community designation from League of American Bicyclists
- Work with Friends of the Parks to create bike path that connects Three Mile Point with Fairy Spring

Advocacy

- Continue to advocate that “Complete Streets” approach be adopted in our region
- Continue to assist communities that are applying for “Safe Routes to School” funds

Education

- Organize and facilitate at least four annual cycling educational programs, which will be conducted by League of American Bicyclists Certified Instructors.
- Encourage more members to be trained as LCIs.

In 25-60 months, cont'd.

Communication and Community Relations

- Expand business partnership program to include at least fifteen businesses
- Keep website updated
- Advocate with Greenway organizers to explore possibility of bringing Greenway to Cooperstown

Funding

- Identify additional funding sources
- Apply for and receive grant funding for [??]
- Advocate for municipal funding for additional infrastructure improvements

Enjoyment

- Organize member rides in region. Different rides for different skill levels.