

ADVOCACY

I. Establish an Education/Advocacy Committee

1. Define goals (write letters to the editor, responses to opinions; have advocates at the ready for County Commissioner, City Council, PCC, Legislative meetings)
2. Support BWMT efforts to create a Statewide Bike and Pedestrian Plan
3. Identify and communicate with key groups on important issues with the intent of possible collaboration. Recruit Billings TrailNet members to serve on those boards when there is a vacancy.
 - BPAC
 - Parking Board
 - Business Improvement District
 - Yellowstone County Planning Board
 - Parks-Recreation-Cemetery Board
 - Montana Conservation Voters
 - Yellowstone Valley Citizens Council
 - Northern Plains Resource Council
 - City Council
 - County Commissioners
 - EBURD
 - DBA
 - Planning Studies (Rims to Valley; West End MultiModal; 5th Ave. corridor from YMCA to MetraPark; Billings Area Bikeway and Trails Masterplan Update)
 - Service Organizations: Lions Club, Breakfast Exchange, Rotary, Kiwanis....
3. Add new members and retain existing ones to increase human resources for Trail Advocacy, Education and Stewardship

II. Trails and Bikeways

1. Build Trails
 - a) Odd years (2017, 2019, etc...) Seek, research and analyze current resident preference data through Pin Maps, surveys and other media
 - b) Use a spreadsheet to document community's input on desired trails (calls, emails, news stories, etc.) continuously * see PUBLIC DEMAND SPREADSHEET.xlsx in Box > Trails
 - c) Early 2016 - Identify a charter project for which to build and/or raise money
 - d) Review and evaluate Trail Priorities as opportunities arise, based on

current project, feasibility and demand

- e) Regularly update online trail map with new trails and bike staple locations. Check each November (after trails have been built), to ensure trails on online map are up to date.
- f) At the Annual Meeting, ask City County Planning for an update about trail usage data. Be sure to acquire access to the data for our own files.
- g) Collect bike/ped injury data- available from RiverStone Health

2) Make Downtown Bike Friendly

1. Continue to promote bike rack program
 - a. Work with BID to install more bike staples
 - b. Work with BPAC, Parking Board & Parks to install bike staples in parks
 - c. * Work with service organizations like Breakfast Exchange Club and Lions for additional funding on projects
 - d. * Work with businesses to put bike racks on private property downtown and elsewhere

III. Active Transportation Education

1. Promote Bicyclist/Driver/Pedestrian Etiquette/Safety
 - a) Make presentations to at least 12 groups in Billings per year.
 - b) Promote campaign by distributing printed materials and having broadcast stations air Take the Hi Road PSAs in May, June, July, August, September and October
 - c) Update Etiquette brochure with BTN membership information
 - d) Provide Etiquette/BTN brochure in new resident packet at Chamber of Commerce
 - e) **Quarterly**- submit newspaper column/blog on safe bicycling/driving behaviors
2. Promote bicycle and pedestrian commuting
 - a) Continue to develop/update:
 - i. Web-based route finding service
 - ii. Develop a route finding smart phone app (as soon as that is financially feasible)
 - b) Organize Bicycle maintenance classes or workshops
Target:
 - Women
 - Service Organization or other groups
 - Seniors; families with toddlers and young children

- University students
 - Homeless community
 - Veterans
 - Substance abuse rehabilitants
- c) Participate in organizing the May Bike/Walk/Bus Month & Commuter Challenge

2014 benchmark:

- a) 143 individuals and 16 businesses participated
- b) 4,888.64 miles by bike (or skate)
- c) 742.64 miles on foot
- d) 1,325.56 miles by mass transit
- e) Saved 6,957 miles of driving!

2015 actual numbers:

- a) 170 individuals participated

2016: Commuter Challenge planning committee voted to increase Commuter Challenge participation to 350

3. **Support KIM Trailer- bike repair and education**

- a) Provide KIM Trailer with volunteer mechanics
- b) Provide KIM Trailer with trail maps and volunteers to help teach or take kids on tours if that is in their goals
- c) Teach children basic bicycle repair (how to change a flat)
- d) Provide bikes to low-income students (like the Orchard bike giveaway)
- e) Teach cycling safety classes & helmet fits
 - i. Teach children safe cycling skills
 - ii. Hold helmet fit seminars
 - iii. Organize trail riding classes

IV. Membership

- 1) * Develop strategies to increase membership and develop membership as a funding source.
- 2) Reduce resource expenditures (time and money spent on managing membership)
 - a) Make all memberships “lifetime memberships,” with no expiration or need to renew current and expired members.
 - b) Lifetime memberships will be \$25 (individual) and \$50 (family).
- 3) Increase individual memberships

- By the end of 2016, have 1,200 members of Billings TrailNet

4) Increase corporate memberships

- Add at least 5 new corporate members each year
- Dec. 2015 benchmark: 11 corporate members
- December 2016 -have 15 corporate members

5) Hold Member Events

- Hold member appreciation event
- Partner with bike shops/bike clubs in promoting rides and events
- Anyone can join a ride or event- whether they are a member or not
- Hold Member Appreciation Event at Rimrock Subaru in November 2016.
- Hold member events at corporate member businesses throughout the year
- Hold monthly member gatherings at Pub Station first Thursday or Friday of every month, just after work 4pm-7pm

EVENTS

I. Ales for Trails (Sept)

1. Use the event to educate, add and engage constituents

- All pre-event promotion will include a mention or depiction of a bike lane or multiuse trail
- Billings TrailNet booth at Ales will engage attendees
- Each year's trail successes will be highlighted and celebrated at Ales (how?)

2. Increase and maintain event as our sustainable major fundraiser

- Maintain Ales for Trails as Billings' Premier Fundraising Brewfest
- 2016 - Possibly create "how-to" Ales for Trails fund raising event packet

3. Reduce liability /increase safety

- Train all volunteers, especially tap pullers, about alcohol and dealing with people who have been drinking
- Retain 3-4 Billings PD at the event; have 3-4 security guards,
- CREATE A CRISIS PLAN
- Maintain adequate insurance

II. Membership Appreciation Event (Nov)

III. Annual Meeting (Feb)

IV. CommuterChallenge (May)

1. Promote bike route and trail use by promoting events during and after National Bike Month:
 - a) Pursue city making an official proclamation
 - b) Promote community-wide Bike to Work Day/Week
 - c) Promote Bike to School Day/Week
 - d) Organize Community Rides
 - e) Organize a Mayor-led/Council-led Ride
 - f) Produce Public Service Announcements
 - g) Publish a guide to Bike Month Events
 - h) Participate in the National Bike Challenge
 - i) Organize Bike Commuter energizer stations/breakfasts
 - j) Organize or participate in trail construction or maintenance day on Earth Day (with Parks?)
 - k) Organize and implement a mentoring program for new riders
2. Organize a Tour de Fleur- women's ride in May, to familiarize women with biking, biking downtown, making it fun, raise funds and awareness

V. Heart & Sole Run (June)

VI. Membership Drive Kickoff (early September, through November)

FUNDRAISING

I. Have a fundraising plan

1. By March 30, 2016 Billings TrailNet will have a diversified fundraising plan of action that includes strategies and committee responsibilities- which generates sufficient and increasing revenue to meet program expenses (funding bikeways and walkways, advocacy, education and promotion).

II. Increase funds from Ales for Trails

<u>2014 benchmark:</u>	<u>2015 benchmark:</u>	<u>2016:</u>
a) Gross Income: \$97,283	a) Gross Income: \$94,00	a) Gross Income: \$116,000
b) Expenses: \$32,184	b) Expenses: \$30,000	b) Expenses: \$27,000
c) Net Income: \$65,097	c) Net Income: \$72,000	c) Net Income: \$88,000

III. Have a Knowlegable Board

1. Every Board member will know and understand the amount of funding needed
 - a) Quarterly financial report stating gross revenue (GR) to date, expenses (E) to date, trail contributions (TC) to date, net ordinary income (NOI) to date (GR - E - TC = NOI)
 - b) Know AFT net income current year and cumulative to date
 - c) Know dollars contributed to trails current year and cumulative to date
2. Publish these in annual report and on web site

2013 Benchmark:

- a) Gross Income: \$118,000
- b) Operating Expenses: \$78,000
- c) Trail Contributions (restricted funds): \$20,000
- d) Net Ordinary Income: \$20,000

2015 Benchmark:

- a) Gross Income: \$166,732
- b) Operating Expenses: \$98,273
- c) Trail Contributions (restricted funds): \$26,674
- d) Net Ordinary Income: \$22,766

2016 Projected:

- a) Gross Income: \$208,000
- b) Operating Expenses: \$99,000
- c) Trail Contributions (restricted funds): \$110,000
- d) Net Ordinary Income: \$-1,000

III. 2016 Evaluate potential for a capital campaign

IV. Every board member contribute to fundraising and/or advocacy

IV. Increase Net Operating Income

- \$19,379 in 2014
- \$48,790 in 2015
- \$49,500 in 2016/\$253,500 with Highway 3 Capital Campaign

V. Use multiple funding sources

1. Through Membership, increase funds
 - a) Promote donation drives for current members
 - i. September-November: "membership renewal"
 - ii. December: Giving Tuesday
 - iii. Pick a month at the beginning of bike season to encourage current "members" to pledge additional financial support
 - b) Recruit new members
2. Research and pursue grants for which we are eligible
3. Participate in Events where BTN is a beneficiary
4. Pursue taxes, levies and fees
 - a) local gas tax dedicated to trails

- b) Support state effort to fund/maintain trails with opt-out fee on driver license renewal

STAFFING AND GOVERNANCE

I. Have an active, organized and engaged Board of Directors

1. Use recommended Board Governance practices

- a) Revise Governance Calendar annually
- b) * Review Articles of Incorporation in 2017
- c) Continually identify and recruit new board members and review prospects annually
- d) Set goals and review them every three years (next 5-year plan: 2018)
 - Jan or Feb 2017 - have a half-day session to review plan and goals

2. Keep sound financial records, report and invest

- a) Monthly: ED/Treasurer or Bookkeeper regularly enters revenue and expenditures into QuickBooks
- b) Treasurer reconciles revenue/expenditures with bank account
- c) ED has analyzes revenues/expenditures for possible re-budgeting annually
- d) Draft budget in November; finalize and approve in December
- e) 2017 - Research endowments and present options to Board

II. Have sufficient paid and volunteer staff to implement operational and fundraising plans in an efficient and effective manner

1. Retain/recruit paid staff:

- a) July 2016 - Reapply for AmeriCorps Volunteer
- b) Add a **Program Coordinator** to oversee:

- Volunteer Management
- Membership
- Ride events
- Get Outside Montana (Coffee & Cocoa Outside)
- Commuter Challenge
- Heart & Sole Run
- Active Life Festival
- Banff Film Festival
- Trail tours (walks)
- Organizing members (Bike Film Festival, CASA ride, Bike Walk Montana YVBC fundraiser, Shamrock Run, St. Patrick's Day Parade, etc.)
- Bike Parking
- Bike Trailer

2. Recruit volunteer staff to operate events and programs:
 - a) Maintain and further develop volunteer area of interest data
 - b) Have three active areas where new volunteers can participate on at least a semi-annual basis.
 - c) Have a volunteer training/orientation, especially for Advocacy (sample letter writer?)

III. Public Relations/Marketing Billings TrailNet

1. Maintain close partnerships with members of the health care community
2. Continue and maintain relationships with the media
3. Continue, develop and promote that we are the “go-to” resource for active lifestyle issues
4. Celebrate our accomplishments publicly, when appropriate
5. Continue and promote Billings TrailNet’s reputation as the most credible and reliable source for trail and active lifestyle issues in the community.
 - a) Media, businesses, individuals, and governmental and non-governmental organizations will look to us for direction, education, inspiration and funding.
 - b) Craft talking points about our organization (the how, the what)
 - c) Have data to provide that shows trail usage, trail miles, etc.
 - d) Continue to increase the connection between “Ales for Trails” and “Billings TrailNet”
 - e) Provide through the Billings TrailNet web site:
 - A functional mobile device platform as possible
 - Ways to give input and volunteer
 - Thought-provoking, educational blog posts submitted from a variety of sources.