

MUSCLE POWERED STRATEGIC PLAN

Our Mission Muscle Powered works to make Carson City a walkable bikeable community.

Our Vision Muscle Powered strives to build a community where walking and biking, either for recreation or for transportation, are an integral and accepted way of life.

Our Values Muscle Powered is committed to excellence, collaboration, community, and inclusiveness. As inspired and passionate advocates, we treat each other with respect and understanding. We work hard, we play hard, and we have fun!

Introduction

The process of building a bike and pedestrian-friendly community requires partners, and Muscle Powered engages with those partners regarding the value of pedestrian and bike-friendly facilities, promoting a culture of walking, hiking, and biking throughout our community, and supporting programs and events that raise awareness and encourage participation by Carson City residents in a walking and biking culture.

Education & Advocacy Muscle Powered aims to create a community where all residents feel safe walking, hiking, or cycling. The bedrock of Muscle Powered's mission is a strong outreach and advocacy campaign to ensure citizens and critical decision makers are informed of the benefits and current research about options for transportation.

Goal 1: Educate public, private, and non-profit partners and advocate for integrated and accessible bicycle and pedestrian-friendly infrastructure.

Objective 1: Work with other organizations to affect legislative change to support alternative transportation at the Nevada State Legislature through education, advocacy events, and workshops.

Objective 2: Assign Muscle Powered representatives to attend relevant board, commission, and public input meetings including RTC, CAMPO, Carson City Bicycle and Pedestrian Advisory Committee, Carson City Parks & Open Space, and Board of Supervisors. Attendees will develop sufficient knowledge to participate in discussions.

Objective 3 Support efforts on the part of Carson City and private sector organizations, including the Downtown Business Association (DBA) and the Chamber of Commerce (The Chamber), to enhance Carson City's status as a Bicycle Friendly Community.

Objective 4: Partner with the Carson City Culture and Tourism Authority (CTA), DBA, and The Chamber to develop and provide integrated marketing strategies, content and materials about Muscle Powered and the benefits of walking, biking, and hiking to area businesses, organizations, and institutions to include in their welcoming materials for new residents and business owners.

Objective 5: Promote walking and biking as quality of life activities that support economic and sustainable development.

Objective 6: Support the Carson City's Safe Routes to School program to maximize safe walking and biking avenues throughout the city for school-age children.

Objective 7: Support a system for reporting and gathering data on pedestrian- and cyclist-involved traffic incidents to inform traffic safety and facility planning development by Carson City staff.

Objective 8: Support the incorporation of Complete Streets methodology into Carson City's infrastructural planning, construction, and redevelopment.

Objective 9: Develop an education program for Muscle Powered membership on the components and benefits of Complete Streets.

Goal 2: Advocate for environmentally sustainable transportation options within Carson City and educate city residents on the role of alternative transportation in combating climate change.

Objective 1: Hold carbon free events to encourage Carson City residents to walk or bike as a mode of transportation.

Objective 2: Provide education to the public and members on the benefits and opportunities of walking and biking and other alternative forms of transportation.

Objective 3: Identify community health programs and partners that encourage alternative transportation and positive health impacts and conduct annual program planning with those partners.

Goal 3: Advocate for transportation equity in Carson City and encourage youth participation in non-motorized travel and recreation.

Objective 1: Support a bicycle donation program through partner organizations such as Kiwanis or the Boys and Girls Club.

Objective 2: Develop a system to engage underrepresented youth in walking, biking, and trail-building in partnership with other organizations such as Partnership Carson City and the Toiyabe Chapter of the Sierra Club.

Objective 3: Actively recruit, train, and support a permanent youth member on Muscle Powered's Board.

Objective 4: Develop and maintain a relationship with the Carson High School Senators Cycling Team.

Build and Maintain

Muscle Powered was founded on the idea of promoting sustainable infrastructure for walking and biking, and supporting such efforts through a strong tradition of volunteerism. Muscle Powered continues its work to include enhanced infrastructural items such as sidewalks and bike lanes, increased mileage of multi-use trails in Carson City, and linked bicycle and pedestrian facilities with public transportation.

Goal 1: Work to improve safe bicycling and walking options for Carson City residents.

Objective 1: Work with Carson City's Departments of Community Development, Public Works, and Parks, Recreation and Open Space to update the city walking and biking plans.

Objective 2: Partner with local and state agencies, business owners, and other nonprofit organizations to increase the number of bicycle racks, bicycle lockers, and other muscle-powered commuter infrastructure.

Objective 3: Support bike share or rental programs as a reasonable and effective alternative transportation or recreational modes in Carson City.

Objective 4: Work closely with Carson City departments to identify resurfacing

projects where low-cost bicycle or pedestrian projects (i.e., sign or paint-only projects) can be incorporated.

Objective 5: Create a Development/Redevelopment Team/Committee to ensure Muscle Powered remains informed of City residential and commercial developments and can provide support for bicycle and pedestrian facilities in those projects.

Objective 6: Support the development of a process to ensure consistent snow removal from sidewalks and bike lanes during the winter.

Goal 2: Build and maintain an integrated trail system that is connected, sustainable, and provides access to both urban and rural Carson City using best practices.

Objective 1: Work with local, state, federal agencies, private property owners and other local trail organizations to assess local recreational trail connectivity.

Objective 2: Work with local, state, federal agencies private property owners and other local trail organizations to address connectivity weaknesses through capital improvement and volunteer trail construction projects.

Objective 3: The Muscle Powered Board of Directors, with input from membership and partners, will conduct an annual assessment of key trails projects that will receive time and attention from Muscle Powered efforts for the subsequent year.

Objective 4: Work with local, state, federal agencies, private property owners, other local trail organizations such as the Eastern Sierra Trails Coalition to connect Eagle Valley Trails with trail systems in surrounding communities.

Organizational Excellence Muscle Powered thrives because of its active membership. Into the future, Muscle Powered will seek new and creative ways to activate its membership through exciting volunteer programs and opportunities to learn and grow within the organization.

Goal 1: Develop and implement strategies for sustainable good governance.

Objective 1: Establish a clear and sustainable process for developing the

infrastructure to implement this plan into the future.

Objective 2: Implement an annual Strategic Planning meeting to assess implementation of this plan, and develop and approve an action plan for following year.

Objective 3: Provide every new board member with adequate training and orientation, as well as a description of the responsibilities of their position, access to organizational documents, and a history and background of Muscle Powered prior to their first board meeting.

Objective 4: Develop and maintain a sustainable budget, financial management systems, budgeting process, and asset management to ensure financial solvency and efficiency for the organization.

Objective 5: Develop and meet fundraising goals to support programs and projects.

Objective 6: Recruit a team/subcommittee to research and evaluate the possibility of paid staff or consultants to maintain organization programs including website and email security. The committee would research and evaluate a possible budget for staff and/or consultants, possible funding sources, and job descriptions/scopes of work.

Objective 7: Make an inventory of assets for marketing and asset management.

Objective 8: Create and maintain a system for records management, for both the benefit of new members and elected board members, but also for audit protection for non-profit status and grants received.

Goal 2: Develop and maintain membership-focused incentives, programs, and professional/personal development opportunities.

Objective 1: Research and develop sustainable membership appreciation events and programs, including special tours, events, award programs, etc.

Objective 2: Create and maintain a consistent system to recruit, develop, and support active volunteers and members of Muscle Powered.

Goal 3: Develop, integrate, and maintain a communication system

for the organization, for project and program management, membership outreach, and organizational advocacy and education.

Objective 1: Create and maintain an Education Team/Committee to opportunistically develop and deliver fun and engaging events to address important issues for pedestrians and cyclists in Carson City.

Objective 2: Support and refine existing programs such as Trash Mob, Bike Valet, and weekly walking and cycling events to grow participation and Muscle Powered membership.

Objective 3: Develop an Outreach Team/Committee to track organizational partnerships and establish consistent lines of communication with partner organizations.

Objective 4: Create and maintain a system for updating and upgrading website content to ensure educational and advocacy components are approved by the organization and meet Muscle Powered's mission and goals.

Objective 5: Recruit and maintain a Communications Team/Committee to integrate Muscle Powered's web presence among all digital media platforms.

Objective 6: Partner with the Alliance for Nevada Nonprofits (ANN) to facilitate more effective communication to a broader audience and to take advantage of ANN's benefits and support programs.