

Mission: Making Maine better for bicycling and walking.

Vision:

Maine is a place where bicycling and walking are safe, supported, widespread activities enjoyed by residents and visitors of all ages. Maine is renowned for bicycling and walking!

Values and Beliefs:

1. Bicycling and walking are fun lifelong activities that should be accessible to everyone.
2. The Coalition seeks and values the views of all people who bicycle and walk in Maine.
3. Maine's communities, health, economy and environmental sustainability are improved by bicycling and walking.
4. Bicycling and walking are essential modes of transportation.
5. Roadways and trails can be safe for all users with appropriate design, timely maintenance, effective policy and equitable law enforcement.
6. Bicyclists, pedestrians and motorists deserve mutual respect.
7. Bicycling and walking merit cultural, financial and political support.
8. All Mainers and our visitors need to be educated about the laws that govern bicycling, walking and driving.
9. Maine's beautiful geography presents extraordinary opportunities for bicycling and walking, both on and off road, that should be celebrated, preserved and expanded.

Goals:

- A. **Infrastructure:** Increase safe, accessible and inviting bicycle and pedestrian infrastructure throughout Maine.
- B. **Advocacy:** Provide leadership and inspire activism for effective policies, programs and projects that have a positive impact on bicycling and walking in Maine.
- C. **Education:** Ensure that Maine bicyclists, pedestrians and motorists have the knowledge and skills to safely share the road.
- D. **Encouragement:** Encourage new bicyclists and seasoned enthusiasts through a range of traditional and innovative rides and events.
- E. **Enforcement:** Strengthen enforcement of bicycle and pedestrian law through expanded education and training with Maine law enforcement officers, attorneys and prosecutors.
- F. **Reputation:** Elevate Maine's reputation as a bicycle and pedestrian friendly state and an extraordinary bicycling and walking tourism destination.
- G. **Leadership:** Advance the Coalition's role and growth as the leading organization making Maine better for bicycling and walking.

Goals and Actions:

A. Infrastructure: Increase safe, accessible and inviting bicycle and pedestrian infrastructure throughout Maine.

1. Support MaineDOT's implementation of its Complete Streets Policy to ensure roadways are safe for all users and balance the needs of different transportation modes.
2. Work with MaineDOT to address bicycle and pedestrian (bike/ped) infrastructure within existing cycles of road maintenance and reconstruction and as part of Light Capital Paving (LCP) projects.
3. Encourage and increase collection of bike/ped safety and usage performance data by MaineDOT and Maine Bureau of Highway Safety and integrate that data into the process of designing infrastructure and setting speed limits.
4. Establish priority bicycle routes for continuous maintenance and expand on the U.S. Bicycle Route 1 model to establish a Maine State Bicycle Route system with appropriate markings and signage.
5. Lead and support efforts by state agencies, municipalities and private groups, such as land trusts and New England Mountain Biking Association (NEMBA), to develop off-road single-track and other types of trails.
6. Broaden support for funding necessary to complete priority multi-use trails statewide.
7. Advance "Complete Streets thinking" by Maine municipalities, Metropolitan Planning Organizations (MPOs) and BikeMaine host communities to ensure that bicycling and walking are always addressed in local transportation infrastructure projects, including roadways, paths and sidewalks.
8. Encourage the creation of temporary demonstration infrastructure as a method for experimenting with and teaching about new bike/ped practices.

B. Advocacy: Provide leadership and inspire activism for effective policies, programs and projects that have a positive impact on bicycling and walking in Maine.

1. Empower Mainers to become champions of better bicycling and walking through education, training and ongoing support, in particular by growing the Community Spokes statewide network.
2. Engage Community Spokes and Coalition members and partners statewide in online advocacy and make regular updates to the Coalition's online Community Advocacy Toolkit.
3. Identify policies that provide sources of sufficient and reliable ongoing funding for bike/ped infrastructure projects in Maine and advocate for their adoption.
4. Be the leading voice across multiple media platforms for programs, policies and projects that have a positive impact on bicycling and walking in Maine.
5. Serve as a resource to bike/ped committees and other volunteer teams working in cities and towns all over Maine to improve bicycling and walking conditions.
6. Pursue bicycling and walking advocacy opportunities with intergovernmental planning groups, municipalities and local and regional transit providers.

7. Strengthen the Coalition's profile and presence at the State House and Blaine House as Maine's leading bicycling and walking advocacy organization.
8. Build understanding and support among Maine's delegation for federal legislation, policies and funding that are advantageous to bicycling and walking in Maine.
9. Educate candidates for elective office at all levels about bike/ped issues and provide non-partisan information to the public on candidates' positions on these issues.
10. Complete, publicize and update the results of studies on the positive contribution of bicycling to Maine's economy.

C. Education: Ensure that Maine bicyclists, pedestrians and motorists have the knowledge and skills to safely share the road.

1. Implement ongoing multi-media campaigns to educate bicyclists, pedestrians and motorists about rules of the road and the "3-Foot-Law" (see inset right).
2. Increase media recognition of the Coalition as the expert source in Maine for information on bicycling and walking, and provide responses to issues, incidents and events that affect bicyclists and pedestrians.
3. Deliver the Maine Bicycle and Pedestrian Safety Education (BPSE) Program that teaches Mainers the basics of safe bicycling and walking.
4. Provide outreach and education for safer bicycling and walking to school for 15,000 Maine students each year and increase the number of children and youth who choose to bicycle and walk.
5. Provide Safe Routes to School (SRTS) services to at least 15 schools each year, promoting policies, plans and infrastructure that support students walking and bicycling; focus efforts in areas of the state with highest population density.
6. Implement the Walking School Bus (WSB) program in 8 schools, including a funded, quarter-time, in-school coordinator awarded through a competitive process.
7. Build e-Newsletter and website resources to support local communities' work and connect local champions with SRTS, BPSE, WSB and Community Spokes initiatives, local and national funding and/or technical assistance opportunities.
8. Partner with the Maine Driver's Education Association (MEDEA) to integrate bike/ped information and questions in Maine Driver's Education curriculum and the Department of Motor Vehicles driver's license test.
9. Organize one or more statewide Bike/Walk Summits with potential focus areas including: education and awareness, municipal planning, on-road and off-road infrastructure, advocacy, events, tourism and other bicycling and walking-related economic development.

Rules of the road for bicyclists:

Wear a helmet, be visible day or night, ABC Quick check your bike, ride on the right with traffic, stop at all stop signs and red lights, use signals, be predictable.

Rules of the road for pedestrians:

Be aware, be visible day or night, use sidewalk or walk on the left against traffic, cross at a crosswalk whenever possible, obey traffic signals.

3-Foot Law:

motorists are required to allow at least 3 feet of clearance when passing bicyclists

D. Encouragement: Encourage new bicyclists and seasoned enthusiasts through a range of traditional and innovative rides and events.

New/less experienced cyclists

1. Operate annual Great Maine Bike Swaps as large-scale events that make bicycles more affordable, build community support for bicycling and provide opportunities for vendor sales..
2. Expand the “Bikes for New Mainers” program including bicycling as daily transportation in an urban environment and providing program graduates with a new bicycle.
3. Collaborate on a bike share system in Portland and other Maine cities.
4. Partner with Portland Gear Hub to pilot a monthly “Portland Biking Belles” series dedicated to women, transgender, and femme (WTF) bicycle programming. The program will serve diverse ages, experience and ability levels to increase interest and comfort with bicycling.
5. Solicit information and promote bicycling classes, workshops and programs offered by other organizations and individuals, such as Traffic Skills 101, Cycling Savvy and others.
6. Create a “Community Event Toolkit” and promote an array of do-it-yourself small-scale rides and events with an emphasis on engaging new audiences.
7. Identify partners and introduce new-to-Maine local event concepts, such as Kidical Mass, Cycloviva, snow bike races or others.

Enthusiasts

1. Operate BikeMaine, a fully supported seven-day annual cycling tour attracting 350 or more cyclists from across the United States and around the world.
2. Operate the Maine Lobster Ride & Roll engaging 1,000 or more participants each year with five distance options, from a family-friendly 15 miles to an acclaimed 100-mile “century ride.”
3. Operate the Women’s Ride, engaging 600 or more participants each year in a celebration of women and bicycling which offers four distance options in a friendly, supportive atmosphere geared toward girls and women of all ages and abilities.
4. Partner with mountain biking groups to advance both organizations’ common interest to support mountain biking in Maine.
5. Develop mutually supportive relationships with Maine’s local bike clubs.
6. Establish criteria and a fee structure for providing technical assistance or on-site support for other organizations or groups who are conducting rides or events.

Overall

1. Establish criteria, assess opportunities and implement plans for the Coalition’s involvement with walking programs and events.
2. Leverage the wide reach of Coalition events to further promote and integrate mission-specific elements that best serve the Coalition’s bicycling safety, advocacy, fundraising and membership objectives.
3. Establish a clear methodology for goal-setting and regular evaluation of Coalition rides and major events.

E. Enforcement: Strengthen enforcement of bicycle and pedestrian law through expanded education and training with Maine law enforcement officers, attorneys and prosecutors.

1. Ensure law enforcement officials receive ongoing updates regarding changes in procedure, statute and case law that impact bicyclists and pedestrians.
2. Enhance online and phone incident reporting, support and followup.
3. Monitor court cases that have significant policy impact for bicyclists and pedestrians; engage counsel to submit Amicus Briefs as determined.
4. Increase representation of law enforcement on the Coalition’s Legislation and Policy Committee and include at least one law enforcement representative on the Coalition’s board of directors.
5. Increase formal and informal education for law enforcement officers including an expanded module in the Criminal Justice Academy curriculum and in continuing education.
6. Increase formal and informal education for prosecutors and attorneys.
7. Explore publishing an annual “State of Bicycling and Pedestrian Law Enforcement in Maine” and highlighting strong law enforcement work with specific recognition or awards.

F. Reputation: Elevate Maine’s reputation as a bicycle and pedestrian friendly state and an extraordinary bicycling and walking tourism destination.

1. Engage key partners (e.g. MaineDOT, MOT, etc.) and develop message points about bicycling and walking in Maine (see inset right).
2. Promote use of the message points by key influencers and spokespersons, leading corporations such as L.L.Bean, Chambers of Commerce, and state officials including Maine’s Governor, legislators, state agency directors, and others.
3. Increase Maine Office of Tourism’s focus on bicycling throughout MOT’s materials and media outreach.
4. Identify and work with additional organizations that promote multiple experiences for visitors to Maine such as Maine Beaches Association, Maine Huts and Trails, Acadiainfo.com, local chambers of commerce and others.
5. Work with Maine Innkeepers Association, Maine Campground Owners Association and other hospitality groups to promote bike-friendly lodging and camping.
6. Make it easier for Mainers and visitors to find Maine’s great places to ride and walk, including recreational and point-to-point travel; develop a new and improved comprehensive fully searchable online where-to-ride resource.

Bicycling and walking message points may include:

- Maine is building safer infrastructure and improving conditions for biking or walking for transportation, recreation and health.
- Maine is strengthening protection of bicyclist and pedestrian rights.
- Maine boasts numerous trail networks throughout the state that support all levels of outstanding mountain biking.
- Maine values bicycle tourism and provides unique, authentic and affordable riding for visiting bicyclists.
- Maine offers a top destination for bicycle tours featuring iconic rides like BikeMaine, the Maine Lobster Ride, The Maine Women’s Ride, Trek Across Maine, Maine Lighthouse Ride, Dempsey Challenge and many others.
- Bicycling makes an important contribution to Maine’s economy.
- Maine is consistently ranked one of the top 15 states in the League of American Bicyclists Bicycle Friendly StateSM program and is aiming for the top 10.

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7. Continue to partner with local bike shops to promote bicycling in Maine and to highlight statewide availability of quality bicycles for sale or rental, accessories and repair services.
 8. Pursue maximum mutual benefit between the Coalition and organizations and services providing bicycling and walking trails or routes in Maine, companies that offer multi-day bicycle tours in Maine and bicycle manufacturers.
 9. Highlight Mainers who have helped make Maine better for biking and walking by giving highly publicized annual awards.
 10. Pursue maximum benefit for bicycling and walking in Maine through affiliations with national organizations, such as League of American Bicyclists, Alliance for Biking and Walking, East Coast Greenway, Adventure Cycling, International Mountain Bicycling Association (IMBA), Rails to Trails and others.
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G. Leadership: Advance the Coalition’s role and growth as the leading organization making Maine better for bicycling and walking.

Data Collection & Analysis

1. Continuously collect and use data to assess, report and improve progress toward achieving the Coalition’s goals.

Membership and Fund Development

1. Increase Coalition membership by 20%.
2. Expand fundraising efforts in annual fund, Yellow Jersey Club, grants and sponsorships.
(See attached financial projections - pending)
3. Conduct various fundraising partnerships, programs and events..

Marketing

1. Develop and implement an annual communications plan and schedule, including all programmatic areas, that balances priorities and addresses all types of routine and one-time communications.
2. Address the inclusion of walking in the Coalition’s branding.
3. Produce an annual event calendar, semi-annual Maine Cyclist newsletter, bi-weekly email newsletters, and an annual report.
4. Ensure capacity for excellent media relations statewide, nationally and internationally.
5. Conduct a full-scale refresh of the Coalition website, including improved content strategy and responsive design.
6. Develop organizational social media policy and conduct board and staff training to maximize social media reach and results.
7. Produce updated Bike/ped Safety Education Videos and Resources for distribution through Coalition channels as well as on TV and online.
8. Refine merchandise inventory selections, marketing and operations to achieve maximum brand awareness and bottom line results.

Governance and Management

1. Demonstrate excellence in governance including customized board member expectations, including participation in committees, advocacy, rides and events, their personal gift, and roles in fundraising and as organizational ambassadors.
2. Demonstrate excellence in overall non-profit management: human resources, finance, risk assessment and mitigation and annual operating plans based on the strategic plan.
3. Phase in additional staff capacity as determined, beginning with expanded fundraising responsibilities and a new finance position.
4. Improve environmental sustainability practices across all organizational activities.
5. Develop an emergency staff leadership succession plan.