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cycling
club

Long-Range Plan 2021–2026

1.28.2021

We want the ACC to be better.
present **better events.**
provide **better communications.**
create a **better community.**

BREAK DOWN BARRIERS TO ENTRY
REACH OUTSIDE THE ACC'S CORE DEMOGRAPHICS
PRESENT TALKS, LECTURES, AND EDUCATIONAL CYCLING EVENTS

STEP UP MARKETING EFFORTS
REACH NEW AUDIENCES
IMPROVE REGISTRATION PROCESS AND WEBSITE

IMPROVE RACE OPERATIONS
ELEVATE RACE PARTICIPATION
PRESENT MORE NON-COMPETITIVE EVENTS

Why does the ACC need to improve?

Our annual summer race series is already unique and unparalleled, taking riders on iconic roads and trails every week all summer long.

We (the ACC board, racers, and broader cycling community) want this level of Wednesday-evening bike racing to continue in the Roaring Fork Valley for decades to come, and in order to ensure this for our future, we need to broaden our base, welcome new racers, and take the ACC to the next level.

The Aspen Cycling Club needs to be more than just a race series and become a cycling club for our community.

How can we make it happen?

1. Fundraising

2021 Matching Campaign

Raise \$90,000 by the end of 2021: \$30,000 has been pledged to the ACC already, and up to \$30,000 in donations between April 1 and September 1, 2021 will be matched by a generous supporter.

2022–2026: Endowment Campaign

Raise \$300,000 to endow the new Managing Director position in perpetuity.

2. Staffing

Managing Director

Until now, the ACC has been a volunteer-run organization. Now is the time to hire a Managing Director to be the operational lead for the ACC from March to September every year.

3. Executing

Events, Community, Communications

With the Managing Director's added bandwidth, the volunteer board of directors will become a strategic and fundraising group, focused on ensuring the ACC's growth and health into the future.

DETAILED PLAN:

STRATEGIC AREAS AND RECOMMENDED ACTIONS

Introduction and Overview

The Aspen Cycling Club, a thirty-two-year-old 501(c)(3) non-profit, has reached a critical stage in its evolution as both a race series and a community organization dedicated to encouraging participation in cycling at all levels. While our volunteer board of directors has been able to piece together the complex planning, marketing, and operations involved in running a race series, there is a lot of untapped potential, and it is time to build the infrastructure and financial support to help the ACC be successful over the coming decades.

In order to ensure the long-term sustainability of the ACC, the board of directors seeks to hire a Managing Director. Though the board will remain involved in executing the race series and will always provide oversight and operational support, it is critical that the board dedicate more time and resources to strategic planning, fundraising, and sponsorships. This level of strategic focus has not been possible in the past, because the board has been consumed by the administrative and operational responsibilities.

The ACC also needs to expand its footprint beyond its customary weekly races in order to reach new cyclists and attract riders of all ages, abilities, backgrounds and genders. This expansion has never been possible with the bandwidth limitations of a volunteer board of directors. A Managing Director can make community events, group rides, youth clinics and other regular, non-competitive programming a priority under the board's guidance.

Having a staff person will also make the ACC more eligible for grants and other funding opportunities, since it will inspire greater confidence in the long-term sustainability and growth potential of the organization in the eyes of funders.

The ACC's ability to pivot its entire race structure in 2020 during the COVID-19 pandemic and still attract a robust audience with safe racing is proof that there is a strong demand for cycling in the Roaring Fork Valley. A part-time Managing Director is needed in order to free up the board's time to focus on strategic needs, while also helping to ensure the club can meet the demand for both races and non-competitive events into the future.

Board of Directors

Andrew Ralston, *president*

Heidi Mellin, *vice president*

Peter Landgraff, *treasurer*

Victor Major, *secretary*

Massimo Alpian

Beryl Coulter

Caroline Tory

Mission

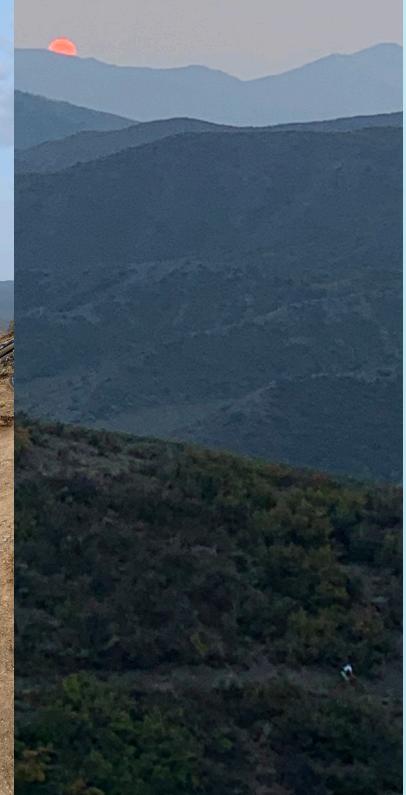
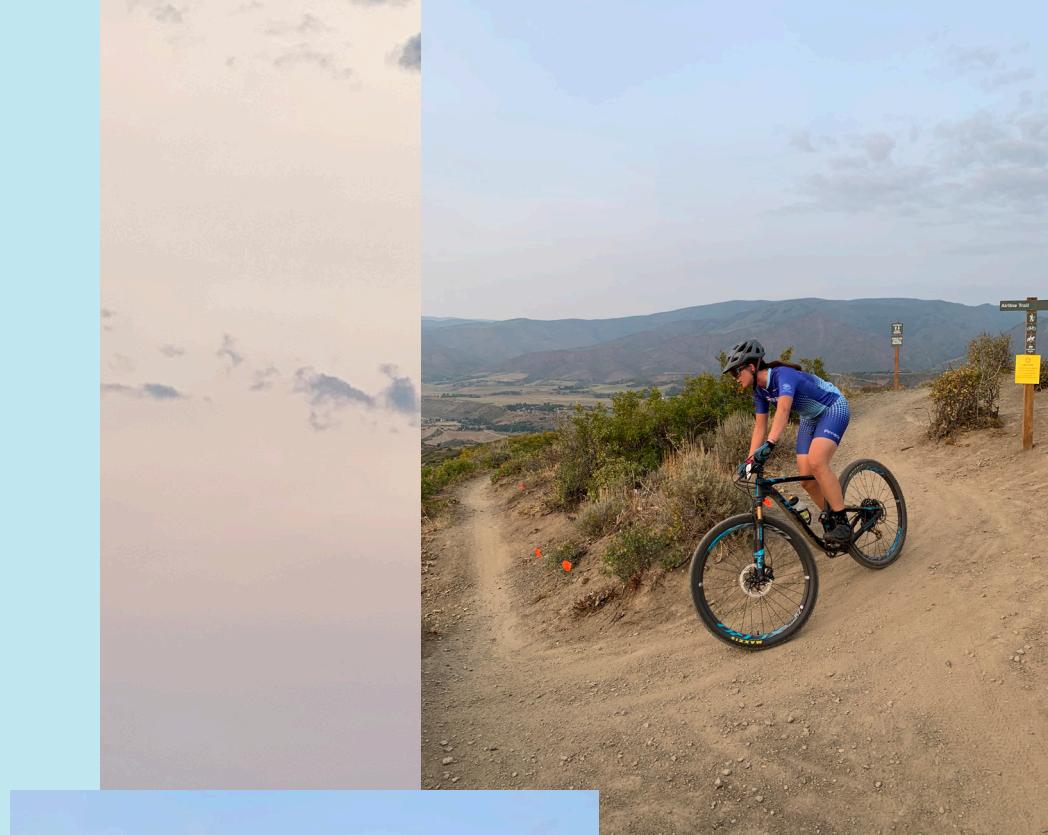
The Aspen Cycling Club's mission and long-term vision were re-examined as a part of this process.

Mission Statement

The Aspen Cycling Club is a 501(c)(3) non-profit dedicated to encouraging participation in cycling among cyclists of all ages and skill levels.

Our goal is to be the breakaway community cycling organization in the Roaring Fork Valley, leading in:

- **Races for adults and youth**
- **Community cycling events for all ages and skill levels**
- **Road and mountain bike skills clinics**



Images: 2020 Airline–Cozyline Time Trial

STRATEGIC AREAS AND RECOMMENDED ACTIONS

Community

Currently, the ACC runs a 16-week race series every summer, as well as occasional skills clinics. To ensure continued participation in competitive and non-competitive cycling, the ACC must continue to broaden our core of racers and participants. We will test and implement new community events to increase participation in cycling more broadly.

- Present cycling skills clinics (road and mountain) with greater frequency.
- Create group, no-drop rides to encourage race participation. Partner with a coffee shop. This can also include a skills component with racing veterans providing technical and moral support to new cyclists.
- Host an annual fundraising event (a ride with lunch or dinner, or a multi-day trip).



Image: 2018 Emma Roubaix

STRATEGIC AREAS AND RECOMMENDED ACTIONS

Diversity, Equity, Inclusion

Cycling is an activity that can forge connections and create opportunities beyond life on two wheels, but it has historically been a racially, economically and cultural exclusionary pursuit. To create a welcoming environment for aspiring cyclists of diverse backgrounds, we need to break down barriers to entry for cyclists historically excluded from the traditional core of the cycling demographic.

The ACC seeks to implement the following initiatives in 2021 and beyond:

- Create dedicated women's-focused training or group rides.
- Collaborate with grassroots Roaring Fork Valley organizations to reach Latinx cyclists (e.g., Voces Unidas).
- Provide family-oriented events for parents and children to learn about cycling and bike racing together.
- Present events in closer geographic proximity to under-served communities in the Roaring Fork Valley (e.g., mid-valley down-valley races and/or clinics).
- Co-present bike maintenance workshops (e.g., Women's Wine and Tune class) with local bike shops to offer educational opportunities for all.
- Extend the ACC's annual youth scholarship program to reach aspiring BIPOC athletes.



Image: 2018 Glassier-Buckhorn

STRATEGIC AREAS AND RECOMMENDED ACTIONS

Communications and Marketing

The ACC's marketing efforts to-date have consisted of traditional media (print newspaper ads, posters) alongside inconsistent organic social media posting.

In addition to reaching aspiring new cyclists with community event programming, we see a major opportunity to expand our marketing efforts through the following channels:

- Improve online registration process and ACC website.
- Enlist Aspen Chamber Resort Association (ACRA) to help market races to out-of-town guests.
- Create content about etiquette and local cycling attractions for the ACC website to become a resource for local and visiting cyclists.
- Increase frequency and consistency of organic social media posting.
- Run efficiently targeted paid social ads on Facebook and Instagram.
- Craft communications to encourage Latinx community participation (Spanish language).
- Identify partnership opportunities to reach adjacent audiences.
- Sell more ACC branded merchandise to create greater awareness.



Image: 2018 Glassier-Buckhorn

STRATEGIC AREAS AND RECOMMENDED ACTIONS

Fundraising

Funding for ACC activities currently comes from race entry fees and donations from small, mostly local business. Economic hardship due to the COVID-19 pandemic has exposed the precariousness of relying exclusively on local business for fundraising, so the ACC's board of directors has identified individual donors as a potentially better avenue for future funding.

In order to support the ACC's staffing goals in the coming years, the board will need to raise \$90,000 by the end of 2021, followed by a \$300,000 endowment by the end of 2026.

The ACC board will take the following steps to diversify revenue sources and hit fundraising goals over the next four years.

- Establish individual donor levels and benefits associated with each level.
- Define fundraising campaign goals and market campaigns to our community as well as more broadly.
- Build a network of long-term ACC donors at various levels of support.
- Seek out and apply for well-aligned government and private grants.
- Seek out sponsorships from national cycling and outdoor brands.



Image: 2018 Spring Gulch Hill Climb

STRATEGIC AREAS AND RECOMMENDED ACTIONS

Staffing

All Recommended Actions in this long-range plan are dependent on the creation of a Managing Director position.

The Managing Director will be responsible for:

- Daily operations (March–August annually)
- Community event management
- Permitting and permit compliance
- Communications (be the face of the ACC to its racers and membership)
- Grant applications

While the board of directors will shift its focus toward:

- Increased fundraising efficacy
- Strategic planning and initiatives
- Organizational oversight

The Managing Director will receive a six-month salary of \$30,000 with a 32-hour work week. See the amended draft job description at the end of this document for more details.



Image: 2018 Emfma Roubaix

**Interested in supporting the Aspen Cycling Club?
Let's start a conversation.**

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