



Alliance for Biking & Walking

5-Year Strategic Plan

Updated September 20, 2011

Tag Line: People Powered Movement

Brand: Innovation, best practices, success, and benchmarking to strengthen and support state/province and local bicycle and pedestrian advocacy and mainstream bicycling and walking.

Mission: Alliance for Biking & Walking creates, strengthens and unites state/province and local bicycle and pedestrian advocacy organizations.

Vision: Every community benefits from the fun, practicality and efficiency of biking and walking. In 2020, one-third of all trips in North America will be made by bicycling and walking for all reasons ranging from personal health and environmental sustainability, to economic necessity and moral responsibility. The Alliance has created, strengthened and empowered effective and sustainable bicycle and pedestrian advocacy organizations in every state, province and major city in North America. These organizations are highly respected by the public, media and policy makers. Their efforts in their communities and their united strength at the national level have transformed communities to places where it is easy, safe, desirable and common for all people to bike and walk. Alliance leaders and organizations in our movement are diverse, are intentional about engaging their diverse populations in mainstreaming bicycling and walking as an option for all, and have engaged in partnerships with other organizations, agencies, disciplines, and allies to expand the number of people biking and walking in their communities.

Values: The Alliance for Biking & Walking is guided by the following values:

- The power of bicycling and walking to transform individuals and communities.
- The role of bicycling and walking in efficient transportation
- The connection of biking and walking in supporting public transit as primary modes of active transportation
- The importance of social change at the state and local level
- Our cost effectiveness and resilience
- Our professionalism and our careers as the leaders of state and local bicycle and pedestrian advocacy organizations
- The uniqueness of our diverse communities and the collective energy of our membership
- The importance of growing the movement to serve our diverse populations including underserved communities
- Connecting, playing together and reinvigorating ourselves through gatherings and song

Summary - Strategic Framework to Grow Biking and Walking:

1. Unite local and state organizations with national campaigns
2. Build effective organizations
3. Share and expand innovative local campaigns
4. Measure the movement
5. Increase Alliance organizational resources to serve and grow the movement

Strategic Framework to Grow Biking and Walking:

1. Unite Local and State Organizations and connect with National Campaigns

The collective power of Alliance member organizations puts us in a unique situation to affect policy at all three levels: local, state and federal. Working in concert with our national partners we can realize far more success, and through this two-way dialog with our national partners, our organizations can influence every stage. The Alliance will:

- a. Be the most effective advocacy conduit to mobilize state and local support for federal campaigns, flexing our collective power to improve the federal transportation bill, other policies, and legislation.
- b. Be the voice for helping federal and national programs better serve the needs of state and local groups.
- c. Help national funders and national advocacy groups support state and local campaigns to devote more state and local transportation funds to biking and walking.
- d. Coordinate member input, two-way dialog, and action with America Bikes, America Walks, partner national organizations, and allied coalitions, including hosting 10 or more **Federal Policy Calls** per year open to organization leaders.
- e. Connect members with successful state and local policies, complete streets, Safe Routes to School, and speed reduction campaigns, by fostering relationships between our members, their local community partners, and national groups such as the League of American Bicyclists, Bikes Belong, North American City Transportation Officials, National Complete Streets Coalition, Safe Routes to School National Partnership, America Bikes, America Walks, and other national partners.
- f. Continue to work with appropriate member organizations to address issues in Canada and Mexico.

2. Build Effective Organizations

Effective bicycle and pedestrian advocacy organizations have: organizational capacity, a strong membership and/or institutional partners, financial capacity, media savvy, and political persuasion to influence, achieve, and measure change. By pooling the collective resources, experience, and wisdom of our member organizations, we accelerate the development and efficiency of organizations. Specifically, we will:

- a. Focus resources, at least six Action 2020 trainings annually, coaching, grants, and other aid of the **Advocacy Advance Program** to foster strong and effective bicycling and pedestrian organizations.
- b. **Create or help revive 30 organizations** by 2017, where they will be successful and/or where there is need by our movement. We will strengthen these organizations through training and coaching so that 20 of these organizations will be sustaining themselves and waging effective campaigns in their community by 2020.
- c. Inspire, connect, and train at least 80 leaders of state/province and local bicycle and pedestrian organizations at the biannual Alliance **Leadership Retreat**.
- d. Enhance the Alliance's **Online Resources Library** so that by 2012, our library will be frequented by at least 50 percent of our member organizations, and will be highly ranked as a valuable resource and member benefit showcasing the best resources and campaign successes. By 2014, the library will also include at least 20 key program resources in Spanish.
- e. Strengthen the Alliance's **coaching** program so that by 2012, the Alliance's coaching manual will be completed, a mentoring program introduced, some guidance on basic organization structure is released, and we serve a majority of our member organizations, being intentional about serving all types of member organizations.
- f. Assist member organizations with **strategic planning** so that by 2015, 50 percent of Alliance member organizations will be using strategic plans created with assistance and materials from Alliance coaches and facilitators.
- g. Train at least 150 advocates annually throughout North America to be strong, effective, and capable leaders. Annually we offer four or more **Winning Campaigns Trainings** in locations geographically representative of our member organizations across North America, incorporating at least one with a customized approach. Host **national trainings** for membership development, fundraising, communications/messaging, Open Streets, complete streets, Safe Routes to School, or other needed training to meet the needs of bicycle and pedestrian organizations, offering at least one of these trainings each year.
- h. Organize and facilitate at least 20 **Mutual Aid Calls** and Webinars annually, targeting topics of discussion: to meet the needs of all of our organizations; to increase our impact across our diverse group types and strengths of organizations; to create two-way dialog to share best practices; and, to create opportunities, when needed, for like organizations to come together for relevant discussion.
- i. Develop and facilitate **cooperative resources and services** to benefit member organizations. These may include membership materials, incentives, database tools, insurance programs, discounts to conferences, media campaign tools, and publications.

Through all of the Alliance's work, we intentionally include and meet the various needs of the diverse types of organizations that constitute the Alliance including: statewide, regional and local; experienced and start-ups; pedestrian (pedestrian-only and bike & pedestrian); U.S. Canadian, and Mexican; community cycling centers and earn-a-bike organizations; and other community organizing groups working for better biking and walking facilities and programs to increase biking and walking and/or make it safer. We also encourage partnerships at the local level to engage public health, smart growth, environmental, community development, aging, and other like-minded organizations, agencies, and businesses in growing the bicycle and pedestrian movement.

3. Share and Expand Innovative Local Campaigns

Innovation begins at the state/province and local level. Alliance member organizations excel at sharing information, so that everyone benefits and we avoid both reinventing the wheel and common pitfalls. In addition to assisting our member organizations in growing their capacity and influence, the Alliance's role is to help facilitate this sharing and highlight member organizations' successes that can be replicated elsewhere. Highlights include:

- a. Open Streets / Sunday Parkways / Ciclovias – With leading examples by San Francisco, Chicago, Portland, NYC, and others, we will provide resources, technical assistance, and training to encourage at least 50 percent of our member organizations to host or partner with agencies to implement car-free initiatives by 2015.
- b. Federal Funding Campaigns – By 2015, 70% of Alliance member organizations will be actively engaged in our national campaign to significantly increase the federal investment at the state, regional, and/or local level for biking and walking infrastructure and programs. These efforts will be aided and facilitated by the grants, trainings, reports, and technical assistance of the Advocacy Advance Partnership with the League of American Bicyclists.
- c. State and Local Funding Campaigns – In addition to the importance of Federal funding, Alliance member organizations also have a key role in creating, leveraging, and maximizing state and local funding for better biking and walking facilities and programs through state and local bonds, tax initiatives, State DOT reform, etc. The Alliance will continue to collect and share lessons learned and best practices to help propel the success of our movement at the state and local level.
- d. Biking and Walking Facilities – Alliance member organizations will continue to advocate for innovative and proven infrastructure that grow biking and walking including bike boulevards, bike lanes, bike boxes, shared-use trails, network signage, traffic calming, cycle tracks, colored pavement applications, the 8-80 approach to facility design, increased sidewalk widths, improved pedestrian accessibility, bike sharing, and other relevant/new facility designs as they become available.
- e. Complete Streets – Alliance member organizations have won state and local policies in Illinois, California, Ohio, Virginia, and elsewhere. Working with the

National Complete Streets Coalition, we will encourage our member organizations to take on complete streets campaigns for passage and implementation of related legislation.

- f. Safe Routes to School – Alliance member organizations will be encouraged to work for the successful implementation of the Federal program in their community and/or state. The Alliance’s goal is that by 2015 at least 80 percent of Alliance member organizations are working on state or local programs through encouragement programs and/or facility improvements.
- g. Safe Routes for Seniors – The Alliance will continue to highlight the programs of member organizations and facilities to address the disproportionate risks seniors face. By 2015, at least 10 of our member organizations are modeling these programs. The Alliance will also seek out strategic partnerships with AARP, Canadian Association of Retired Persons, and others to expand and improve these programs.
- h. Promotion, Marketing, and Education Programs – The Alliance will make available to its members proven and innovative campaigns that utilize social marketing concepts and promote programs such as 8-80 Communities, Vision Zero, Twenty is Plenty, bike sharing, Go Healthy Footprints, Drive with Care, Bicycle Ambassadors, Walking Ambassadors, Pace Cars, Biking Rules, Share the Road, Be a Safe Bike Driver, and Smart Trips.

The Alliance will help promote the accomplishments of all our member organizations and examples of innovative and successful campaigns through tactics to build effective organizations such as our Listservs, Mutual Aid calls, publications, and trainings. We will continue to expand and update our Online Resources Library with templates, examples and resources to facilitate efficient sharing and replication.

4. Measure the Movement

- a. Track data regarding bicycling and walking in US North America and publish reports every two years, including 2012 and 2014 in our biennial **Benchmarking Report** and explore similar research and publication in Canada and Mexico. This will continue to serve as an important tool to encourage communities and states to do as much as, or better than, other states and cities. The Alliance will also disseminate the report and help our organizations use it to help advance their campaigns.
- b. Collaborate with the League of American Bicyclists on the Bicycle Friendly America program to ensure that the goals, performance measures, surveys and procedures are coordinated with, and supportive of, the Benchmarking Report project and the goals of state and local organizations. We will encourage member organizations to promote this certification in their jurisdiction and obtain due recognition.
- c. Work with the Pedestrian and Bicycle Information Center to promote the Walk Friendly Communities program and collaborate with them on opportunities with the Benchmarking Report. We will also encourage our member organizations to promote and engage with this new program.

5. Increase Alliance Organization Resources to Serve and Grow the Movement

- a. **Membership growth:** Increase the number of Alliance member organizations from 150 to 200 self-sustaining organizations by 2014.
- b. **Membership satisfaction:** The Alliance annual membership survey will report steady progress toward increasing the overall satisfaction of our member organizations from 75 percent in 2010 to 95% in 2015.
- c. **Member retention:** The Alliance will continue to retain 80 percent of our members from year to year.
- d. **General budget growth:** Develop financial support so that by 2014 the Alliance will have grown to have a \$500k annual budget with a supporter list of at least 150 individuals, three foundation grants, and 40 corporate supporters / sponsors. By 2015, the Alliance will also have built up a 6-month operating reserve.
- e. **Advocacy Advance budget growth:** The Alliance, working with the League of American Bicyclists, will secure an additional \$500k annually by 2014 for the Advocacy Advance Grants Program, largely from the bike industry, pedestrian industry, other corporations, Bikes Belong, Bicycle Industry Association of Canada, and other key supporters.
- f. **Media growth:** Continue to build on media outreach so that by 2014 the Alliance will be mentioned and featured in at least 1,000 media hits annually including media around the Benchmarking Report.
- g. **Professional growth:** Foster professional development opportunities for staff and leaders of our national organizations, with Alliance staff spending at least five days annually in courses, conferences, trainings or other means to improve their professional skill set and to enhance organizational strength.
- h. **Board growth:** Continue to attract, develop, and retain a diverse productive board of directors with a special focus on recruiting women and people of color.
- i. **Measuring Alliance strength:** Use tools such as our annual profile and other surveys to measure how our member organizations are growing their influence and strength through metrics of membership, staff, budget, media hits, social media followers etc.