

2021-2026

Strategic Plan

Mission statement:

We engage people, provide education, and advocate for biking and walking.

Vision statement:

We envision a Minnesota where every person everywhere can easily walk, bike, and roll as ways to move in daily life.

Our Big Vision

All people experience safety: traffic safety, freedom from community violence, enforcement strategies that are equitable and support walking, biking, and rolling.

The culture of getting around values walking, bicycling, rolling, and riding transit by default and instead of defaulting to cars.

People of color, especially Black and Indigenous communities, have access to vital daily movement.

BIPOC communities have the tools, voice, and support to advocate for better bike and walk policies and infrastructure.

Rural, urban, and suburban communities thrive due to connected routes that support all ages and abilities.

Biking and walking are a critical climate mitigation strategy to sustain a healthy planet and community.

Focus Area 1

Community Engagement

Goal 1: Cultivate mutually beneficial partnerships that move our work towards racial, gender, and environmental justice

Strategies:

- ❖ Pilot a program to build and sustain relationships with BIPOC orgs and leaders
- ❖ Deepen partnerships with environmental organizations
- ❖ Leverage strategic events to build partnerships

Goal 2: Grow grassroots leadership throughout Minnesota

Strategies:

- ❖ Strengthen Grassroots leadership development
- ❖ Identify, support and uplift diverse target population leadership to lead community engagement
- ❖ Understand and work to eliminate barriers to participation
- ❖ Provide support to local leaders that increases their capacity for local events or engagement activities

Goal 3: Set & implement evaluation of active living in communities

Strategies:

- ❖ Develop walk bike roll audits
- ❖ Implement Walk Friendly Community program for Minnesota
- ❖ Refine Bikeable Community Workshop program for optimal engagement and implementation
- ❖ Incorporate priorities of traditionally underserved populations into programs

Indicators of Success

1. *Leadership benchmarks for numbers, participation, and diversity*
2. *Increase the number and rankings of Bike and Walk friendly Communities*
3. *Increase the number of local leaders and convened annual get togethers*
4. *Benchmark annual number of audit, assessments, and workshops*
5. *Increase the number of SRTS Plans*

Focus Area 2

Advocacy

Goal 1: Develop strong and local advocacy

Strategies:

- ❖ Define and implement strategic policy and funding agendas at the local, regional, state, and national levels with partners when appropriate
- ❖ Build, strengthen and maintain effective relationships with elected officials
- ❖ Increase communication of success stories and challenges of local advocacy/ organizations including support of diverse partnerships
- ❖ Evaluate equitable participation for all throughout advocacy efforts
- ❖ Support anti-racist planning and transportation policies

Goal 2: Organize a campaign to change the narrative around driving culture

Strategies:

- ❖ Develop a base of support and implement an ongoing strategic communications campaign focused on biking and walking more and driving less that includes transit
- ❖ Lead a systems change narrative away from car culture
- ❖ Identify and change incentives to prioritize biking, walking, and transit over driving

Indicators of Success

1. *Number of people/ chapters/ groups engaged and participate in action alerts*
2. *Policy change at state and local level*
3. *Number of people participating in leadership networks*
4. *Strategic Communication campaign metrics*

Focus Area 3

Education

Goal 1: Provide Comprehensive Bike and Walk Education for All Minnesotans

Strategies:

- ❖ Continue to provide youth and adult bicycle and pedestrian education
- ❖ Pilot and work to expand adult learn-to-ride statewide
- ❖ Ensure that education programming is adjusted appropriately to address the needs of that particular group, school, and/or community
- ❖ Implement People Friendly Driver's motorist education to driving instructors and businesses
- ❖ Invest heavily in instructors who are persons of color and multilingual (LCI's, WBF! Ambassadors, teachers, community liaisons, etc.)
- ❖ Improve state requirements for minimum walk and bike education

Indicators of Success

1. *Benchmark data & develop an evaluation plan education programming including but not limited to: numbers of kids/adults that have curriculum (existing tracking) and various demographics, number of classes, participants, or rides that have education component, People Friendly Driver instructor and business use*
2. *Work with partners to measure the impact of content (longitudinal study of people in curriculum and did their behavior change over time)*

Focus Area 4

Organizational Development

Goal 1: Build organizational capacity

Strategies:

- ❖ Develop staff and organizational growth strategy
- ❖ Hire/elect BIPOC people and pedestrian advocates/experts to board and staff
- ❖ Collect, organize, and evaluate data in support of BikeMN's programs, and related to our diverse/various supporters, including but limited to members, volunteers, advocates, social media audience, businesses, donors, and stakeholders.

Goal 2: Build and sustain the capacity and mobilize the base of support of the Bicycle Alliance of Minnesota to implement its Strategic Plan

Strategies:

Financial

- ❖ Have revenue and fundraising plans and an ongoing development committee in place to raise the funds necessary to implement this strategic plan
- ❖ Cultivate and grow the supporter and major donor programs
- ❖ Strengthen and evaluate existing and new technical assistance services

Staff and Board

- ❖ Plan and implement staff work in a way that maximizes capacity while maintaining work-life balance.
- ❖ Cultivate and continue development of a staff that builds on individual and collective strengths.

Organizational Promotion

- ❖ Build brand awareness through marketing and PR initiatives that include a mix of traditional and digital media.

Local Affiliates

- ❖ Develop local affiliates of BikeMN through advocacy, education and community event

Indicators of Success

1. *Growth of staff/program capacity*
2. *Annually increase the number of supporters*
3. *Maintain and increase board participation and engagement*
4. *Annually increase the level of engagement of our supporters*
5. *Annually assess that salaries are competitive with comparable MN nonprofits*