

Minneapolis Bicycle Coalition 2011-2012 Strategic Plan Approved March 1, 2011

Introduction

This strategic plan will help guide the work of the Minneapolis Bicycle Coalition over the next two years. It includes the Coalition's Vision, Mission, Core Values, Goals, Strategies, Key Initiatives, Benchmarks, and Tactics. It will be reviewed by the Coalition's Board of Directors every six months and updated no less frequently than on an annual basis.

This strategic plan was developed by the Coalition over a series of meetings with the assistance of key stakeholders. We thank Anne Carroll of Carroll, Franck & Associates, who provided expert facilitation for the process. Thanks are also due to the more than 40 people who helped create and review the contents of the plan.

Acknowledgements

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Vision, Mission, and Core Values

Vision

The Minneapolis Bicycle Coalition envisions a city where:

- riding a bicycle is joyful for people of all ages and abilities;
- bicycles are the easiest way to make most trips, and navigating Minneapolis on a bicycle is intuitive;
- Minneapolis neighborhoods are connected by a network of safe streets and trails that invite people to bicycle year-round; and
- bicycling plays a strong role in helping people stay healthy and connected to their neighborhoods, supporting vibrant commercial districts and making Minneapolis a world-class city where people from all backgrounds want to live, work, shop and play.

Mission

The Minneapolis Bicycle Coalition advocates for a city where bicycling is encouraged and everyone feels comfortable riding.

Core Values

- *Positive passion.* We passionately believe in the value of bicycling and commit to harness that passion in a positive manner to promote progress towards making bicycling accessible to all ages.
- *Respect.* We respect all people. We respect and obey laws, and abide by laws as we advocate. We also expect that all people respect us and our mode choice.
- *Integrity.* We hold firm to our core values in all of our work and are honest with each other, decision makers, media, and the public.
- *Empowerment.* We work to give our members and community members the tools they need to make a difference through their positive passion for bicycling.
- *Equity.* We embrace the diversity of Minneapolis and work to engage all people.
- *Sustainability.* We believe that progress must support long-term environmental, social, and economic sustainability, and that bicycling is integral part of achieving that goal.
- *Accountability.* We are accountable for our actions, we follow through with our commitments, and we respectfully expect the same from others.

Goals and Strategies

During our strategic planning process, we crafted high-level, aspirational Goals and Strategies. These will inspire our work in the long-term. They were used as the criteria to help select our Key Initiatives for 2011 and will be used again for Key Initiative selection in 2012. The Goals are “ends” and link directly to our vision and mission. The Strategies are the “whats” that will make the Goals happen, and each of the Strategies link directly to one or more Goals as articulated in the table on the next page.

Goals

The Minneapolis Bicycle Coalition...

1. is a direct influence on robust policies that support bicycling;
2. is a driving force for excellent bicycle infrastructure;
3. is a catalyst for culture change to support bicycling;
4. is recognized as the key voice for bicycling issues in Minneapolis;
5. has members and supporters that translate their interest into action; and
6. is a strong, stable, sustainable organization.

Strategies to directly help achieve the goals

1. Encourage institutional culture change to support bicycling.
2. Proactively partner with neighborhood groups, business associations, and other organizations to improve and expand bicycle infrastructure and programming.
3. Create reciprocal relationships with key stakeholders.
4. Improve and expand media coverage around bicycling.
5. Build public credibility beyond volunteers, members, and supporters.
6. Organize bicycle supporters into a coherent, strategic advocacy force.
7. Engage, organize, and mobilize volunteers and members in ways that take advantage of their individual strengths and interests while deepening their involvement.
8. Turn supporters into volunteers and members.
9. Raise money to support initiatives.
10. Build and maintain organizational excellence.

Relationship of Strategies to Goals (the strategy will directly lead to the goal)										
Goals	Strategies									
	1. Aid Institutional change	2. Partner for Bicycling	3. Create Relationships	4. Improve Media	5. Build Credibility	6. Organize Advocacy	7. Deepen Involvement	8. Reach New Volunteers	9. Raise Money	10. Build Org Excellence
1. Influence on Policies	X		X			X				
2. Force for Infrastructure	X	X	X			X				
3. Catalyst for Culture Change		X		X						
4. Key Voice for Bicycling			X	X	X					
5. Supporters that take Action			X			X	X	X		
6. Strong Organization			X		X		X	X	X	X

2011 Key Initiatives, Benchmarks, and Tactics

As part of the strategic planning process, we used our Vision, Mission, Values, Goals, and Strategies as a lens to evaluate twelve potential Key Initiatives to focus work on for 2011. The list was initially narrowed to five by consensus at an October 2010 meeting. We then created a questionnaire and received responses from 120 community supporters, which further helped frame the priorities. The Board unanimously approved four 2011 Key Initiatives at the November 2010 meeting, each of which is supported by a work group. We will have a similar process for determining 2012 Key Initiatives near the end of 2011.

2011 Key Initiatives

1. Open Streets
2. Bike Plan Implementation
3. Neighborhood Action Teams
4. Organizational Development

Relationship of Key Initiatives to Goals and Strategies																
Key Initiatives	Goals						Strategies									
	1. Policies	2. Infrastructure	3. Culture Change	4. Key Voice for Bicycling	5. Supporters Action	6. Strong Organization	1. Aid Institutional change	2. Partner for Bicycling	3. Create Relationships	4. Improve Media	5. Build Credibility	6. Organize Advocacy	7. Deepen Involvement	8. Reach New Volunteers	9. Raise Money	10. Build Org Excellence
Open Streets		X	X	X	X			X	X	X	X		X	X	X	
Bike Plan	X	X		X			X		X	X	X	X	X			
Action Teams		X		X	X			X	X	X	X	X	X	X		
Org. Work				X	X	X			X	X	X	X	X	X	X	X

Each Key Initiative includes measurable Benchmarks for 2011 and Tactics to help achieve the Benchmarks. The Key Initiative work groups will update the Tactics table regularly, identify leads for accomplishing the Tactics, and track progress.

Key Initiative 1: Organize one or more Open Streets events in Minneapolis in 2011

Open Streets events temporarily create a continuous car-free length of urban roadway for people to use for bicycling and other community activities. The events allow people who wouldn't ordinarily think about riding a bicycle on the street to have a chance to try it and, ultimately, promote a greater mode share among residents. Significant work has already been done with various city departments, neighborhood groups, business associations, and potential sponsors for a potential Open Streets event on Lyndale Avenue. More work will be needed, especially to secure funding support and the approval of local property owners.

Open Streets 2011 Benchmarks

- Hold Open Streets event on Lyndale Avenue in June.
- Additional Open Streets Benchmarks will be developed by the work group and approved in May.

Tactics	Timeline
Seek foundation and corporate contributions to support the event.	December – April
Secure support of businesses and residents along route.	January – April
Secure the necessary City approvals.	February – April
Build a broad coalition of community supporters.	January – May
Heavily publicize the event and secure a media partner.	February – May
Work with a development consultant to secure earned media and minor partners.	February – June
Locate local organizations interested in creating educational materials/conducting workshops on bike safety.	March – May
Locate other community partners to conduct complementary programmed events.	March – May
Work with Public Works to minimize disruption and make sure people dependent on public transit are aware of the changes.	March – June
Evaluate all aspects of the initial event and decide what role to play in future Open Streets events.	June
Potentially begin planning for future events or explore working with the City on a collaborative series of events.	Start in June
If future events are planned, coordinate volunteer outreach and training to empower new volunteers to play active roles in planning for future events.	June – September

Key Initiative 2: Advocate for passage and implementation of a robust Bicycle Master Plan.

The objective of this initiative is to begin to implement the policy recommendations created by the Bicycle Advisory Committee (BAC) for the Bicycle Master Plan. To reach this objective, we will first work to see passage of a strong Bicycle Master Plan that includes the full list of BAC recommendations. We will then work to see many of the recommendations implemented, including potentially: 1) creation of a full-time bicycle coordinator position in the Department of Public Works to integrate bicycling within the department and to better coordinate with other departments; 2) the articulation of a City position that increased flexibility in the State Aid Standards is needed to better support bicycling; 3) the creation (and implementation) of a city Complete Streets policy; and other policy recommendations as timely and prudent.

Bike Plan Implementation 2011 Benchmarks

- The City Council approves a strong Bicycle Master Plan.
- Additional Bike Plan Benchmarks will be developed by the work group and approved in May.

Tactics	Timeline
Engage Public Works staff on the final staff recommendations for the Plan.	January – April
Work with the new Bicycle Advisory Committee and other key stakeholders to validate and support the recommendations of the previous BAC while also offering improvements to the Plan’s map.	February – May
Inform and engage our network on opportunities to support a strong Plan.	February – May
Work with the City Council for passage of a strong Plan.	March – May
After the Plan is approved, work with City Council members, staff, and our network to prioritize policy implementation work.	Start in May
Begin to understand more details of how a Bicycle Coordinator position could be effective and valuable.	Mostly after Plan is passed
Create campaign plans for policy implementation priorities that include stakeholder engagement, education, grassroots engagement, and media as needed.	After June
Potentially meet with possible funders for a pilot Bicycle Coordinator position.	After June

Key Initiative 3: Coordinate “neighborhood action teams.”

The three main objectives of this initiative are 1) to advance bicycle infrastructure projects, including new bike lanes and trails, bike parking, and smaller “quick fixes”; 2) to empower supporters to become more involved in bicycle advocacy; and 3) to build positive relationships between bicycle supporters and elected officials and city staff. We will coordinate several test “neighborhood action teams” to see if the neighborhood level is an effective way to engage supporters.

After initial research and discussion, we have already selected to organize three neighborhood action teams. We may add one more and will discuss the potential opportunities for other ad hoc activities that align with our initiatives as suggested and organized by volunteers.

1. Northeast, with an initial focus on getting bike lanes on Central Avenue and also on Hennepin and 1st Avenues.
2. Downtown, with an initial focus on additional bike lanes, bike parking, a quick fix, and building positive relationships with the business community.
3. University of Minnesota, with an initial focus on connecting with efforts of MPIRG around bike lanes and making quick fix improvements to signage.

Neighborhood Action Teams 2011 Benchmarks

- Specific Benchmarks will be developed by the work group and approved in May.

Tactics	Timeline
Research potential areas for neighborhood action teams and determine three to four to focus on for 2011.	December – February
Determine how to potentially support additional activities that align with our initiatives as suggested and organized by volunteers.	February
Create engagement plans for each of the groups and reach out to potential partner groups.	February – March
Explore the potential for collaborating with Bike Walk Twin Cities and the City on project openings and other activities.	February – March
Hold monthly meetings for active volunteers.	Beginning in February or March
Host northeast community meeting focused around Central Avenue.	March or April
Outreach to City staff, downtown businesses, downtown TMO, and neighborhood groups about more bicycle parking downtown.	Start in March or April
Identify one or more quick fixes downtown and identify potential for bike improvements as part of upcoming projects on Washington Ave, 5 th Street, 7 th Street, and 8 th Street.	February – April
Coordinate with MPIRG on University of Minnesota advocacy work.	February onward
Continue advocacy work of active volunteers outside of neighborhood action teams on Glenwood Ave and Portland Ave S.	Ongoing

Key Initiative 4: Organizational development.

As a relatively new organization, we recognize the need to grow our internal capacity to fully support our external work.

Organizational Development 2011 Benchmarks

- Specific Benchmarks will be developed by the work group and approved in May.

Tactics	Timeline
Finalize logo selection.	November – March
Evaluate options for a more formal relationship with the Bicycle Alliance of Minnesota.	December – March
Decide whether or not to apply for 501(c)(3) tax-exempt status in 2011.	February – March
Create a communications plan that helps support membership work, establishes our brand, coordinates and improves our various communications tools, and plans meaningful media engagement strategies.	February – March And then implementation
Create a membership structure, benefits, and membership drive campaign. Much of this work will be coordinated with the communications planning. Building off of Open Streets event in June will be important.	February – May And then implementation
Create a volunteer engagement plan, including volunteer recognition. May be connected with communications and membership planning.	March – July And then implementation
Begin stakeholder outreach planning and implementation.	After June
Host an annual member/volunteer/partner event, including volunteer recognition activities.	Late summer or early fall
Review strategic plan every six months.	September
Evaluate whether to hire full-time or part-time staff in 2012.	September
Decide on key initiatives for 2012 and update strategic plan accordingly.	September – November
Have an anonymous survey of Board members on organizational progress and Board activities. Evaluate work of the Board and individual members. Provide Board training resources as helpful.	October – December
Survey active volunteers and key stakeholders to evaluate how we are doing.	October
Create Board bylaws.	If prudent, late 2011
Create a budget for 2012.	If prudent, late 2011
Create and implement a fundraising and donor relations plan.	If prudent, late 2011