

BIKE
WALK



2016-2020 STRATEGIC PLAN





OUR MISSION

“To redefine our streets as places for people to build a culture of active living.”

OUR VISION

“We see a community that is barrier free, has complete biking and walking access, and has a connected culture of active transportation and active lifestyles.”



BIKE WALK KC INTRODUCTION

BikeWalkKC was founded in 2010 when Greater Kansas City was the largest US metro area without a professional advocacy and education organization, and it showed! Rates of walking and biking were less than half the national average. Investment in bicycle and pedestrian infrastructure was stagnant and disconnected. The city ranked too high on the “bad” lists and too low on the “good” lists that measure health, quality of life, mobility, equity, and economic competitiveness.

The challenges were huge, but we embraced them head-on with a big vision to build one of the country’s most effective advocacy organizations and make Kansas City a healthier, safer, and more competitive community. In five short years BikeWalkKC has built an amazing team of board members, professional staff, volunteers, and community partners. New policies have been embraced across the region. Millions of dollars have been invested in bike and pedestrian infrastructure. Elected officials and community leaders have made active transportation a top priority. The business community has become a champion for active living. Momentum is building!

This strategic plan is the culmination of months of hard work by our board and staff. We surveyed our membership, interviewed peer organizations across the country, and engaged local partners and community organizations. This work sets a renewed vision and will guide us for the next five years. It is how we will take the organization and community to the next level.

Barbara Thomas

*BikeWalkKC
Board Chair*

*Director of
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Ryan Adams

*Bike Share KC
Board Chair*

*Development and
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Associate,
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Eric Rogers

*BikeWalkKC
Executive Director*



1. MEMBERSHIP

Create a more valuable member experience that is personally inviting and builds a socially connected sustainable Community.

2. EDUCATION

Educate the people of Kansas City to the benefits of an active and connected lifestyle.





3. ADVOCACY

Be an ally to decision makers and leaders that share our vision and an advocate for those that have yet to seek a balanced and better transportation future.



4. EVENTS

Plan, promote and support events that bring our citizens together in activities that increase health, sustainability, and socialization.



5. PUBLIC POLICY

Make apparent and address the isolation and the diminished personal freedoms created by auto centric bias.



6. NEIGHBORHOOD DEVELOPMENT

Support and lead efforts to preserve and rebuild safe neighborhoods and streets.



7. SUSTAINABILITY

Sustain and grow the work of the Organization.



A.C.E.

Our seven Strategies lead to numerous programs that can be categorized in three classes.

ADVOCATING
CONGREGATING
EDUCATING



Freedom of movement is a fundamental right.

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Active, sustainable lifestyles lead to a healthy Community.

.....

Engagement and equity is at our core.

.....

We will remove barriers to active transportation.

.....

We will operate collaboratively, professionally, with accountability and with dedication to bettering the lives of all we engage.

Katy Trail connected to Flint Hills Nature Trail in Kansas City.

MetroGreen regional bikeway funding mechanism in place.

75% of metro residents within a Bike/Walk Friendly Community.

75% of metro residents within a community with a complete streets policy.

Bicycling and walking exceeds national average.

Biking and walking to school

exceeds national average.

1000 miles of new sidewalks constructed in region.

500 miles of new bike lanes constructed in region.

All local governments have and enforce strict sidewalk snow removal ordinances.



A. Position the organization as a thought leader and convener of our sector.

TARGETS	<p>Present the Complete KC vision as a bolder strategic alternative to existing bike/ped plans.</p> <p>Develop an Active Living Policy Council to convene thought leaders and leading community partners.</p>
CLASSES	Advocate, Congregate, Educate
STRATEGIES	<ol style="list-style-type: none">1. Membership2. Education3. Advocacy4. Events5. Public Policy6. Neighborhood Development7. Sustainability

B. Build grassroots advocacy capacity and an ecosystem of bicycling and walking partners.

TARGETS	<p>Expand neighborhood advocacy training workshops.</p> <p>Be a partner with existing and startup organizations working in our sector.</p> <p>Better include underserved communities in the planning and implementation of our programs and events.</p>
CLASSES	Advocate, Congregate, Educate
STRATEGIES	<ol style="list-style-type: none">1. Membership2. Education3. Advocacy4. Events5. Public Policy6. Neighborhood Development7. Sustainability

C. Improve the member experience with meaningful engagement and benefits.

TARGETS	<p>Improve the member/donor lifecycle.</p> <p>Expand the number of discounts and perks available to members.</p> <p>Investigate opportunities for an “open shop” program for members.</p>
CLASSES	Advocate, Congregate , Educate
STRATEGIES	<p>1. Membership</p> <p>2. Education</p> <p>3. Advocacy</p> <p>4. Events</p> <p>5. Public Policy</p> <p>6. Neighborhood Development</p> <p>7. Sustainability</p>

D. Provide bicycle education to all youth in the region.

TARGETS	<p>Expand the Youth Education program to all urban core and first-ring suburban school districts.</p> <p>Implement a Youth Ambassadors program to engage middle and high school students.</p> <p>Provide technical assistance and leadership for Safe Routes to School programs.</p> <p>Partner with schools and community organizations to increase our impact and serve more students.</p>
CLASSES	Advocate, Congregate, Educate
STRATEGIES	<p>1. Membership</p> <p>2. Education</p> <p>3. Advocacy</p> <p>4. Events</p> <p>5. Public Policy</p> <p>6. Neighborhood Development</p> <p>7. Sustainability</p>

E. Adult education.

TARGETS	Expand the Women Bike KC initiative into a year-round program to close the gender gap in bicycling.
CLASSES	Advocate, Congregate , Educate
STRATEGIES	<ol style="list-style-type: none"> 1. Membership 2. Education 3. Advocacy 4. Events 5. Public Policy 6. Neighborhood Development 7. Sustainability

F. Bring bike sharing to more neighborhoods and more constituencies.

TARGETS	<p>Provide efficient and high quality daily operations</p> <p>Plan and deliver future phases of new stations in both Missouri and Kansas</p> <p>Develop a capital plan to prepare for future equipment repair and replacement</p>
CLASSES	Advocate , Congregate , Educate
STRATEGIES	<ol style="list-style-type: none"> 1. Membership 2. Education 3. Advocacy 4. Events 5. Public Policy 6. Neighborhood Development 7. Sustainability



G. Offer engaging special events that encourage a culture of active living and showcase the unique features of Kansas City.

TARGETS	Develop an integrated year-round series of events, including a second bicycle tour to compliment the Tour de Bier. Bring national and international experts and thought leaders to Kansas City.
CLASSES	Advocate, Congregate, Educate
STRATEGIES	1. Membership 2. Education 3. Advocacy 4. Events 5. Public Policy 6. Neighborhood Development 7. Sustainability

H. Advocacy

TARGETS	Pedestrian Funding, bonds, etc.
CLASSES	Advocate, Congregate, Educate
STRATEGIES	1. Membership 2. Education 3. Advocacy 4. Events 5. Public Policy 6. Neighborhood Development 7. Sustainability



I. Build an organization that can serve the community for the long haul.

TARGETS

Implement a development and financial plan to ensure long-term stewardship of the organization's mission and resources.

Invest in making the organization a high-performing work place that can attract and retain the best talent in our sector.

Development and implement ongoing and robust program evaluation to measure the outcomes and impacts of our major programs and services.

CLASSES

Advocate, Congregate, Educate

STRATEGIES

1. Membership

2. Education

3. Advocacy

4. Events

5. Public Policy

6. Neighborhood Development

7. Sustainability





BIKE WALK KC THEORY OF CHANGE

Walking and bicycling are simple solutions to complex problems of health, economy, opportunity, transportation, and sustainability.

Strategic investment in planning, infrastructure, public policy, education, and community building will lead to more people walking and biking for transportation, fitness, and recreation. This will result in communities that are healthier, better connected, more economically competitive, have more opportunities for everyone, and are more sustainable and resilient.

BikeWalkKC Logic Model						
SITUATION	INPUTS	OUTPUTS		OUTCOMES		
		ACTIVITIES	PARTICIPANTS	SHORT	MEDIUM	LONG-TERM
Poor Public Health	Staff	Policy	Elected Officials	Safer youth	Increased infrastructure	More people walking and biking
Inadequate transportation	Volunteers	Advocacy	Students	More confident adults	More sidewalks, trails, and bike lanes	Access to jobs, school, opportunities
Urban sprawl	Policy Makers	Community engagement	Adults	Better prepared planners/engineers	Growing culture of active living	Economically competitive workforce and business community
Low density	Funders	Education Programs	Teachers	Increased awareness		Clean air
Social disparities	Members & Donors	Safe Routes to School	Members			Culture of health and active living
Car culture	Partners	Bike Share				
	Neighborhoods	Events				
ASSUMPTIONS				EXTERNAL FACTORS		
<ul style="list-style-type: none"> Active living improves health Infrastructure and land use encourage active living Reducing car trips improves air quality Increasing transportation choices improves access to opportunities 				<ul style="list-style-type: none"> Federal and local funding Economy and culture Price of gas Public transit system 		

BIKE
WALK



2016-2020 STRATEGIC PLAN



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