



STRATEGIC PLAN 2021-2022



Mission:

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

Vision:

A Greater Kansas City where everyone moves through the city and its public spaces equitably, safely, comfortably, and sustainably.

Theory of change:

Walking and biking are **simple solutions to complex problems** of environment, health, transportation, disparity, opportunity, economy, and more.

Strategic Approach:

Responding to individual needs during the pandemic while improving systems and infrastructure for the recovery and post-pandemic world.

Strategic Objectives**1. RECOVERY: Make our streets the path to recovery**

Active transportation and public spaces will be central to personal mobility, prosperity, and community well-being in the pandemic recovery and post-pandemic world.

2. CLIMATE: Center the transportation system in the region's climate protection and adaptation strategy

Active transportation is critical for addressing the climate crisis and needed adaptations.

3. COMMUNITY: Build partnerships and community capacity

Amplify and diversify our work by building partnerships in the community, increasing grassroots capacity, and supporting the development of an ecosystem of organizations.

4. SYSTEMS: Focus on upstream systems change

Continue to focus on strategic, upstream interventions that improve the built environment and the social determinants of health.

5. DEI: Diversity, Equity, Inclusion, and Belonging

Continue improving DEI for our governance, workplace, programs and services, and business practices. Invest in the capacity of the organization.

6. CAPACITY: Build the capacity of the organization to achieve our mission

Ensure the organization's finances, strategy, and culture are able to thrive through the pandemic, the recovery, and into the future.

1. RECOVERY

Make our streets the path to recovery

Active transportation and public spaces will be central to personal mobility, prosperity, and community well-being in the pandemic recovery and post-pandemic world. We will advocate for this in our policy agenda and support individuals through our programs and services.

Education and Outreach Program

- Leverage our leadership in youth bike education and Safe Routes to School to be relevant in pandemic learning settings, and central to mobility as schools return towards normal.
- Continue educating adults to be safe and confident walking and biking for transportation, job access, recreation, physical health, and mental health

Public Policy and Advocacy Program

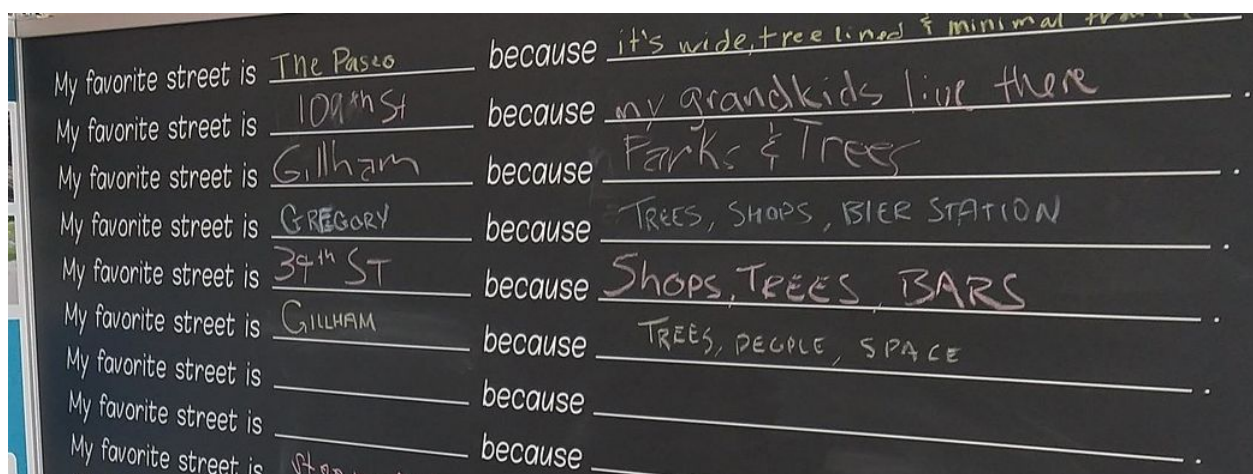
- Advocate for pandemic recovery and rebuilding policies to include active transportation as key strategies for a more sustainable, equitable, prosperous, and safe transportation system - especially in the spending of any new stimulus or recovery funding from state or federal governments.

Bike Share and Business Services Program

- Continue supporting the daily transportation needs of frontline workers, small local businesses, and economically vulnerable people.

Community Planning Program

- Help our clients and partners ensure they are designing neighborhoods and cities that support affordable, safe transportation systems and individual prosperity.



2. CLIMATE

Center the transportation system in the region's climate protection and adaptation strategy

Active transportation is critical for addressing the climate crisis and needed adaptations. We will advocate for this in our policy agenda and support individual and structural efforts to reduce the region's collective carbon footprint through our programs and services.

Education and Outreach Program

- Support school districts in pandemic reopening with active transportation plans that increase carbon-free student transportation
- Continue helping adults become confident and comfortable with green transportation in their daily lives, creating a culture of lifelong green transportation

Public Policy and Advocacy Program

- Advocate climate protection/mitigation/adaptation policies that prioritize reductions in the number of cars on our streets and the number of car trips that people make each day.
- Advocate for infrastructure and incentives that will encourage and enable people to walk, bike, and use transit on a greater scale.

Bike Share and Business Services Program

- Continue providing clean, sustainable transportation options that integrate with the region's urban planning, public transportation, and corporate sustainability programs.

Community Planning Program

- Provide plans and technical assistance to local communities that ensure the design and operation of our neighborhoods is as sustainable as possible.



3. COMMUNITY

Build partnerships and community capacity

Amplify and diversify our work by building partnerships in the community, increasing grassroots capacity, and supporting the development of an ecosystem of organizations, groups, and projects working on active transportation and/or the intersections with other issues.

Education and Outreach Program

- Support development of a diverse ecosystem of like-minded organizations. This includes better supporting and funding the community-based social rides, community bike shops, neighborhoods, etc.

Public Policy and Advocacy Program

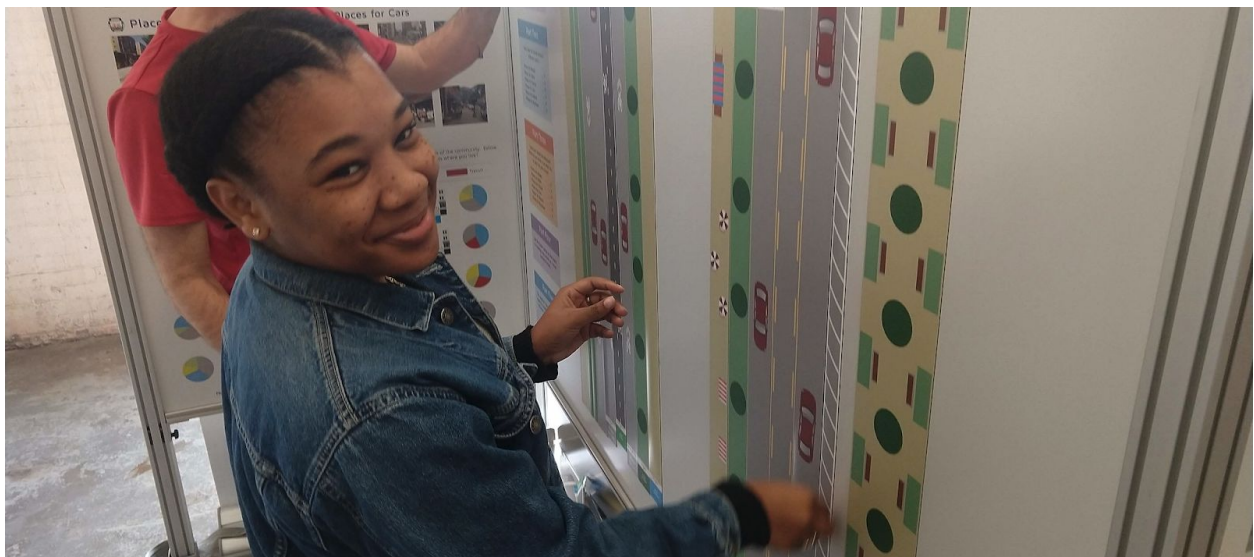
- Increase the capacity of individuals and groups to advocate for local change, from the urban core to the suburbs.
- Continue to support efforts to develop and maintain statewide coalitions in support of active transportation.

Bike Share and Business Services Program

- Grow partnerships with community-based organizations in order to bring the benefits of bike share to their constituents

Community Planning Program

- Leverage urban planning projects and technical assistance to develop new relationships and partnerships



4. SYSTEMS

Focus on upstream systems change

Continue to focus on strategic, upstream interventions that improve the built environment and the social determinants of health.

Education and Outreach Program

- Move from program delivery towards program design and help school districts institutionalize active transportation in their curriculum.

Public Policy and Advocacy Program

- Continue advocating for policies, plans, staffing, and funding to transform the transportation system and built environment. Including Complete Streets, Vision Zero, and regional funding of transit and active transportation.

Bike Share and Business Services Program

- Deepen operational and technology integration with public transit

Community Planning Program

- Design communities where walking and biking are by default the easiest and safest choices to move around



5. DEI

Diversity, Equity, Inclusion, and Belonging

Continue improving DEI for our governance, workplace, programs and services, and business practices. Invest in the capacity of the organization.

Education and Outreach Program

- Ensure the participants in our programs represent Greater Kansas City's diversity in race, ethnicity, gender, ability, identity, class, geography, and more.

Public Policy and Advocacy Program

- Put equity at the center of our public policy agenda and partnerships

Bike Share and Business Services Program

- Be an essential public transit service to those most in need

Community Planning Program

- Leverage our partnerships and relationships for a more inclusive community engagement process on urban planning projects

Internally

- Continue implementing our DEI plan for board governance, hiring, workplace, and business practices.



6. CAPACITY

Build the capacity of the organization to achieve our mission

Ensure the organization's finances, strategy, and culture are able to thrive through the pandemic, the recovery, and into the future. Provide employees with the tools, resources, and training needed to be healthy and successful in the pandemic work environment.

Education and Outreach Program

- Continue seeking new funders to match federal funds for Youth Education, and new general operating funds for Adult Education
- Continue seeking opportunities for expanded fee for service offerings

Public Policy and Advocacy Program

- Leverage policy wins to demonstrate the value of supporting our mission

Bike Share and Business Services Program

- Evaluate the bike parking program to ensure it has sufficient ROI
- Focus future expansions on communities willing to invest resources into the program

Community Planning Program

- Continue seeking earned income from planning clients, plus new income from grants and other funding sources

Operations

- Invest in the professional development and well-being of employees
- Contain costs as much as possible during uncertain economic times

Development/Communications

- Better tell our stories in ways that resonate with donors and funders
- Increase unrestricted general operating support
- Increase corporate fundraising
- Build on recent successes with national funders and research funding
- Evaluate the events program for ROI, mission alignment, and staff capacity

Needs

- Full-time Community Organizer for the Policy Team
- Program Coordinator for the Education Team (3rd Quarter)
- Women Bike KC Coordinator
- Expanded bike share operations team, and additional customer/marketing support
- DEI consultant

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
Public health crisis	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	Equitable 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
Climate emergency	Partners	Bike Share	Community members			
Car culture	Neighborhoods	Urban Planning	Community Organizations			
		Events				
Assumptions <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 				External Factors <ul style="list-style-type: none"> Government funding Economy and culture Price of gas Public transit system Perceptions of the organization and its work 		