

**IOWA
BICYCLE
COALITION**

2017 Strategic Plan of
the Board of Directors



As part of the strategic plan process, the board updated the vision statement and mission statement of the Iowa Bicycle Coalition.

VISION STATEMENT

Bicycling in Iowa is safe, enjoyable and accessible for all.

MISSION STATEMENT

The Iowa Bicycle Coalition promotes safe and enjoyable bicycling in Iowa through education, events, better policy, and growing a community of supporters.

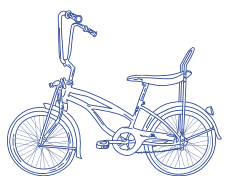
designed by: RDG Planning & Design www.rdgusa.com



This strategic plan was created to guide the work of the Iowa Bicycle Coalition, and articulate its organizational goals and values. It was created by the Iowa Bicycle Coalition Board of Directors in the summer of 2017, with support from the Coalition staff. This document should be used to set the annual work plan, ensure continuity through future board and staff changes, and to communicate the Coalition's overall vision to its supporters. This

is a living document that can be revised as new opportunities and challenges arise.

While all the strategies and tactics below are important to the Board, several are listed at the end of this document as the Board's "highest priorities." Two of the most prominent themes among these priorities, and in the document at large, are to expand the Coalition's advocacy work, and to find ways to better "tell our story."



STRATEGIC PLAN : ORGANIZATION



STRATEGIC PLAN : ORGANIZATION



POLICY

We advocate for federal, state, and local (laws and) policies that increase bicycle participation and improve safety, through better infrastructure and legal protections.

STRATEGY A

Advance the policy goals of the Iowa Bicycle Coalition in the Iowa State legislature.

TACTICS

- 1) Continue to engage a lobbyist.
- 2) Form an exploratory committee to explore the possibility of creating an affiliated 501c4 organization that can work more closely with political campaigns.
- 3) Solicit structured input from members and district leaders each year to set the legislative advocacy agenda (led by government relations committee and advocacy manager).
- 4) Nurture year-round relationships with legislators, like-minded organizations, and other policy influencers.

STRATEGY B

Expand advocacy work on state and local levels as a complement to existing local advocacy efforts.

TACTICS

- 1) Employ an Advocacy Manager to enhance advocacy work at the regional level (and work with lobbyist on State goals)
- 2) Grow, organize, and activate the district leaders program to respond to state and regional issues.
- 3) Continue to grow and organize the grassroots network for input, advocacy, & participation into state and regional issues that are tracked by our advocacy program and local issues at the direction of local advocacy organizations.

POLICY

We advocate for federal, state, and local (laws and) policies that increase bicycle participation and improve safety, through better infrastructure and legal protections.

STRATEGY C

Work with the Department of Transportation to invest more in bicycle safety and infrastructure.

TACTICS

- 4) Define easy ways to be a bicycle advocate and encourage bicyclists to become involved as advocates.
 - 5) Create an advocacy academy in partnership with local advocacy groups, bike clubs, and other stakeholders for individuals to learn how to advocate for bicycling at the state, regional, and local level.
 - 6) Create an evaluation tool to determine which bicycle projects will earn our endorsements. (Include method to distinguish between projects where we lead the campaign, versus those in which we only participate.)
- 1) Advocate for adoption of a Complete Streets Policy.
 - 2) Advocate for adoption of a DOT Bike/Ped Plan.
 - 3) Monitor DOT bike-related investments.
 - 4) Campaign to increase investment of safe bicycle infrastructure at the regional planning level by mobilizing District Leaders and the Grassroots Advocacy Network to watchdog MPO, RPA and DOT infrastructure and policy agendas.

STRATEGIC PLAN : OBJECTIVE #1

POLICY

We advocate for federal, state, and local (laws and) policies that increase bicycle participation and improve safety, through better infrastructure and legal protections.

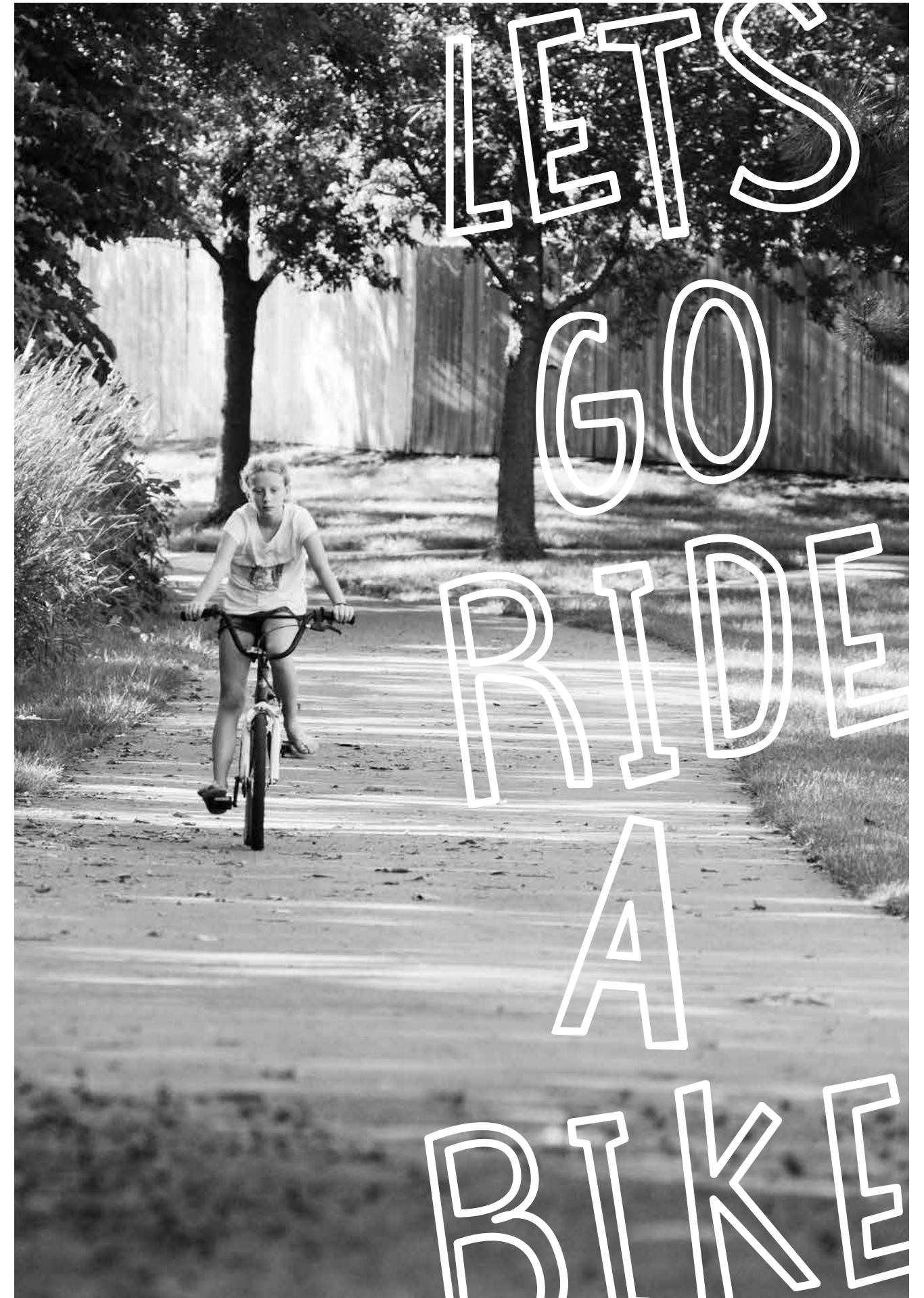
STRATEGY

D

Position the Iowa Bicycle Coalition as the bike law experts of Iowa.

TACTICS

- 1) Perform analysis of state laws/policy and local laws as needed. Identify local ordinances that conflict with state ordinances.
- 2) Develop model ordinances for local bike laws.
- 3) Develop Continuing Legal Education (CLE) seminars to educate prosecutors and judges on bicycle law.
- 4) Employ a legal intern to complete Tactics A and B, under the leadership of the advocacy manager.



COMMUNICATIONS AND AWARENESS

We foster a strategic, coordinated conversation around bicycling.

STRATEGY **E**

Promote public awareness of the benefits of bicycling and the importance of traffic safety around bicycling.

TACTICS

- 1) Explore hiring a communications director or contracting for similar services.
- 2) Grow listener base for the JustGoBike Podcast.
- 3) Grow social media presence. Develop segmented messaging.
- 4) Increase content marketing (example – use more story-telling and real-life examples to convey our message).
- 5) Provide regular messages to the public, including bicyclists on bicycle and traffic safety (example – safety e-mails).

STRATEGY **F**

Share the achievements of the Iowa Bicycle Coalition with our members and the general public.

TACTICS

- 1) See Tactic E5
- 2) Reconvene the communications committee and create a communications plan.

STRATEGY **G**

Promote awareness of what it means for a community to be “bicycle-friendly,” both among the general public and local decision-makers.

COMMUNICATIONS AND AWARENESS

We foster a strategic, coordinated conversation around bicycling.

STRATEGY **H**

Foster 2-way communication with our members.

TACTICS

- 1) Perform an annual survey of Iowa Bicycle Coalition members and constituents, to better understand the needs of the bicycling community.

EVENTS

We host and support bicycle events that boost bicycling interest, grow the community of bicycling advocates, and fund our mission.

STRATEGY

I

Produce safe and fun bicycle events that: raise funds for our mission and programs; connect our organization to the cycling community; boost newcomers to bicycling; and make a measurable economic or social impact on bicycling.

TACTICS

- 1) Continue to assess current and prospective events according to their financial and social implications, to ensure that they are beneficial to our mission.
- 2) Quantify event impact through post event user surveys.
- 3) As our organization grows, consider employing an event manager.
- 4) Promote bike commuting education and marketing strategies focused on increasing journey to work/commuting/utility bicycling like Bike to Work Week/Day (complementing local effort and events like bike month).

STRATEGY

J

Establish a clear connection between our events and our advocacy work.

TACTICS

- 1) Integrate explicit advocacy elements into events (e.g. - "Mile of silence").
- 2) Communicate to participants that registration fees support advocacy work.
- 3) Develop signage and messaging to highlight our work and how they can become involved.

EVENTS

We host and support bicycle events that boost bicycling interest, grow the community of bicycling advocates, and fund our mission.

STRATEGY

K

Support events planned by partner organizations across the State.

TACTICS

- 1) Expand our event registration services and market them to event organizers. Our "menu" of services may include registration, watercoolers, PA system, SAG, and bike valet parking.

EDUCATION

We provide educational programs that teach bicycle safety, proper enforcement of bicycle laws, and bicycle-friendly community design.

STRATEGY L Educate drivers about safe operations when bicycles are present in traffic.

- TACTICS**
- 1) Continue to partner with school-sponsored Drivers Education classes
 - 2) Create a new driver education program that is more “turn-key,” so that it can be run by volunteers and reach more people (without becoming too canned or losing its effectiveness).
 - 3) Create an annual report on Iowa bicycle crashes

STRATEGY M Teach safe bicycle, pedestrian, and traffic operations to elementary and middle school students.

- TACTICS**
- 1) Continue Safe Routes to School program, bicycle day camps, classroom education, and encouragement events.
 - 2) Train more volunteers to perform the Safe Routes to school program, in order to expand our reach.

STRATEGY N Educate engineers, city planners, public health officials, and others on how to build bicycle-friendly places.

- TACTICS**
- 1) Continue the annual Bike Summit
 - 2) Offer year-round workshops or lunch-and-learns, in different regions of the State.

EDUCATION

We provide educational programs that teach bicycle safety, proper enforcement of bicycle laws, and bicycle-friendly community design.

STRATEGY O Strengthen knowledge of bicycle traffic laws among law enforcement and lawyers.

- TACTICS**
- 1) Establish a law enforcement/legal advisory board to guide involvement and identify training opportunities.

STRATEGY P Improve bicyclists’ awareness of safe bicycle operations and traffic laws.

- TACTICS**
- 1) Grow and improve “Ride Right” as a safety program and develop unique program offerings for safety outreach such as a short-form messaging campaign, safety classes, and safety reminders at bicycle events.

STRATEGY Q Expand the reach of the above education programs.

- TACTICS**
- 1) As our educational program and our organization grows, consider adding an education director and/or volunteer manager.



HIGH TRESTLE TRAIL

I ♡ My BIKE	I ♡ My BIKE	I ♡ My BIKE
I ♡ My BIKE	I ♡ My BIKE	I ♡ My BIKE
I ♡ My BIKE	I ♡ My BIKE	I ♡ My BIKE
I ♡ My BIKE	I ♡ My BIKE	I ♡ My BIKE
I ♡ My BIKE	I ♡ My BIKE	I ♡ My BIKE
I ♡ My BIKE	I ♡ My BIKE	I ♡ My BIKE
I ♡ My BIKE	I ♡ My BIKE	I ♡ My BIKE
I ♡ My BIKE	I ♡ My BIKE	I ♡ My BIKE
I ♡ My BIKE	I ♡ My BIKE	I ♡ My BIKE
I ♡ My BIKE	I ♡ My BIKE	I ♡ My BIKE
I ♡ My BIKE	I ♡ My BIKE	I ♡ My BIKE
I ♡ My BIKE	I ♡ My BIKE	I ♡ My BIKE
I ♡ My BIKE	I ♡ My BIKE	I ♡ My BIKE
I ♡ My BIKE	I ♡ My BIKE	I ♡ My BIKE
I ♡ My BIKE	I ♡ My BIKE	I ♡ My BIKE
I ♡ My BIKE	I ♡ My BIKE	I ♡ My BIKE
I ♡ My BIKE	I ♡ My BIKE	I ♡ My BIKE
I ♡ My BIKE	I ♡ My BIKE	I ♡ My BIKE
I ♡ My BIKE	I ♡ My BIKE	I ♡ My BIKE
I ♡ My BIKE	I ♡ My BIKE	I ♡ My BIKE
I ♡ My BIKE	I ♡ My BIKE	I ♡ My BIKE
I ♡ My BIKE	I ♡ My BIKE	I ♡ My BIKE
I ♡ My BIKE	I ♡ My BIKE	I ♡ My BIKE
I ♡ My BIKE	I ♡ My BIKE	I ♡ My BIKE
I ♡ My BIKE	I ♡ My BIKE	I ♡ My BIKE
I ♡ My BIKE	I ♡ My BIKE	I ♡ My BIKE
I ♡ My BIKE	I ♡ My BIKE	I ♡ My BIKE
I ♡ My BIKE	I ♡ My BIKE	I ♡ My BIKE
I ♡ My BIKE	I ♡ My BIKE	I ♡ My BIKE
I ♡ My BIKE	I ♡ My BIKE	I ♡ My BIKE
I ♡ My BIKE	I ♡ My BIKE	I ♡ My BIKE
I ♡ My BIKE	I ♡ My BIKE	I ♡ My BIKE

