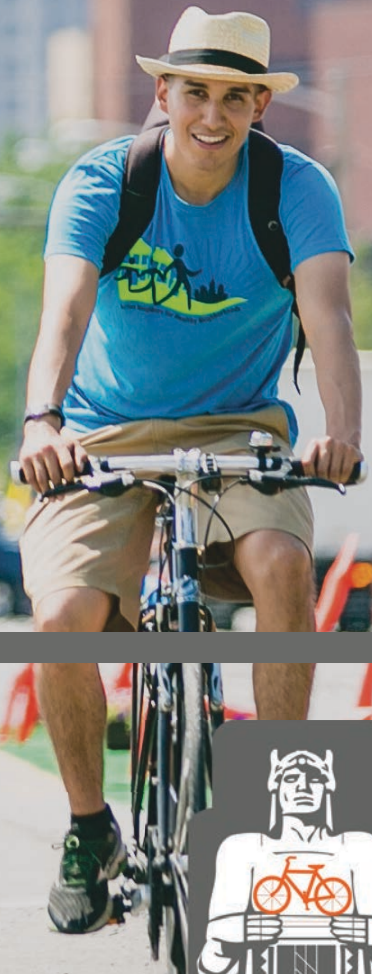


2019-2024 STRATEGIC PLAN



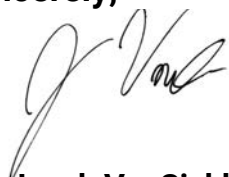
INTRODUCTION

Bike Cleveland was founded in 2011 when a group of local advocates brought together the larger community to create a unified vision to make our region more bicycle-friendly. At this gathering, known as the Summit, over 125 individuals gathered to lay the groundwork for a powerful organization with a vision to dignify cycling; a plan to advocate for more infrastructure; and a mandate to grow a thriving cycling culture in Greater Cleveland.

The challenges were huge, but we faced them head-on with a mission to make Greater Cleveland a healthier, safer, and more competitive region. In eight years Bike Cleveland has built an amazing team of board members, professional staff, volunteers, and community partners. We've advocated for over 80 miles of bike facilities and bike friendly policies. We worked to launch our community's bike share program. We've taught over 2,000 people bike safety and engaged over 40,000 through our events and programs. Momentum is building!

This strategic plan is the culmination of months of hard work by our board, staff, members and hundreds of community residents. It's our plan to build an inclusive, equitable movement for people biking and walking. It is how we will take Bike Cleveland and our community to the next level.

Sincerely,



Jacob VanSickle
Executive Director



Jeffrey Sugalski
Board President



BIKE CLEVELAND

MISSION

Bike Cleveland is creating a region that is sustainable, connected, healthy, and vibrant by promoting bicycling and advocating for safe and equitable transportation for all.

VISION

Greater Cleveland neighborhoods are connected by a multimodal transportation network where the rules of the road are understood by all. A network of well-designed bikeways and walkways allows all people to safely navigate our communities. Biking, walking, and access to public transit are convenient, safe, used by a majority of people, and a source of pride in our community.

THEORY OF CHANGE

Safe and inviting multimodal facilities are a civil right, and transportation choice is essential to a high quality of life and economic growth. We engage and educate communities, institutions, and civic leaders to promote that belief. Our work builds a strong network of advocates through our members, local chapters, bike groups, volunteers, supporters, and communities who are essential in accomplishing our mission. We fully integrate equity and diversity in our work to ensure our movement grows inclusively across the region. We demonstrate what is possible through projects, outreach and events.

EQUITY STATEMENT

Historical and systemic transportation policies and practices have created inequitable conditions and marginalized our community. Bike Cleveland is committed to challenging its own history and practices, as well as that of our members and affiliates. As we reckon with our nation's and local community's wicked problems*, we are committed to this long-term journey and reconciliation. Bike Cleveland envisions a community where every person has equitable access to biking, walking and public transit. We are committed to listening, building authentic relationships, and developing equitable practices that uphold our strategies.

Bike Cleveland will be intentional on engaging, reflecting, and working with communities, populations and neighborhoods who have traditionally been underinvested in, including BIPOC (Black, Indigenous, People of Color), transgender people, women, people with low income, people with disabilities, and residents of our identified areas of concern.

**Wicked problems are social or cultural problems that are difficult or impossible to solve for as many as four reasons: incomplete or contradictory knowledge, the number of people and opinions involved, the large economic burden, and the interconnected nature of these problems with other problems.*



ORGANIZATIONAL VALUES

We embrace creative solutions that increase biking, walking, and the use of public transit to improve health, vibrancy, and quality of life for all Greater Cleveland residents.

All residents and visitors should have safe access to a low-stress bike, walk and public transit network that connect people with where they need and want to go.

Transportation choice and recreation options play a crucial role in reducing greenhouse gas emissions, improving air quality and the health of Greater Clevelanders, while also promoting active lifestyles and vibrant communities.

We listen to and actively engage all people in shaping our work and the region's transportation infrastructure to ensure we are building a system that meets the needs of diverse users.

Our work is sustainable: we are fiscally, ethically, professionally, and environmentally responsible with our resources.

We harness the power of the community and civic leaders to effect change through open communication, collaboration, building trust, and diverse engaged public participation.

STRATEGIC PRIORITIES

Overall Goal: Increase the number of people who bike, walk, and access public transit safely throughout Greater Cleveland.



ADVOCACY



EDUCATION



EVENTS



COMMUNICATION



EQUITY AND INCLUSION



ORGANIZATIONAL SUSTAINABILITY

ADVOCACY

WE WORK FOR SAFE STREETS AND PUBLIC SPACES THROUGH POLICY CHANGE AND ADVOCATING FOR BEST PRACTICES IN BIKEWAY/WALKWAY DESIGN AND MAINTENANCE, RESULTING IN AN EQUITABLE TRANSPORTATION NETWORK.

Objective: Connect and enhance the bike/ped infrastructure network

- Be an active partner in City and regional bike/ped planning.
- Monitor projects and mobilize community to ensure high quality bike/ped facilities.
- Advocate for neighborhood traffic calming implementation that will enhance/connect the bike/ped network.
- Advocate for implementation of priority projects, like the Midway.
- Expand bike parking across the region to provide quality end of point facilities.

Objective: Mobilize diverse advocates to increase quality of bike facilities, funding for bike facilities and to ensure the network grows inclusively

- Develop an action group that can quickly be mobilized around projects and policy (provide them regular updates).
- Inform voters where local candidates stand on biking and walking.
- Develop campaign to engage the business community in our advocacy work.
- Build advocacy capacity among chapters so our regions bike/ped network is connected.

Objective: Institutionalize biking and walking through adoption of best practice policies

- Complete and Green Streets Ordinance updated and oversight committee developed.
- City of Cleveland Vision Zero policy adopted, action plan developed and implementation underway.
- Work with City of Cleveland to develop a maintenance policy for bike/ped facilities.
- Regional dockless bike share and e-scooter policy.



EDUCATION

WE PROVIDE EDUCATION AND TRAINING TO INCREASE KNOWLEDGE AND SKILLS NECESSARY TO WALK AND BICYCLE SAFELY, AND EDUCATE DRIVERS AND DECISION MAKERS ON THE RIGHTS OF BICYCLISTS AND PEDESTRIANS

Objective: Host high quality bicycle education programs that reach audiences of all ages and abilities

- Grow senior bicycle education programming.
- Expand and serve more people through Bike Smarts education classes.
- Grow the number of League Certified Instructors and their utilization.
- Partner with local schools/recreation centers to host youth education programs.
- Grow Refugee Bike Program.
- Distribute bike lights and bike safety education information to people riding at night.
- Work with Chapters to develop their education programs.
- Host Bikes and Law Forums to educate cyclists on their rights.

Objective: Provide opportunities to engage, educate and encourage decision makers to bike and walk

- Host Council member/city leader bike rides.
- Invite civic/elected leaders to Bike Cleveland programs.
- Work with We Bike Etc. to host bike/ped safety training for local police departments.
- Develop roll-call training for police departments about bike/ped safety.
- Teach police departments how to use the C3ft device and loan it out for enforcement.

Objective: Educate motorists how to operate safely around people biking and walking

- Formalize Bicycle Friendly Motorist presentation.
- Reach out to local driver Ed programs to present Bicycle Friendly Motorist Program
- Identify groups of motorists or commercial operators to present Bicycle Friendly Motorist Program.

Objective: Develop and distribute education resources

- Develop distribution strategy.
- Distribute bike maps, Biking in Cleveland Guide, and law cards.
- Identify and implement non-traditional mediums for communicating education materials.



Photo Courtesy

COMMUNITY

WE GROW DIVERSE, ENGAGED COMMUNITIES BY FOCUSING ON OUTREACH, FUN EVENTS, AND MEMBERSHIP AND BY BUILDING THE NEXT GENERATION OF ADVOCATES.

Objective: Grow membership to represent all areas of Greater Cleveland

- Host members socials to connect members in off-season.
- Develop membership program with local bike shops.
- Develop a barter membership program to improve accessibility of membership.
- Evaluate our membership renewal programs and refine to increase renewal rate.

Objective: Increase Chapter capacity to ensure they are effective within their region

- Develop work plans for chapters to help guide their work.
- Assist chapters with implementing programs in their communities.

Objective: Host high quality events

- Continue and grow our signature events: Bike to Work Day, Fundo, Bikes 'n Brew.
- Create year-round riding opportunities.

Objective: Grow the number of businesses and organizations that are designated bicycle friendly businesses

- Consult with businesses/orgs to improve bike parking.
- Consult with businesses/orgs around bike education for employees.
- Provide lunch time/after work riding opportunities for workplace teams.



BIKE CLEVELAND



Photo Courtesy B

COMMUNICATION

WE COMMUNICATE EFFECTIVELY WITH OUR SUPPORTERS TO INSPIRE ENGAGEMENT AND ACTION, AND TO THE GENERAL PUBLIC TO BUILD BROADER SUPPORT FOR SAFE BIKING, WALKING, AND PUBLIC TRANSIT.

Objective: Identify media outlets where Bike Cleveland messaging can reach new audiences

- Develop content/messaging for local media outlets.
- Reach out to local podcasts to do bike safety/law content.
- Reach out to local radio stations to host bike safety law programs.
- Editorials in local and neighborhood news papers about benefits of biking.
- Get Bike Cleveland message out through non-traditional mediums.

Objective: Expand messaging through personal stories to create empathy for Bike Cleveland's mission

- Develop a tool for people to share stories.
- Share stories on social media, enews, website to humanize our work.
- Create landing page/archive for stories with link to encourage additional submissions.

Objective: Develop/refine public awareness campaign that reaches a broad audience about bicyclist rights

- Refine We're All Drivers to make it more action focused (i.e. what we want drivers/cyclists to do).
- Identify outlets for distribution.

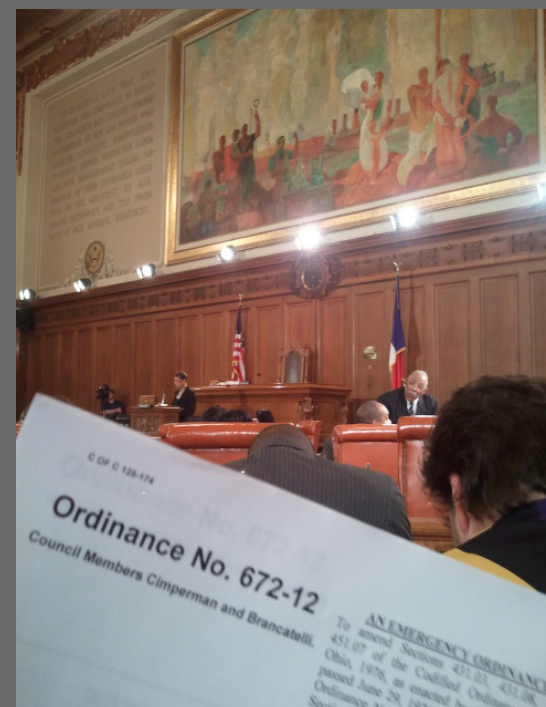
Objective: Keep people updated with our work

- Provide quarterly updates on advocacy/progress/action needed



BIALOSKY+PARTNERS
ARCHITECTS

+OI studio
ARCHITECTURAL PHOTOGRAPHY



EQUITY AND INCLUSION

WE VIEW ALL OUR PROGRAMS AND ADVOCACY CAMPAIGNS THROUGH A LENS OF EQUITY AND INCLUSION TO ENSURE OUR WORK ADDRESSES THE NEEDS OF GREATER CLEVELANDERS WHO HAVE HISTORICALLY BEEN MARGINALIZED BY TRANSPORTATION SYSTEM DECISIONS.

Objective: Grow bike share and shared mobility devices to serve users of all incomes and geographies

- Work with County and City to to expand bike share and shared mobility devices to all Cleveland neighborhoods, and inner-ring suburbs.
- Work with operators to develop programs to make bike share more accessible to people without smart phones/credit cards.

Objective: Ensure our communications are accessible to all people

- Develop education materials that are easily understood.
- Distribute printed materials that are available to people who are not connected to Bike Cleveland electronically.

Objective: Evaluate and enhance equity and inclusion in our programs

- Develop an Equity and Inclusion committee of Bike Cleveland's board to review our programs.

Objective: Recruit diverse members, volunteers and board members

- Meet with and listen to community members to determine outreach needed related to bike/ped issues.
- Engage with underserved communities in areas they need support to bring more diversity into the organizations membership and volunteers.
- Evaluate board diversity and skillset needs

Objective: Engage women, families and people of limited income in our programs

- Develop women specific programming to grow ridership among women.
- Host kidical mass bike rides that bring families out together on bikes.
- Work with leaders in low income communities to plan events.

ORGANIZATIONAL SUSTAINABILITY

WE CULTIVATE OUR RESOURCES, BOTH FINANCIAL AND HUMAN, EFFICIENTLY AND EFFECTIVELY TO ENSURE LONG TERM GROWTH OF THE ORGANIZATION AND ITS WORK.

Objective: Diversify financial resources

- Increase membership by evaluating recruitment strategies and renewal process.
- Increase annual gifts/donations.
- Grow grant income for new & expanding programs.
- Grow earned revenue.
- Host effective, fun fundraising events.
- Use Bike Cleveland brand to raise funds for organization through partnership with businesses.

Objective: Grow organizational capacity

- Engage more volunteers in our work and track their time given to the organization.
- Expand our audience by growing chapters and build capacity within them.
- Work with staff to identify areas where they would like to build skills/capacity.



Bike Cleveland Chapters



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