



Strategic Plan

December 2019

THANK YOU



Thanks to everyone who participated in our strategic planning project this year! More than 700 people offered ideas to help shape the organization's plans and future via an interview, focus group, survey, and/or community discussion. We appreciate your time and good ideas.



Based on that input, the board and staff drafted a strategic plan that includes new vision, mission and values statements that create a framework for the direction the organization is heading. We also drafted outcomes, priorities, and goals that indicate where we will focus our time and resources over the next 3-5 years. Currently, we are working on how to implement, measure and continue to improve this strategic plan.

NEARLY 30 YEARS



[For nearly 30 years](#), the Atlanta Bicycle Coalition has been advocating to make biking safe, accessible, and appealing. Atlanta’s rapid population growth has increased attention to transportation as an issue. It increases the need for an effective nonprofit advocacy group to inform and educate about what’s necessary and possible. It creates an opportunity for those who would like to reduce the dominance of Atlanta’s car culture and achieve the many benefits of biking, walking, scooting and taking transit. Atlantans are interested in the positive environmental, health, economic, and community outcomes that result from using these sustainable modes of transportation. They can see there is a window of opportunity to make the case together for what’s needed to make Atlanta an equitable, thriving, regenerative city that works well in the future, including as new transportation technologies are introduced.

In 2018, because of changes in the environment in which the organization works, the Board voted to consider expanding the organization’s focus to include biking, walking, scooting, and public transit. We anticipated expanding the focus would attract community members including and beyond people who ride bicycles and achieve shared goals more quickly.

The Atlanta Bicycle Coalition had been adapting to the changing environment by:

- advocating for Complete Streets projects that serve people riding bikes, using sidewalks, and taking public transit to be funded and built through the Renew Atlanta bond and TSPLOST;
- introducing the successful Atlanta Streets Alive program to demonstrate the power of people-centered streets;
- learning that less than eight percent of Atlanta’s streets account for 88% of traffic fatalities and advocating for safe streets on this High-Injury Network;
- using its voice to advocate for scooter safety.

ADVOCACY INITIATIVES



These advocacy initiatives benefitted people riding bikes and also people using sidewalks and taking public transit. More and more, the organization found that what people who ride bicycles need from Atlanta's transportation system aligns with what those who used other sustainable modes needed. Also, expanding the focus to include biking, walking, scooting, and taking transit is critical to achieving success for Atlantans in communities where systemic racial bias has led to significant transportation inequity.

Since the Board's 2018 vote to consider expanding the organization's focus,

- The idea was introduced to Atlanta Bicycle Coalition members, the board formed a Strategic Planning Committee consisting of Naoya Wada, Allison Powell, Ken Rose, Shayna Pollock, and Jack Honderd, and Sugarman Consulting was hired to work with the team to explore this direction.
- More than 700 community members participated in interviews, focus groups, a survey, and/or community meetings to determine whether there was support for the Atlanta Bicycle Coalition expanding its focus.
- The consultant expected to find some resistance; however, nearly all stakeholders understand that the times call for an organization focused on mobility in Atlanta and that the Atlanta Bicycle Coalition is very well-positioned to do that work in partnership with others.
- While there was consensus on the direction, stakeholders did have questions about how the shift would be implemented, including how the organization would develop the capacity and funding needed; how to ensure people who bike are and feel included in the expanded direction; and how to work with partners dedicated to achieving similar goals.

After reviewing the input from the community, the Board and Staff drafted the strategic plan overview below that describes how the organization plans to focus its attention and resources over the next five years.

<p>VISION what it looks like when we are completely successful</p> <p>MISSION the role we play in achieving the vision</p>	<p>PRINCIPLES-Values</p> <p>the guiding beliefs that are the foundation of our work</p>	<p>IMPACTS</p> <p>the long-term results of our efforts</p>
<p>Vision</p> <p>An Atlanta where everyone moves safely, easily, and sustainably throughout the city</p> <p>Mission</p> <p>To reclaim Atlanta’s streets as safe, inclusive, and thriving spaces for people to ride, walk, and roll.</p>	<p>We value</p> <ul style="list-style-type: none"> ● sustainable transportation options and believe they should be as prevalent, accepted, and respected as driving is today ● social justice and are committed to providing access to opportunity through transportation and distributing resources equitably in order to help create an inclusive community where all Atlantans can thrive ● collaboration and are committed to working collectively with and in service to community ● accountability and are committed to transparency and openness to ideas, feedback, and growth that build trust ● effectiveness and are committed to forethought, adaptability, persistence, and resourcefulness to foster progress 	<ul style="list-style-type: none"> ● A cleaner, healthier city with improved air quality, reduced impact of vehicle emissions on our climate, and an active population with zero traffic fatalities ● An inclusive, equitable city where everyone thrives ● Transportation options that bring fulfillment through social interactions, stronger community, and even joy

OUTCOMES	GOALS	OBJECTIVES
Safe and Complete Streets	Make streets measurably safer for people biking, walking, using scooters or wheelchairs	<ul style="list-style-type: none"> ● Hold City of Atlanta accountable to build the projects identified in approved city plans in order to complete and improve the network of connected, protected bicycle+ lanes. [Cycle Atlanta 1.0: 31 miles; Cycle Atlanta 2.0: 37 projects; Renew/TSPLOST: 56 miles of Complete Street project; Mayor’s Safety Action Plan: 8 miles, includes some projects contained in previous plans, but with the goal of accelerated construction and interim materials.] ● Hold City of Atlanta accountable to implement Vision Zero policies and projects that prioritize safety improvements, sidewalks and safe crossings for people outside of cars, on the streets most dangerous for vulnerable users, leading to the complete elimination of traffic deaths ● Hold MARTA and City of Atlanta accountable to improve the accessibility of transit stations and bus stops and create safe first- and last-mile connections to transit ● Establish a sustainable and effective network of advocates from neighborhoods in every City Council district, prioritizing communities in the High Injury Network
	Make transit work better for people	<ul style="list-style-type: none"> ● Hold MARTA and City of Atlanta accountable to provide bus routes that serve essential destinations, give transit priority on streets, and ensure buses are at least 85% on-time and operate on 15-minute or less headways ● Hold MARTA accountable to adopt a standard for bus stop amenities and increase the percentage of stops that meet the standard and the percentage of bus stops on the High Injury Network that have shelters ● Hold MARTA and City of Atlanta accountable to adopt land use and housing policies that support transit ridership
Behavior and Culture Shift	More people choose to use sustainable transportation instead of single-occupant cars	<ul style="list-style-type: none"> ● City of Atlanta in partnership with other community stakeholders adopt and fund Atlanta Streets Alive as an ongoing, evolving, and frequent program ● Work with the City of Atlanta, Atlanta Public Schools and school organizations, workplaces and business organizations, and state partners to implement policies and programs that result in Atlantans choosing sustainable transportation

		<ul style="list-style-type: none"> ● Provide access to free and convenient bicycle safety and skills classes so that more people experience the joy of riding a bicycle ● Hold MARTA and City of Atlanta accountable to implement technology and service improvements that enhance the public transit experience and to promote riding transit
Allied Political Leaders	Ensure we have accountable and engaged political leaders	<ul style="list-style-type: none"> ● Increase active support from elected officials representing all districts of the city of sustainable transportation policies and projects that increase the safety and ease of biking, walking, using scooters or wheelchairs, and taking transit ● Establish a legislative agenda in collaboration with local and state partners and pursue, track, and report progress in adopting legislation
Organizational Capacity	Grow inclusively and sustainably	<ul style="list-style-type: none"> ● Update organization name and brand and align with vision, mission, and strategy ● Strengthen connections with existing supporters while expanding the organization’s network of supporters ● Add fundraising staff and advance board fundraising effectiveness ● Align staff and board structure and composition with vision, mission, and strategy, and support staff and board to achieve their goals ● Advance and sustain an effective coalition of transportation advocacy organizations