



STRATEGIC
PLAN 2020



FROM THE EXECUTIVE DIRECTOR

Atlanta's rapid population growth and the climate crisis are bringing increased attention to transportation. For those of us who want to bring the many benefits of biking, walking, scooting, and riding transit to our city and reduce dominance of Atlanta's car culture, this creates a window of opportunity. Atlantans want the positive environmental, health, economic, and community outcomes that result from using more sustainable modes of transportation. The need for an effective advocacy organization to turn this moment into lasting structural change has never been greater.

In 2018, the Atlanta Bicycle Coalition's Board voted to consider expanding our focus on biking to include walking, scooting, and public transit. More than 700 people offered ideas to help shape our plans and future through interviews, focus groups, surveys, and a community discussion. Taking all the input into account, our board voted in November 2019 to shift our focus to ensuring everyone can move safely, easily, and sustainably throughout Atlanta. For more background on this decision, please see the appendix.

Join us as we embark on this new direction. Together, we can make the case for what's needed to make Atlanta an equitable, thriving, regenerative city.

Rebecca Surma



VISION

An Atlanta where everyone moves safely,
easily, and sustainably throughout the city



MISSION STATEMENT

To reclaim Atlanta's streets as safe, inclusive, and thriving spaces for people to ride, walk, and roll.

GUIDING PRINCIPLES WE BELIEVE IN...

- **sustainable transportation options** that are as accessible, prevalent, and respected as driving is today
- **social and racial justice as outlined by [The Untokening's Principles of Mobility Justice](#)**. We are committed to building a transportation system that ensures access to opportunity through investments that repair the harmful effects of institutional racism and foster an inclusive community
- **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





IMPACTS

- 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
- Civically-engaged, informed, and empowered communities
- Transportation options that bring fulfillment and even joy through social interactions and stronger community

OUTCOME

SAFE AND COMPLETE STREETS

GOAL

OBJECTIVES

**MAKE STREETS
MEASURABLY SAFER
FOR PEOPLE BIKING,
WALKING, USING
SCOOTERS OR
WHEELCHAIRS**

- **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 and scooter 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 on the High Injury Network

**MAKE TRANSIT
WORK BETTER
FOR PEOPLE**

- **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

OUTCOME

BEHAVIOR AND CULTURE SHIFT

GOAL

**MORE PEOPLE
CHOOSE TO USE
SUSTAINABLE
TRANSPORTATION
INSTEAD OF SINGLE-
OCCUPANT CARS**

OBJECTIVES

- 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**
- **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

OUTCOME

ALLIED POLITICAL LEADERS

GOAL

**ENSURE WE HAVE
ACCOUNTABLE AND
ENGAGED POLITICAL
LEADERS**

OBJECTIVES

- **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

OUTCOME

ORGANIZATIONAL CAPACITY

GOAL

**GROW INCLUSIVELY
AND SUSTAINABLY**

OBJECTIVES

- **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

METRICS FOR 5-YEAR PLAN

Increase mileage and connectivity of
bike/scooter/sidewalk networks by

**40
PERCENT**

measured by mileage and
reduction in gaps in the network

Reduce serious injury and fatal
crashes, especially of those
using active transportation by

50%

Increase
**SUSTAINABLE
TRANSPORTATION**
mode share by 50%



as indicated by the Census
Bureau's American Community
Survey and other sources



DOUBLE
our organization's advocacy budget



BACKGROUND

For nearly 30 years, the Atlanta Bicycle Coalition has been advocating to make biking safe, accessible, and appealing. 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.

BACKGROUND

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.

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.