



LOCAL MOTION STRATEGIC PLAN FOR 2017-2021

MISSION

Biking and walking for a better Vermont

GOALS

GOAL 1: Make biking and walking central to Vermont's culture

GOAL 2: Build a statewide movement for better biking and walking

GOAL 3: Expand safe and connected bike and walk infrastructure

GOAL 4: Ensure Local Motion's long-term health and stability

FIVE-YEAR VISION

In five years, Local Motion will have created a statewide network of supporters, activists, and partners who work to make Vermont communities of all kinds better for biking and walking.

We will have reached more than half of Vermont's 24,000 third through sixth grader every year with training in essential bike skills, engaging deeply in the process with the communities where they live to make biking part of everyday life for them and their families. Our bike ferry, bike rental, and bike parking businesses as well as our engagement with bike-powered events of all kinds will have become powerful vehicles for bringing biking and walking within reach for all Vermonters.

With our help, businesses and employers across Vermont will have become strong allies for on-the-ground change, working with us to strengthen their communities and their bottom line by encouraging and supporting biking and walking. People and organizations statewide will have joined us in a bike-walk coalition that emerges as a powerful force for legislative and policy change.

Our work will result not only in a proliferation of connected networks for safe biking and walking, but also in a significant reduction in injuries and deaths among people walking and biking. As a result, biking and walking will have become a part of everyday life for a much larger percentage of Vermont's population.



ACTION STATEMENTS

We lead a statewide movement for biking and walking in Vermont.

Over the next five years, Local Motion will build a coalition of businesses, organizations, and individuals who all share a vision of making Vermont the best state in the country for biking and walking.

We help Vermont communities become safe and welcoming places to bike and walk.

Over the next five years, Local Motion will recruit, train and support a network local ambassadors and advocates who take the lead in transforming their streets and roads for safe biking and walking.

We make biking and walking accessible for all Vermonters.

Over the next five years, Local Motion will work with schools and others to make safe everyday biking and walking a reality for kids and parents all across Vermont.

We inspire people to bike and walk in every corner of Vermont.

Over the next five years, Local Motion will support communities in bringing the joy of biking and walking to life through events, rides, celebrations, and more.

We get more butts on bikes and more feet on streets!

Over the next five years, Local Motion will lead a movement to make biking and walking as “Vermont” as maple trees, red barns, and great beer.

GOAL 1: Make biking and walking central to Vermont’s culture

Area	Strategy <i>(italics = stretch strategies)</i>	Metrics
Education & training	Expand Bike Smart statewide and use it as a platform for broader community engagement in bike safety and advocacy.	<ul style="list-style-type: none"> ● At least 12,000 kids and 750 adults trained each year in bike skills ● Substantive community engagement with at least one other Local Motion program in at least 50% of Bike Smart communities <p><u>Secondary metrics:</u></p> <ul style="list-style-type: none"> ● Dedicated state funding secured for SRTS or related services ● At least 80% of new law enforcement officers and 25% of existing officers trained in safety issues for vulnerable users
	Bring Everyday Bicycling to communities and workplaces across Vermont , improve operational efficiency, and reach non-traditional audiences.	
	Steward the current Safe Routes to School program and develop a sustainable funding model to restore the program’s previous reach and impact.	
	Engage with law enforcement officers and driver educators to integrate information and take action to ensure the safety of vulnerable users .	
Events & outreach	Design a distinctive, immediately recognizable identity for Local Motion and grow our statewide recognition through presence at Local Motion program delivery sites, bike/walk and community events.	<ul style="list-style-type: none"> ● Direct contacts via Trailside Center, Valet Bike Parking, Ferry, and other services exceed 30,000 per year ● Local Motion website is top Google hit for “biking Vermont” and related searches ● At least 1 statewide bike-walk safety outreach campaign achieves the scale and reach of campaigns like “Click It or Ticket” ● Attendance at summit reaches 300 people annually <p><u>Secondary metrics:</u></p> <ul style="list-style-type: none"> ● The majority of major Vermont rides, tours, and bike-related events partner with Local Motion to extend our reach
	Establish Local Motion as the leading source of information about biking and walking online and as an integral part of our program delivery.	
	Design and lead focused and sustained statewide highway safety outreach campaigns focused on biking and walking.	
	Lead programming and outreach for biennial Vermont Walk-Bike Summit at rotating locations around the state.	
	<i>Develop a signature annual biking event that brings together riders from around the state to celebrate Vermont’s great biking opportunities.</i>	
Bike services	Deliver reliable and professional Island Line bike ferry service that is financially sustainable and meets federal grant obligations.	<ul style="list-style-type: none"> ● Island Line Ferry Service operates on 98% of scheduled service days ● Ferry revenue meets all direct annual

	<p>Establish a “Friends of the Island Line” group that supports the operations of the bike ferry and takes the lead on completion of the Island Line Rail Trail to the village of South Hero.</p>	<p>operating expenses</p> <ul style="list-style-type: none"> ● 100 Valet Bike Parking events per year ● At least one bike commuter hub created in Burlington <p><u>Secondary metrics:</u></p> <ul style="list-style-type: none"> ● Friends of Island Line group established with bylaws and board of directors ● At least 500 secure bike parking spaces available for public use in greater Burlington ● Bike racks in Burlington meet or exceed national guidelines for type of rack and density of installation ● Bike shops report increased sales of cargo bikes and ebikes
	<p>Remove parking as a barrier to using bicycles for transportation in greater Burlington through development of a comprehensive public/private bike parking system.</p>	
	<p>Help to shape and support community adoption of a bike share system for greater Burlington.</p>	
	<p><i>Make greater Burlington a thriving hub for e-bikes, cargo bikes, and other next-generation options for pedal-powered mobility.</i></p>	
<p>Business engagement</p>	<p>Provide suite of services to help businesses and employers statewide become more bike friendly for employees and their customers.</p>	<ul style="list-style-type: none"> ● At least 25 certified Bicycle Friendly Businesses statewide <p><u>Secondary metrics:</u></p> <ul style="list-style-type: none"> ● All TDM programs include biking and walking incentives and resources on a par with carpooling, transit, and other options ● At least 100 Bike Benefits stickers distributed yearly
	<p>Serve as a resource for Transportation Demand Management (TDM) initiatives statewide to develop strategies for increasing walk and bike commuting.</p>	
	<p><i>Promote Bike Benefits and other similar strategies to that incentivize businesses and individuals to bike and walk.</i></p>	
<p>Influencing State policy</p>	<p>Ensure that the safety of vulnerable users is prioritized in the implementation of the Vermont 2017-2021 Strategic Highway Safety Plan.</p>	<ul style="list-style-type: none"> ● Bike and pedestrian major crashes reduce by a rolling average of 10% per year (SHSP goal) ● Vermont Highway Safety Alliance steering committee develops specific strategies regarding vulnerable users
	<p>Identify, support and play a leadership role in related legislative coalitions that support walking and biking (such as Complete Streets, health, healthy communities, climate action).</p>	

GOAL 2: Build a statewide movement for better biking and walking

Area	Strategy <i>(italics = stretch strategies)</i>	Metrics
Community organizing and engagement	Expand Local Motion’s base of supporters and members to reflect Vermont’s geographic, cultural, and economic diversity.	<ul style="list-style-type: none"> ● At least 25,000 supporters and 3,000 members ● All services and programs actively using NationBuilder to collect and manage data about people and organizations we work with ● A total of at least 500 local activists signed up, representing at least 25 communities statewide <p><u>Secondary metrics:</u></p> <ul style="list-style-type: none"> ● At least 100 business members ● At least half of supporters and members are outside of Chittenden County ● Ambassadors recruited in at least 10 communities and coordinators recruited in at least 5 communities
	Integrate NationBuilder into all of Local Motion’s programs to efficiently capture data from everyone we connect with.	
	Identify, track, and engage with local leaders of all kinds , from local officials to civic figures to opinion leaders, with a focus on communicating and working with them on walk and bike issues that matter to them personally in their community.	
	Build a statewide network of local activists who have agreed to take action: a) on at least one issue or campaign; and b) and in at least one way.	
	Recruit local ambassadors and coordinators who serve as eyes and ears for Local Motion in communities across the state, developing content for “community” pages on our website and coordinating local walk-bike groups and projects.	
Campaign leadership	Proactively identify and pursue specific goals for near-term, on-the-ground improvements for walking and biking in communities across Vermont, developing and deploying online tools to spread the word, build support, and track progress.	<ul style="list-style-type: none"> ● At least 10 goals pursued and at least 5 achieved per year, with at least two-thirds of them outside of Chittenden County ● At least five successful campaigns, at least two of which are statewide in nature <p><u>Secondary metrics:</u></p> <ul style="list-style-type: none"> ● A total of at least 50 local advocacy leaders trained, representing at least 10 communities statewide
	Work with local advocacy leaders and activists to lead major infrastructure-focused campaigns in the greater Burlington area to accelerate change on-the-ground for biking and walking.	
	<i>Design and launch an advocacy leadership training program that gives people who want safer walking and biking in their community the tools and the support they need to become leaders for change.</i>	

Chapters and affiliates	<p>Develop and implement a model for engaging with local chapters and affiliates to enhance their ability to lead local work and build Local Motion’s base of support.</p> <p><i>Create a system for sharing our expertise with chapters and affiliates via a range of levels of engagement, from self-serve online toolkits to individualized assistance by phone or email to apprenticeship programs to on-site consultation.</i></p>	<ul style="list-style-type: none"> ● At least four local chapters and at least two affiliates actively working with Local Motion ● A total of at least 200 new members and 2,000 new supporters come to Local Motion via chapters and affiliates
Statewide coalition	<p>Develop framework and goals for a statewide bike (and potentially walk) coalition and recruit non-profits, businesses, and other partners.</p> <p>Develop, prioritize and advocate for legislative initiatives that improve safety on Vermont’s roads, encourage biking and walking, and shape and fund infrastructure and education programs.</p> <p><i>Use candidate surveys, educational rides, citizen lobbying days, and other strategies to bring attention to priority walk-bike issues and build momentum for legislative and policy change.</i></p>	<ul style="list-style-type: none"> ● Statewide bike coalition formed during 2017-18 legislative session ● At least 15 coalition members participating by end of 2018, and at least 30 by end of 2021 ● Legislative priorities identified and pursued by the coalition in each biennial session <p><u>Secondary metrics:</u></p> <ul style="list-style-type: none"> ● Candidate survey issued to all candidates for statewide office and for VT House and Senate by 2018 ● First bike/walk advocacy day or walk/ride organized by end of 2017-2018 biennial

GOAL 3: Expand safe and connected bike and walk infrastructure

Area	Strategy <i>(italics = stretch strategies)</i>	Metrics
Project review	Engage with a wide range of transportation, recreation, and development projects in Chittenden County that offer significant potential for improving network connectivity, multimodal safety and access.	<ul style="list-style-type: none"> ● At least 15 major projects and 25 small-scale projects engaged with at some level Secondary metrics: <ul style="list-style-type: none"> ● Local Motion members in communities with projects provided with talking points and engage in the public process for each project
	<i>Review major transportation and recreation projects outside Chittenden County that are essential to the development of a statewide bicycling network.</i>	
Local action plans and implementation	Develop and implement community action plans for communities that highlight both near and longer-term strategies for improving conditions for walking & biking, both on-road and off-road.	<ul style="list-style-type: none"> ● Walk-Bike Action Plans completed for at least 15 communities ● At least 10 demonstration projects completed in at least 8 communities ● Burlington applies for “Gold” as a Bicycle Friendly Community ● Island Line Rail Trail to South Hero completed with leadership from Friends of the Island Line group Secondary metrics: <ul style="list-style-type: none"> ● At least one recommended low-cost project implemented in at least 10 communities ● At least three recommended major projects actively moving towards funding and construction ● At least 80% of five-year goals in PlanBTV Walk Bike implemented ● Safe, continuous biking connections established to all of Burlington’s neighboring municipalities
	Design and support demonstration projects with communities that: a) serve as an accelerator for permanent on-the-ground change; and b) build local capacity to advocate for better walking and biking.	
	Work with Burlington, surrounding municipalities, and non-profit and institutional partners to implement the five-year goals of PlanBTV Walk Bike to create a connected greater Burlington bike network.	
	Develop municipal, non-profit and state partnerships needed to declare victory on the Island Line by completing the development of a trail from the Causeway to South Hero village.	
Regional and state policy and planning	Assist the Chittenden County Regional Planning Commission with implementation of the Regional Active Transportation Plan (RATP) via technical assistance and coordination with municipalities.	<ul style="list-style-type: none"> ● At least 75% of short-term recommendations in RATP are completed ● Phases II and III of On-Road Bicycle Plan completed on time and recommendations integrated into state highway management
	Guide and support VTrans in completion of the State On-Road Bicycle Plan and	

	<p>implementation of recommendations.</p> <p>Assist VTrans with an overhaul of state road design standards to make Vermont a national leader in rural multimodal transportation policy and design.</p> <p><i>Work with allied organizations to develop a vision for a statewide bike network and associated standards and wayfinding that ties together state and local on-road and off-road routes in a comprehensive network.</i></p>	<ul style="list-style-type: none"> ● The amount of funding for bike infrastructure improvements on state highways holds steady or increases ● State standards for road design & maintenance fully revised and approved by the Legislature <p><u>Secondary metrics:</u></p> <ul style="list-style-type: none"> ● All relevant VTrans engineering instructions and other guidance updated to reflect new standards
<p>Technical training and support</p>	<p>Support local walk & bike committees with training and consulting to advance their goals for improving walking and biking.</p> <p><i>Increase walk/bike knowledge and expertise of municipal staff, local consultants and other partners through targeted trainings, resource development, and consultation.</i></p>	<p><u>Secondary metrics:</u></p> <ul style="list-style-type: none"> ● At least 10 local committees actively engaged with Local Motion ● At least 3 trainings with a total of at least 30 participants offered annually
<p>Mode shift</p>	<p>Track shifts in Vermonters' participation in and attitudes towards walking and biking via existing surveys and collaboration with VTrans, UVM, and other entities.</p>	<ul style="list-style-type: none"> ● A majority of Vermonters have ridden a bike in the past year (VTrans long range planning survey) ● Vermont's combined walk and bike commute mode share reaches 15% (ACS survey) <p><u>Secondary metrics:</u></p> <ul style="list-style-type: none"> ● At least 20% of Vermonters have biked to work in the past year (VTrans long range planning survey)

GOAL 4: Ensure Local Motion’s long-term health and stability

Area	Strategy <i>(italics = stretch strategies)</i>	Metrics
Financial stability	Grow and maintain robust unrestricted revenue stream through development of a comprehensive fundraising plan, investment in development staff, launch of Legacy program, deeper relations with granting agencies, and a strong board development committee.	<ul style="list-style-type: none"> ● Overall unrestricted revenue grows to 25% of annual budget ● Trailside Center maintains 5-year rolling average revenue growth rate (metric applies for current TC location) ● Trailside Center transition plan implemented in advance of Amtrak deployment <p><u>Secondary metrics:</u></p> <ul style="list-style-type: none"> ● Development staff person hired end of 2018 ● Updated VBP fee structure and partner contracts in place in 2017
	Maximize cost recovery and revenue generation of current services, including the Trailside Center, Valet Bike Parking.	
	Develop a multi-scenario transition plan for Trailside Center as Amtrak, Bike Share and other services are brought to Burlington.	
Staff, board, and volunteers	Benchmark salaries of permanent staff and develop a plan to bring lagging salaries up to competitive benchmark.	<ul style="list-style-type: none"> ● Overall staff retention rates exceed Vermont non-profit sector average ● Rolling average of at least 500 volunteers who have donated a min. of 2 hours each over the past year ● Board membership is maintained at or above a 12 person minimum <p><u>Secondary metrics:</u></p> <ul style="list-style-type: none"> ● Retention rate of at least 70% among volunteers filling 2 or more shifts ● At least 90% volunteer shifts filled ● Annual staff survey conducted to identify areas of concern and plans developed to address concerns ● All board members engage in on-the-ground service or program activity
	Evaluate and upgrade healthcare, retirement and other benefits to ensure that LM’s employment package is competitive.	
	Maintain a cross-service seasonal wage rate system to ensure equitable compensation and adequate compensation for technical staff.	
	Develop and support a strong and proactive board that provides Local Motion with strategic guidance and fundraising leadership.	
	Recruit, train, and appreciate a large and enthusiastic corps of volunteers who collectively equal two full time staff.	
Planning, tools, and facilities	Implement and integrate this strategic plan into an annual operating plan, individual goal setting, and the budgeting process.	<ul style="list-style-type: none"> ● Annual review of strategic plan demonstrates progress in at least 80% of goals and metrics <p><u>Secondary metrics:</u></p> <ul style="list-style-type: none"> ● No major IT system crises or failures
	Develop and implement a comprehensive office, storage and equipment plan to effectively support operations.	

	Develop a five-year plan for upgrading and managing IT systems.	
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