

2017-2020
Santa Barbara Bicycle Coalition
Strategic Plan





Mission The Santa Barbara Bicycle Coalition (SBBIKE) is a countywide organization that promotes bicycling for safe transportation and recreation.

Vision We envision Santa Barbara County as a great place for every day, year-round bicycling for transportation and recreation that is safe and accessible for everyone. We will work toward building healthy and vibrant communities with clean air and low-stress, safe streets.

Introduction This three-year strategic plan serves as a road map for building a community that is healthy, safe, and accessible to all by bicycle via connected bike lanes throughout Santa Barbara County. This will positively impact the economy, equity, culture, lifestyle, and environmental sustainability of Santa Barbara County. SBBIKE and our members will expand and improve our efforts to serve as ambassadors of bicycling for our community and grow our presence on a national level. Because Santa Barbara is a desirable place to live and a hub of regional, national, and international tourism, we have the opportunity to lead by example with connected bike routes and a culture of safe and convenient bicycling. SBBIKE is committed to equity in our programs and leadership recruitment by intentionally prioritizing underserved and marginalized communities for education, outreach, and advocacy resources. We aim to engage partners and residents from all socio-economic levels in shaping our programs and activities.

Strategic Plan Goal Our overarching organizational goal is to make Santa Barbara a national leader in cycling as seen through (a) bicycling as mode share of transportation, (b) participation in recreational bicycling, and (c) low levels of bicycle injury and/or collision.



I. Strategic Plan Objective: Programs

Grow and improve education programming, bicycle resources, and advocacy efforts throughout Santa Barbara County to support cyclists and bicycling. Develop a replicable model of expansion to support a sustainable increased presence countywide.

1.A Strategy: *Lead the advocacy efforts for safe bicycle infrastructure and help build a connected community through robust and well-used bike routes*

1.B Strategy: *Improve and expand bicycle repair and support services through Bici Centro satellite shops*

1.C. Strategy: *Improve and expand education and training to youth and adults to address bicycle safety education needs*



II. Strategic Plan Objective: Communications and Development

Increase brand recognition and improve communication through equitable and inclusive media. Increase revenue generation.

2.A. Strategy: *Inform the community about programs, events, and achievements through inclusive media outlets and increase community participation*

2.B. Strategy: *Improve public opinion on cycling and encourage bicycling through events and communication*

2.C. Strategy: *Focus on new and current donor cultivation to increase earned and contributed revenue generation; engage and recognize current and potential members*





III. Strategic Plan Objective: Organizational Capacity

Improve organizational efficiency and focus staff activities on mission

3.A. Strategy: *Clarify organizational structure, ensure accountability, and perform evaluations to maximize effectiveness in achieving our mission*

3.C. Strategy: *Commit to the professional development of staff and cultivate an engaged and equitable community of leaders*

3.D. Strategy: *Improve financial strength through enhanced systems for accounting, maximization of financial opportunities and capabilities, and proper maintenance of capital resources*

Background of Strategic Plan

This strategic plan is the culmination of a six-month-long effort that included the board of directors, staff, and over 1,200 members. This is a three-year plan that will be reviewed quarterly and adjusted annually if necessary. There will be a thorough review in 2020; it can be expanded to a five-year plan if that makes sense at the time. The strategies and objectives were developed with guidance from LoaCom and The Write Team as consultants. We reviewed strategic plans of other local nonprofit organizations of similar size as well as strategic plans of bicycle coalitions from other cities.

This process has highlighted clear strengths of the organization which include passionate and talented staff, stable and diversified revenue generation, a broad base of support, deep connection with the community, strong assets through building ownership, and much more. The challenges identified through this process included lack of clear and strategic direction of programming, inefficiencies with board and staff time, time-consuming maintenance of the building, inconsistent branding, and lack of clarity on the priority of activities of SBBIKE. The strategic plan addresses these challenges while celebrating organizational strengths.

Our Vision for the Future

We envision a future where all children and adults in our county have access to a bicycle and learn to ride confidently in our cities for transportation and recreation. All bicyclists will have access to a bicycle community center where we learn from each other, build and repair bicycles together, and share the benefits of bicycling. Elected officials will be supportive of bicycle infrastructure. We will gather community members to express the importance of bicycle rights, infrastructure, and celebrate the joy of bicycling on our coastlines, through our cities, and in our mountains. SBBIKE will contribute to the vibrancy, health, and safety of our beautiful community.

As the landscape of our cities change with the introduction of the shared economy, population shifts, and other unknown changes, SBBIKE will be flexible and forward-thinking in addressing the continually changing needs for sustainable transportation. We recognize that communities like Isla Vista and UCSB campus already have outstanding bicycle infrastructure. Santa Barbara will join the ranks of Portland, Boulder, and Davis as leaders in bicycle infrastructure and culture. We will develop and promote a bicycle culture centered on safety, wellness, and community.

