



Our 2015-2018  
STRATEGIC FRAMEWORK

# A COMMITMENT TO LEADERSHIP

*Creating a bicycle-friendly  
America for everyone*



# Executive Summary: A Call to Leadership

Sometimes organizational change is barely seen; subtle tweaks to existing programs or processes. At other times, organizations must embrace more dramatic shifts in approach, in velocity, in culture, signaling important changes to all who are affected by the organization and its mission. In 2013, when we embarked on our strategic planning process, we were clear about our vision and the wide-spread benefits of bicycling — but needed to define a strong, clear leadership role for the League.

**Since 1880, the League has been the leader in bicycling advocacy. To meet our mission, we know it's time for us to take bold steps – and help to shift the paradigm of the bicycle movement itself.**



Photo: League of American Wheelmen gathering in St. Louis, MO., 1892

# Executive Summary: A Paradigm Shift

We know bicycling can help solve a range of societal problems: from declining health to an eroding environment, from economic inequality to transportation equity and access to jobs. But to resonate with more than just an enthusiastic core, we must make bicycling valuable to all people, to help make the bicycle a tool to help them achieve their goals and solve their most critical problems. We must accept and embrace bicycling as a means to an end, and not only an end in itself.

**We want everyone to experience the League's unspoken promise: Bicycling can help you overturn your obstacles and achieve your dreams. Bicycling matters to you, to society and to the country.**



Photo: National Women's Bicycling Forum 2013

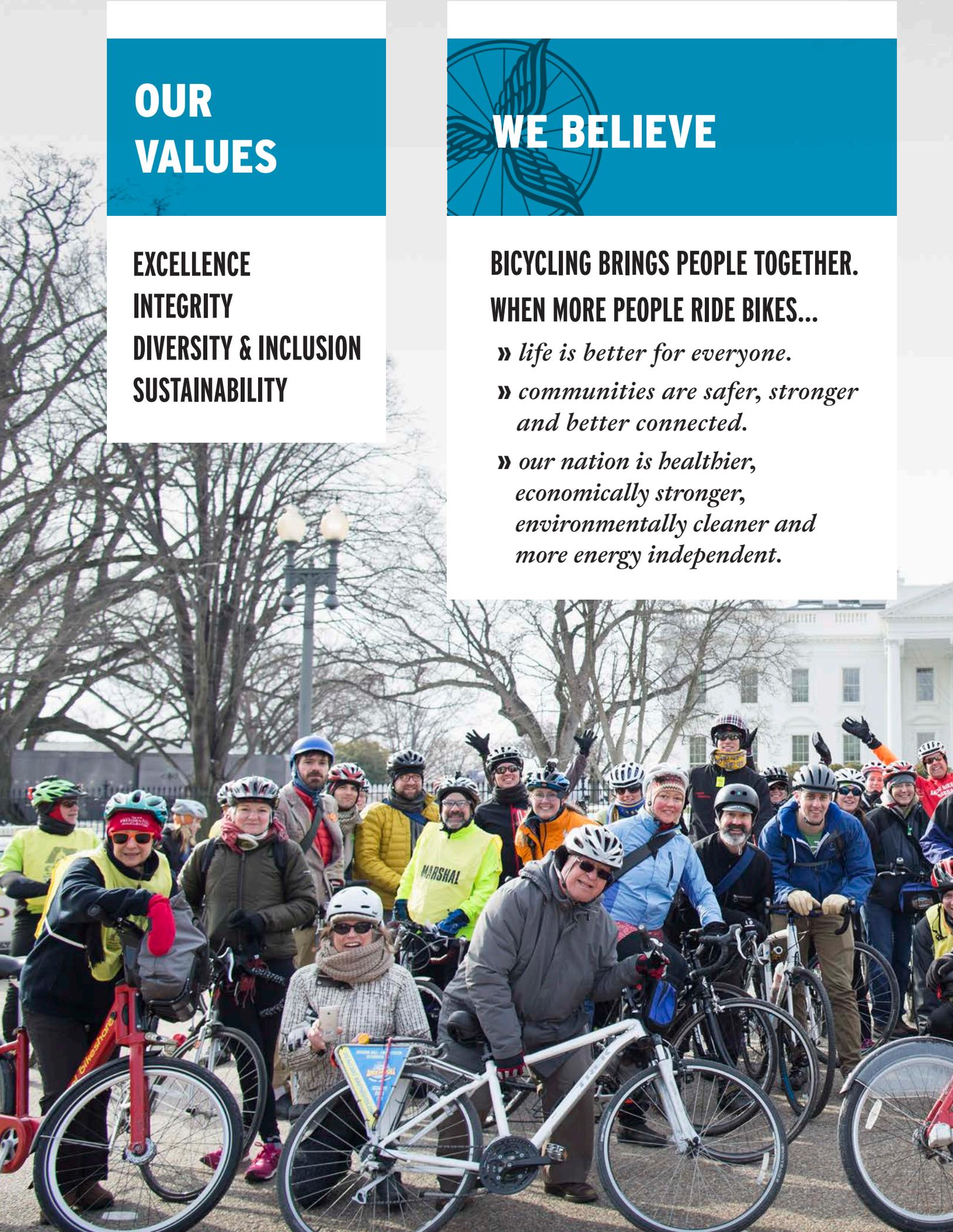
# OUR VALUES

**EXCELLENCE**  
**INTEGRITY**  
**DIVERSITY & INCLUSION**  
**SUSTAINABILITY**



**BICYCLING BRINGS PEOPLE TOGETHER.**  
**WHEN MORE PEOPLE RIDE BIKES...**

- » *life is better for everyone.*
- » *communities are safer, stronger and better connected.*
- » *our nation is healthier, economically stronger, environmentally cleaner and more energy independent.*



# OUR VISION

Photo:

is a nation where everyone recognizes and enjoys the many benefits & opportunities of bicycling.



# OUR MISSION

is to **LEAD THE MOVEMENT** to create a bicycle-friendly America for **EVERYONE**.

As leaders, our commitment is to

- » *listen and learn,*
- » *define standards and*
- » *share best practices*

to engage diverse communities and build a powerful, unified voice for **CHANGE**.





Photo: Slow Roll Detroit

# SHIFTING OUR PERSPECTIVE

**The League is shifting how we think and talk about bicycling** — framing bicycling as a means to a myriad of other ends and presenting bicycling and bicyclists as important to others, not just those who (currently) ride a bike. These dramatic shifts will change the League’s programs, organizational structure, and funding, as well as our how we’re perceived by the public and key audiences.

## SHIFTS FOR THE LEAGUE

|   |   |
|---|---|
| FROM only looking out for bicyclists                    | » TO positioning bicycling as something that helps others achieve their goals   |
| FROM only or primarily serving a bicycling population   | » TO serving, relating to and adding value to a much larger population  |
| FROM responding & demanding                             | » TO leading and building partnerships in and outside bicycling communities   |
| FROM focused advocacy for the “right” to safe bicycling | » TO adding value and resources to others that connects bicycling to their goals and empowers them to help reach our mutually beneficial stance |
| FROM current League culture                             | » TO an intentional “listening-and-learning” driven organization  |



Photo: Former Delaware DOT Secretary Shailen Bhatt

# PRINCIPLES THAT GUIDE US

## » LEADING

We are determined to play a valued and visible leadership role.

## » PARTNERING

Our commitment to partnering with other organizations, institutions and people is stronger than ever.

## » CONNECTING AND ENGAGING

We believe a key aspect of leadership is connecting people to each other and giving individuals the opportunity to experience our efforts directly, leading to engagement and creating champions.

## » LISTENING AND LEARNING

We will remain attentive to perspectives, thinking, ideas that broaden our thinking and actions; and we will learn and grow from what we learn.

## » BEING NONPARTISAN

Bicycling is for everyone.

## » BUILDING SUSTAINABLY

We will adhere to the highest standards of governance, develop appropriate capacity, respect and nurture the organization's talent, carefully develop and steward resources, operate transparently and live up to the highest standards of quality.



With growing support for bicycling among diverse stakeholders — from city governments to Fortune 500 corporations to community-based non-profits — there's tremendous potential to rapidly expand the reach of bicycling in the United States. The League aims to seize that momentum and act as the leader and primary voice of a growing movement. **To that end we seek to ensure five essential outcomes.**

## **BICYCLING IN 2018...**

- » Bicycling is a viable, valuable option in transportation
- » The widespread benefits of bicycling to individuals, society and the country are widely known, valued and championed by leaders in the health and wellness field, and in the economic and community development field
- » Motorists, bicyclists and pedestrians and their respective advocates have created mutually-beneficial, game-changing educational and cultural partnerships
- » Improvements to policies and infrastructure are rapidly resulting in environments that are more conducive to safe, comfortable bicycling
- » Future generations of bicyclists are assured



# OUR 3-YEAR GOALS

To meet the essential outcomes we seek by 2018, we will target our programming and efforts to grow a strong organization — and strong support for bicycling. **To achieve this, we will focus in four primary areas.**

## FOUR GOALS FOR 2018

Ensure that every dollar invested in the transportation system contributes to making bicycling a safer, more attractive & convenient option for everyone.

Ensure people of all ages & abilities can use our streets and highways safely regardless of mode or purpose.

Build and maintain a strong, sustainable, well-resourced organization.

Build a board, staff & network of partners and allies that represent and are connected to America's diverse communities

# 1 Ensure that every dollar invested in the transportation system contributes to making bicycling a safer, more attractive and convenient option for everyone.



## MILESTONES

*We'll know we're making significant progress toward this goal by 2018 if:*

- » **Federal transportation law ensures the funding and policy necessary for bicycling to be an integral part of a multi-modal system.**
- » **A new national bicycle strategy establishes national, state and local goals for bicycle use and safety.**
- » **“Vision Zero” goals are adopted by at least 50 major cities.**
- » **All new local transportation funding initiatives include a meaningful bicycle and pedestrian element.**
- » **Bicycle use has at least doubled since 2010 and the number of bicyclist fatalities has been cut in half over the same period.**

# 2

**Ensure people of all ages and abilities can use our streets and highways safely regardless of mode or purpose.**

## **MILESTONES**

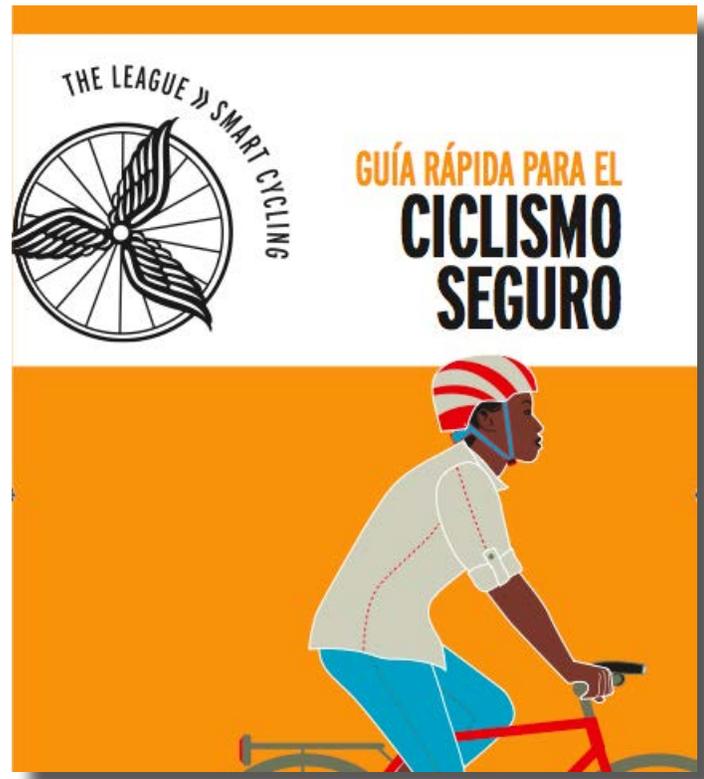
*We'll know we're making significant progress toward this goal by 2018 if:*

» **Vision Zero is effectively engaging all road users in creating a new culture of traffic and personal safety on our streets**

» **A new traffic safety culture is on the agenda of major transportation, health and economic development organizations; leaders of those groups are on the League's board and staff**

» **The League is a valued voice on emerging technologies and trends in transportation and community development.**

» **The League's education program is delivering accessible, multi-modal content to all ages and demographic groups.**



# 3

## Build and maintain a strong, sustainable, well-resourced organization

### MILESTONES

*We'll know we're making significant progress toward this goal by 2018 if:*

» The League is run with transparent, inclusive decision-making; driven by our mission, not potential funding; and can make ethical choices of funders and partners.

» A diversified revenue stream includes 40% of revenue from members and our top Charity Navigator rating is maintained

» The League embraces innovation and is a leader in identifying emerging program opportunities and cultures to build a broader bicycling movement.

» League programs and actions are based on reliable research and sound principles: and they are implemented with a commitment to partnership.



# 4

**Build a board and staff and a network of partners and allies that represent and are connected to America's diverse communities**

## **MILESTONES**

*We'll know we're making significant progress toward this goal by 2018 if:*

» **The League's internal equity initiative has evolved to the point that it is no longer appropriate.**

» **Traditional affiliates & advocacy partners are more inclusive, effective organizations that reflect changing demographics and societal trends.**

» **The League is actively developing new leaders for the movement of the future.**

» **The League leads by example in bridging the gap between traditional advocacy partners and new coalitions at the national level.**



Photo: Education class in Minneapolis, Minn., courtesy of Anthony Taylor

# OUR STRATEGIES

These strategies will overlay every aspect of the work that we do and represent a consistent, intentional approach to how we deliver on our goals — and represent the clearest articulation of the shifts the League will undertake to achieve its mission.

## BUILDING A MOVEMENT

We will strengthen and lead a powerful, highly-visible and inclusive movement to radically shift the larger American culture around bicycling and its role in improving the quality of life for everyone by improving the safety, comfort and convenience of bicycling as a normal, everyday activity.

## RELEVANCE AND VALUE

We will intentionally focus on achieving a relevant, valued and essential status for bicycling in issues people care about, beginning with two categories: health and wellness and economic and community development.

### New Public Champions

Sub-strategy: Create high-level public champions of bicycling who see the relevance and value of bicycling in support of their own mission and goals

### New Partnerships

Sub-strategy: Seek out partnerships and initiatives that actively engage people and organizations in the pursuit of better bicycling, connecting clearly to their own mission and goals.

## FOCUSED, VALUED MEMBERSHIP

We will engage and inspire a targeted group of members who are passionate supporters of our work, including leaders in the bike movement and passionate individuals and organizations who advocate for bicycling and help bring others into the movement. Membership growth will result from providing greater value through programs, not as an end in and of itself.

## ENGAGEMENT

We will become a communicating organization that uses every opportunity to engage a widening circle of people in bicycling, in the work of the League and in the movement.



# WHERE DOES THE WHEEL TAKE YOU?



*health, mobility, connection, freedom, fun*

We are bicyclists,  
united for a better America.

**WE ARE THE LEAGUE.**

JOIN TODAY & SEE WHERE THE WHEEL  
TAKES US **TOGETHER.** [BIKELEAGUE.ORG](http://BIKELEAGUE.ORG)

