



# Bike/Walk Central Florida's Five-Year Strategic Plan

Adopted March 15, 2021

**Executive Summary:** *Written by Board Chair and ED*

**Vision:** To transform Central Florida into a premiere biking and walking community

**Mission:** BWCF educates and advocates to make communities more walkable, bikeable, and rollable. We strive towards a connected and equitable transportation system that is safe and comfortable for all.

**Values:** Safety, Health, Civility Transportation Choice, Collaboration, Equity, Transparency

**Strategic Priorities:**

Programs	Information and Technology	Operations	Governance	Partnerships
<ul style="list-style-type: none"><li>• BWCF will be a hub of information and provide a range of services that bridges multiple disciplines and communities to achieve common objectives that promote people walking, biking, and rolling.</li></ul>	<ul style="list-style-type: none"><li>• BWCF will provide flexible, diverse and accessible expertise for our community.</li></ul>	<ul style="list-style-type: none"><li>• BWCF will be efficient and have defined procedures, roles and responsibilities, and well-kept records and plans for long term stability.</li></ul>	<ul style="list-style-type: none"><li>• A board of engaged, influential champions with a range of expertise that reflects our community.</li></ul>	<ul style="list-style-type: none"><li>• BWCF will strengthen existing partnerships and identify future coalitions which go beyond the 4 E's to further advocate for people walking, biking, and rolling</li></ul>



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<b>Priority #1: BWCF Will be a hub of information and provide a range of services that bridges multiple disciplines and communities to achieve common objectives that promote people walking, biking, and rolling</b>							
#	Goal	Specific	Measurable	Achievable	Relevant	Time Bound	Budget
1	BWCF will be an online resource for all things bicycle, pedestrian, trails and projects. Create a central hub of information on our website that links to information and provides contact for members to get more information.	Create a website that lists all trails, bicycle routes (experiential rides like Bike 5), great pedestrian spaces, and upcoming projects that relate to bicycle and pedestrian infrastructure, including complete streets and trail development	Build website and information hub and promote on social media and through our partners	Part of the website is already established this way. Use BWCF Board members and contractors to build platform that is user friendly.	Provides information that would otherwise be scattered around different municipalities	Complete update to website with information by 2022	Use BWCF Board resources and contracted staff to build website and maintain list of projects over time. Offset costs by offering advertisement space on website for vendors including consultants and bike shops.
2	BWCF will establish the Wheel of Approval program and award 5 wheels in the first year of operation	The BWCF Board shall create the criteria for the awards	Award 5 wheels	Establish credibility for the Wheel of Approval Program	Reviewing projects that highlight improvements in infrastructure, plans, policies, etc. that promote people walking, biking and rolling	Establish by 2021 (1 year)	Tie the awards to a fundraising event by 2023 by having a summit, conference, or event to celebrate the award winners. Partner with MetroPlan Orlando to do an education/celebration event, use funds raised from event to support funding the physical awards.
3	BWCF will expand services related to the Best Foot Forward program and provide additional services to 10 different partners by 2026	Create a menu of services including walking and bicycling audits, crosswalk audits, and lighting audits and individualize services we currently offer in the BFF program, including data collection, community outreach, and safety audits	Secure 10 additional partnerships	Expand revenue generating services to support our partners	Providing a range of services that bridges multiple disciplines and communities	Do this by 2026	Expand services offered and increase revenue. Additional revenue will support additional staff and contractors.



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<b>Priority #2: BWCF will provide flexible, diverse and accessible expertise for our community</b>							
#	Goal	Specific	Measurable	Achievable	Relevant	Time Bound	Budget
1	BWCF will establish a Technical Advisory Committee to review projects in communities by 2023	Creating a technical advisory Board	Establishing the Advisory Board	Will need Board participation	Will bring diversity to our review team for the Wheel of Approval or other programs, projects	Do this by 2023 (2 years)	Board driven, board will recruit members and create Board. ED will manage if funds are available
2	BWCF will create a staffing plan to ensure the success of BWCF and further support programs and services provided by the organization	The staffing plan will determine at which point additional staff can be added, including those with expertise to participate or lead program activities and research.	Create staffing thresholds established and approved by the Board, relate to funding and program elements and partner needs	Establish specific criteria, establish thresholds, get board approval	Helps BWCF be able to achieve overall goals by providing sufficient levels of expertise.	Complete framework and establish initial thresholds by 2023	Partially funded from BFF, MetroPlan Orlando, other programs revenue, board support
3	BWCF will adopt and implement a cloud-based organizational suite by August 2021 for file storage, email, and conferencing	Providing BWCF staff and board members mobile access to organizational materials, and a central platform for collaboration.	Data migration and successful setup of cloud platform	There are affordable solutions for nonprofit organizations; setup and administration is user-friendly and low-maintenance	Improving BWCF organization will create opportunity for more efficient provision of expertise to the community	Complete by August 2021	ED time, staff time for data migration and management + potential data hosting costs.



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<b>Priority #3: BWCF will be efficient and have defined procedures, roles and responsibilities, and well-kept records and plans for long term sustainability</b>							
#	Goal	Specific	Measurable	Achievable	Relevant	Time Bound	Budget
1	BWCF will establish proper budgeting and GAP processes by 2022	Establish proper budgeting and gap procedures for the organization	Establish these by a date certain	ED will take on task with support from outside contractors and BWCF Board	Will help BWCF become more efficient, have well-kept records, and plans for long term sustainability	Do this by 2022 (1 year)	Use revenue from services to pay for contractors and consultants to assist ED in establishing policies.
2	Complete an organization-wide internal equity assessment, inclusive of Board/staffing, activities, and programs, and develop specific recommendations and timelines for improvements, to be completed within 2 years	Organization-wide assessment	List of recommendations	Review staffing, activities, programs, communities served; determine what should be improved for BWCF to be more equitable	Walking and biking are inherently activities and modes that reach across all ages, races/ethnicities, and communities and our staff and work should be adequately comprised and structured to appropriately respond to community needs and concerns, particularly in traditionally underserved communities	Within 2 years	Board participation/led
3	BWCF will create a long-term sustainability plan that will include establishing policies, performance metrics and standard operating procedures by 2024	Create a long-term sustainability plan for BWCF that includes important policies and procedures and that outline performance metrics for the organization	Established by a date certain	ED lead with Board support	Will help BWCF establish long term goals for future growth and development of the organization	Do this by 2024 (3 years)	ED's salary and board support. Use revenue from other services to support ED salary to work on long range plan.



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<b>Priority #4: A board of engaged and influential champions with a range of expertise that reflects our community</b>							
#	Goal	Specific	Measurable	Achievable	Relevant	Time Bound	Budget
1	<p>Each BWCF Board member will contribute to the organization as experts by contributing 2 of the following a year:</p> <ul style="list-style-type: none"> <li>• Write 3 articles for the BWCF/BFF Website</li> <li>• Produce a webinar for BWCF/BFF Partners</li> <li>• Review 5 local projects and trails to publish on social media and BWCF website</li> <li>• Attend 2 events and contribute no less than 12 hours on community outreach annually</li> <li>• Provide a financial donation of \$500 or more</li> </ul>	<p>Each board member shall contribute to the website, social media, community outreach events for financially to ensure our board members are engaged in the community</p>	<p>Measure the number of board members who contribute. Determine</p>	<p>Two a year is achievable</p>	<p>Will further support board exposure to the community as subject area experts and continue to build credibility for the organization</p>	<p>Do this by 2021 (to begin at adoption)</p>	<p>Will reduce expenses</p>
2	<p>BWCF will create a board composition strategy that allows additional board members to join from all different disciplines and locations.</p>	<p>The BWCF Board shall create criteria as to the board composition and membership</p>	<p>Task 1 – develop composition requirements  Task 2 – achieve desired composition</p>	<p>Central Florida region has sufficient community and professional industry members to achieve this goal</p>	<p>Setting baseline requirements for industry/community representation ensures a foundational level of diversity in expertise and perspective</p>	<p>Task 1 by 2023  Task 2 by 2025</p>	<p>ED time for committee management and development of board requirements and maintenance of requirements and board recruitment</p>
3	<p>The BWCF Board will select, advocate for, promote, and champion a minimum of one biking or walking project in each of the three counties each year through a letter of support for the project and website recognition.</p>	<p>Each board member will determine their advocacy project and bring it forward to the board for updates regularly</p>	<p># of projects the board tracks, # of board members tracking projects</p>	<p>Board members currently involved in projects and aware of good projects to support</p>	<p>Keeping updated on relevant projects that relate to Bike/Walk's mission and celebrating their achievements</p>	<p>Yearly</p>	<p>Board driven – 0 cost</p>



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<b>Priority #5: BWCF will strengthen existing partnerships and identify future links which go beyond the 4 E's to further advocate for people walking and on bikes.</b>							
#	Goal	Specific	Measurable	Achievable	Relevant	Time Bound	Budget
1	BWCF will partner with a Central Florida-based community health or healthcare organization to create a working relationship which works to highlight and promote the health benefits of walking, biking, and rolling through community awareness events and strategic marketing.	BWCF will aim to form this partnership during 2021 and successfully collaborate on a community awareness event or integration of this partner into one of BWCF's existing annual events during 2022.	Creation of Health Partnership	Have existing relationships – need to expand on them.	a partnership with a health-focused organization will expand BWCF's influence outside of the typical sphere of operation	partnership during 2021  event during 2022	ED time – need to fundraise to support ED's efforts in creating Health Partnership – or Board driven
2	BWCF will partner with 5 different organizations on projects/grants or programs annually	Partner with specific number of organizations on projects annually.	Measure the number of projects and partners	Might be difficult at first, will be easier to achieve with Board volunteers assisting in grant writing	Strengthens existing partnerships and secures BWCF as an organization available to partner with	Do this by 2022 (annually after adoption)	Funding needed for ED time on grants, relationships, etc.
3	BWCF will promote the League of American Bicyclists (LAB) Bicycle Friendly Business (BFB) program in conjunction with established Main Street Districts, downtowns, or other urban area planning districts/zones in the 3-county area; target 3 specific focus areas, develop framework for outreach/coordination with goal for BFB designation for minimum of 5 businesses per area within 3 years & established bike program/benefits in each area	BFB designation for 15 businesses across 3 focus area & established bike program/benefits in each area	Number of BFBs & established programs	Establish framework & promotional info, collaborate / promote with Main Street District directors or City/County staff	Help promote local businesses, bike-friendly communities/areas, and connections	15 BFBs within 3 years in the 3-county area	Funded through sponsorships and support from bicycle friendly businesses.