



## Bicycle Transportation Alliance Strategic Plan A 20-year vision

### Setting inspiring targets

The Bicycle Transportation Alliance (BTA) is proud to introduce to you our new 20-year vision for bicycling in Portland, the surrounding tri-county region, and Oregon. We have set out an inspiring vision for the next two decades, but the basics boil down to two main goals:

1. **Get more people riding bicycles on more trips.** Everyone deserves the opportunity to ride a bike to work, to get to school, to go shopping, and to enjoy the great outdoors on great multi-use trails. To that end, we envision
  - a. A state where our transportation policies and funding priorities actively support bicycling infrastructure and encouragement programs.
  - b. A tri-county region where 10% of all trips are made by bicycle.
  - c. A city of Portland where 25% of all trips are made by bicycle.
2. **Make it safer for bicyclists to ride where they want to go** and give them more ways to get there. To that end, we envision:
  - a. A state where our transportation policies and funding priorities actively support reducing serious crashes and fatalities.
  - b. Zero bicycle fatalities for ten consecutive years in Portland.
  - c. Decreasing fatalities every year in the tri-county region.

### Core values that guide our work

We have many demands on our work and want to get much done. To that end, we have developed a full values statement that will serve as a reference point with key guiding principles and filters. We would like to highlight two core principles:

1. Bicycling transcends demographics. We are conscious of social equity issues in transportation and strive to engage diverse constituencies, particularly across lines of gender, age, income, race, and ethnicity.
2. Collective action is stronger than individual action. We embrace partnerships with civic, transportation, recreational, educational, social-change, health, environmental, business, development, and community organizations. We engage individuals, members, and volunteers to build a stronger movement of cyclists, pedestrians, transit-users, and community interests.

## Strategic Priorities

Our strategic priorities will help us reach the inspiring targets that we have set. In order to accomplish our goals, we need to establish proactive and supportive policies and legislation at the state level. These priorities fall into three main categories:

1. Our voice will be strong to encourage leaders to **build a world-class network** of bicycle facilities that is safe for all users of the road, focusing on facilities that are ideal for families and new cyclists.
2. Our programs will feature a mix of services that **encourage people to be more physically active** and **make it safer to ride a bicycle**.
3. We will continue to **grow the bicycle movement**, building stronger political connections and more community power that allows us to tackle the tough projects that we need to complete to reach our stated targets.

## Build a World-Class Network

The BTA will continue to be a strong voice representing bicyclists' needs and concerns on projects in the tri-county region. We are neither engineers nor planners. Our work to build a world-class network will require partnerships and collaboration to raise new funds and reduce policy barriers. We will not be afraid to ask for more from our partners to achieve our goals. Bicyclists tend to be restless. We like to keep rolling forward; we like to travel conveniently and quickly to our destination. Yet, bicyclists are not afraid of the next hill — it is merely a climb that gets our adrenaline going. We envision neighborhoods where it is easy to shop and go to school by biking or walking and where there are more than enough parking spaces for every destination on our ride. These neighborhoods need to be connected with world-class bike routes to regional and town centers throughout Clackamas County and Washington County, as well as in eastern Multnomah County, where the grid disappears along with sidewalks.

In the next two years, we will focus on the following strategic objectives:

1. Increase the availability of funding from our federal, state, regional, and local governments by working in partnership with allies.
2. We will publish a revised Blueprint for Better Biking that highlights our priority projects and serves as a framework for BTA's tri-county advocacy.
3. We must work diligently to **gain passage of a new federal transportation bill** that increases funding for bicycling.
4. We will advocate for increased funding of bicycling programs and for sound, **progressive transportation policy and design standards with the Oregon Department of Transportation**.
5. We will work to develop **new tri-county funding strategies** that support bicycling. These funding strategies must be creative and they should be rooted in community support that reaches beyond cyclists.
6. We will push the City of Portland to launch **bike sharing** before the end of summer 2012.

7. We will work with regional partners to look for **private partnerships** that can support specific bicycle projects.

By 2030, our strategic work will be guided by our vision of the following key outcomes:

1. Transportation funding is allocated with performance-based requirements to promote climate change reduction programs and projects. Funding is allocated on the basis of mode share goals. For example, if we are to reach 25% mode share for Portland, then a minimum of 25% of all transportation funding needs to be spent on bicycling.
2. All projects in the BTA's *Blueprint for Better Biking* are completed or moving toward completion.
3. The City of Portland has fully implemented all the goals of the Portland Bicycle Plan for 2030.
4. All Transportation System Plans in the tri-county region have "BTA Approved!" language thoroughly incorporating bicycling into overall transportation planning, whether at the municipal or regional level.
5. We have reduced speeds on Portland's commercial and residential roads to 20 MPH or less and have begun to make progress on speed reduction goals in Washington and Clackamas County.
6. Eighty percent of Portlanders and half of all tri-county residents live within a half-mile of a neighborhood greenway.
7. Half of all Portland arterial boulevards have protected bikeways.
8. Bike sharing has taken off and can be seen throughout the region with more than 10,000 bikes available to rent. Stations would be included at all transit stations, major entertainment and shopping districts, educational institutions, and major employers.
9. All destinations in the tri-county area provide ample bicycle parking.

### Encourage more people to bike and make our roads safer

Yes, we believe in "if you build it, they will come" or, in the case of bicycling, "if you build it, they will hum!" We also believe that a world-class network is not enough to get everyone biking. We need world-class encouragement programs throughout the region that include social marketing strategies to motivate young people and adults to ride bicycles. We will build off of the BTA's already-successful Bike Commute Challenge. We will help replicate Portland's SmartTrips in other regional communities.

Simultaneously, the BTA will help build a transportation environment that is safer for all road users by advocating for better enforcement of laws and creating broad-based multi-age education programs that help change drivers' behavior. We envision an environment where the driver is responsible for the safety of people on the street and there are real consequences for people who operate vehicles recklessly and injure others.

The role of the BTA is to pilot and pioneer education and encouragement programs that serve as models for efforts by school districts, cities, and the state. Rather than using our limited resources to fundraise and teach bike safety programs here and there, we must push the school

districts to adopt and implement the Safe Routes to School curriculum, allowing us to dedicate our expertise and resources to creating the next innovative pilot program, the next replicable model.

In the next two years, we will focus on the following key strategic objectives:

1. **Take Safe Routes to School into every school** in the tri-county region, both by building on existing programs and by integrating curriculum into school districts.
2. **Convert driver education into Mobility Education** and make it a requirement for obtaining a license to demonstrate knowledge of how to safely and effectively get around by foot, by bike, and by transit. We will work to pilot Mobility Ed in the tri-county region and expand the program to statewide policy.
3. **Reduce the number of crashes.** We'll work to find best practices to implement in the state and the region. We will be strong advocates for increased use of enforcement technology, such as red light cameras and speeding cameras, but we want to see the funds collected thanks to that technology reinvested back into social marketing and infrastructure improvement. We have already launched our **Healthy Streets Campaign** to form partnerships in the pedestrian, transit, and freight sectors.
4. **Re-invent and expand the successful Bike Commute Challenge.** We are looking for partners to help promote the program, gain entry into new industries, and find year-round opportunities to celebrate bike commuting. While we will focus our in-business presentations to the tri-county region, we will continue to encourage businesses throughout Oregon to participate.

By 2030, we envision additional key outcomes that will also guide our strategic work:

1. All 4th through 7th grade students in the tri-county area receive certified on-bike and on-street training at least once during their middle school experience. The success of the program prompts the state to integrate this training into the core curriculum.
2. The Oregon Division of Motor Vehicles has adopted Mobility Ed as the standard for the state.
3. Eighty percent of tri-county students who live within one mile of school walk or bike to school.
4. Oregon has the fewest bike traffic fatalities in the nation and the lowest overall crash rates for all vehicles.
5. Seventy-five percent of tri-county businesses encourage alternate commute modes to reduce single-occupancy vehicle trips through policies, amenities, and employee standards.
6. Every police officer in the tri-county region is trained on bicycle enforcement and safety.
7. Commercial drivers are fully trained in mobility education as a condition of commercial vehicle licensing.
8. 50,000 people are participating in the Bike Commute Challenge. These numbers break down equitably across regional and local demographics.
9. All 26 municipalities in the metro region are running SmartTrips-modeled programs with real results demonstrating VMT reduction.

## Grow the Bicycle Movement

We love to ride and to have fun. A healthy bicycle movement is defined by strong partnerships and a vibrant culture that celebrates the ride. The BTA will work collaboratively to grow the movement by holding special events, helping to expand Sunday Parkways, and building the community and the political will to accomplish these goals. We envision a region where all 26 municipalities regularly hold Sunday Parkway-like events. We will lead the country in number of Bike Friendly Communities and Bike Friendly Businesses; Oregon will be the number one bike friendly state in the country. The BTA will be supported by an expanded and educated membership that influences legislators and elects candidates who support bicycling. We can't do this alone. We look forward to joining hands with partners and celebrating the successes of others.

In the next two years, we will focus on a few key strategic objectives:

1. We need to **strengthen our ability to organize and activate grassroots power**. We will cultivate leadership amongst our members, encouraging them to respond to action alerts, make lobbying visits in Salem, and attend project meetings to voice support for bicycling. We must also empower our members with effective campaign tools so that they can be proud and passionate ambassadors for bicycling.
2. We will partner with municipalities to grow the **Sunday Parkways** movement. We know that to truly impact people's behavior and physical activity levels, these events need to be held weekly and reach beyond small geographical areas. To do this, we will help develop sponsorship opportunities locally and nationally with our partners.
3. While Portland is a Platinum level Bike Friendly Community (BFC), it can do better. We want to raise other communities to the level of Silver, Gold, and Platinum. We will push those communities that are already taking strong steps, such as Beaverton and Hillsboro, to attain even higher levels. We will work with any of the 26 regional communities to **develop BFC plans**. We will extend this work to Bike Friendly Businesses in the region.
4. The BTA candidate survey will grow in influence for candidates and the electorate. We hope that 50% of all candidates running for office in the tri-county region will complete the survey within the next two to three years. We want to see **voting majorities of bicycling supporters on local, regional, and county governments**.
5. We will grow our business partnerships and ensure that the **Business Discount Program** has significant buying power in the region and helps to drive a strong and powerful membership base.

By 2030, we envision additional key outcomes that will guide our strategic work:

1. Portland is joined by five other communities in the state as Platinum BFCs. Fifty percent of the tri-county municipalities earn at least Bronze status.
2. Sunday Parkways in Portland takes place every Sunday from May to October on iconic routes that draw tourists as well as local residents. On any one of those Sundays, 50,000 people enjoy the event. All residents of Portland can access a Sunday Parkways event within 1.5 miles of their home. Regionally, programs are funded and implemented in every tri-county municipality.

3. Every race for office has at least one candidate with a strong bicycle platform.
4. The tri-county area is seen as the national hub for the bicycle industry and continues to lead the country in innovation around frame building.
5. Bike shops are located within five miles of every resident in the tri-county area.
6. All employees are offered financial incentives or other benefits to commute by bike.