



# **LEAGUE OF MICHIGAN BICYCLISTS STRATEGIC PLAN 2020-2022**

# LMB Strategic Plan: 2022-2025

Dear fellow bicyclist,

Celebrating our 40<sup>th</sup> year of existence, LMB is changing with the times. We're guided by our history and ready to move in exciting new directions, reflected in an updated mission statement, a refined vision, and an ambitious strategic plan for 2022-2025 that puts them into action. The reason for the shift? More and more, we see bicycling not as an end in itself, but as a means to improve lives.

Our mission has been "to promote bicycling and the safety of all bicyclists on Michigan roadways." As we build on the success of this statement, we wanted to find ways to go beyond safety and road riding for existing bicyclists. There are many more kinds of bicycling to enjoy, and many ways that bicycling makes life better.

Our new mission is both simple and broad: "improve lives through bicycling." In practice, we will continue to promote, advocate, and educate for better bicycling – but under a bigger tent, serving a broader community. If you ride a bike, whether it's every day or once a year, for one mile or a hundred, you have a place in LMB.

This plan grew out of a desire to provide a clear vision for our future. It was created with support from you: the members, volunteers, donors and active supporters of LMB. We're grateful to everyone who weighed in and contributed their thoughtful input. Your feedback at every stage is incredibly important. No good plan is carved in stone, and all our power comes from people who care.

Sincerely,

John Lindenmayer  
Executive Director  
League of Michigan Bicyclists

## ABOUT LMB

### Mission

Improve life through bicycling.

### Vision

We envision a state where bicycling makes life better for everyone; serves as an everyday option for more people to commute, get around and have fun on roads and trails; and connects us to the natural world and each other.

Our communities benefit through healthier people and stronger economies. Our transportation system becomes more equitable and environmentally sustainable. Our streets and trails are safe and accessible to people of every age, race, gender, ability, and economic status.

### Slogan

Making Michigan Bicycling Better



### Pillars

Promote acceptance and enjoyment of bicycling.  
Advocate for safe and healthy transportation and recreation.  
Educate to enhance safety and awareness.

### Values

**Community.** People on bikes are recognized and acknowledged *as people*.

**Partnership.** We're stronger together.

**Inclusion.** Everyone who wants or needs to ride a bike, of every age, ability, or income.

**Environment.** Climate-friendly transportation for future generations.

**Health.** Physical activity for better health.

**Safety.** Educating people on bikes and in vehicles to share the road and be accountable.

**Joy.** The unmatched exhilaration of pedal-powered freedom.

### Tagline

League of Michigan Bicyclists: Life Made Better

# PLAN OVERVIEW

## 1. ADVOCACY / Better Bicycling

Engage in successful, high-impact strategic advocacy at state and local levels to promote safety, raise public awareness, and build political power.

*We will shape Michigan laws to bring about an end to fatal bicycle and pedestrian crashes. Michigan will be known as one of the best places to ride a bicycle, with extensive networks of trails, protected bike infrastructure, and street design standards that put safety first.*

## 2. COMMUNITY / Grow the Movement

Unite and strengthen the bicycle movement to build equitable, inclusive, and prosperous communities where bicycling helps enable all to lead healthy, affordable, and environmentally friendly lives.

*We will ally with bicyclists of every kind across the state and point the way to a bicycle-friendly society. Every car trip replaced by a bicycle trip will make the air cleaner and our bodies healthier. We will work toward a transportation system that gives equal access and rights to all, removes structural and regulatory barriers, values community voices, and puts people first.*

## 3. EDUCATION / Embracing Bicycles

Develop safe behaviors and skills to reduce crashes, and shift public opinion to value the benefits of bicycling for all, including those who do not ride a bicycle.

*We will give everyone who uses Michigan roads, trails, and paths the information they need to be safe, confident, and accountable. People in Michigan will respect bicyclists' right to use the road and embrace the positive effects of bicycling for healthy riders, clean air, and prosperous communities.*

## 4. ENCOURAGEMENT / Joy of Bicycling

Highlight, promote, and invigorate opportunities for bicycling throughout Michigan, increasing ridership and improving connections between cyclists of every kind.

*We will make space for everyone who rides a bike on roads, trails, or gravel to come together and celebrate the pleasures of pedaling. More and more Michiganders will discover how much fun they can have riding a bicycle.*

## 5. OPERATIONS / Internal Capacity

Expand LMB's financial and organizational capacity to efficiently carry out our mission and effectively lead the Michigan bicycle community.

*We will grow LMB's reputation as a high-performing nonprofit and a great place to work. Our staff and board will see the difference they make every day, and be empowered to create amazing results for Michigan. Our organizational capacity will continue to increase, along with our financial stability.*

# 1. ADVOCACY / Better Bicycling

## Objective:

Engage in successful, high-impact strategic advocacy at state and local levels to promote safety, raise public awareness and build political power.

## Goals:

- Earn recognition for Michigan as one of the top 10 most bicycle-friendly states.
- Cut bicycle crashes by 10% and fatalities by 25% – while recognizing that zero is the only acceptable number.
- Increase the number of Michigan cities and counties with a bike plan to build bike infrastructure by 20%, prioritizing and normalizing protected bike lanes.

## Actions:

1. Win passage of a hands-free driving law. Plan and implement a campaign to encourage drivers to "break free" of their phones while driving.
2. Update a legislative and policy plan that integrates local action on infrastructure, education, distracted driving, autonomous vehicles, vulnerable roadway users, micro-mobility, and other priorities to include both high-level strategy and ground-level tactics.
3. Hire a full-time Advocacy Director.
4. Increase participation in local advocacy efforts and increase grassroots demand for bicycle infrastructure.

5. Engage with Michigan cities to support local advocacy for bicycle infrastructure plans.
6. Identify target communities to adopt Vision Zero policies and partner with local advocates to secure Vision Zero commitments and reduce crashes/fatalities.
7. Support application process for Bicycle-Friendly America state ranking and incorporate feedback into planned actions to increase Michigan's ranking.
8. Encourage and increase collection of bike/ped safety and usage performance data by local communities, MDOT and OHSP (Office of Highway Safety Planning) and explore integration of this data into infrastructure design and speed limit designation.
9. Double the actions taken to contact elected officials and representatives to promote policies, providing local support through OneClickPolitics and similar tools.
10. Develop a candidate questionnaire and invite all candidates for office to respond through state or local channels.
11. Facilitate constituent visits to legislator coffee hours, providing key questions and talking points.
12. Communicate regularly with elected officials on issues that impact bicyclists.
13. Lead the Michigan state delegation to support federal action on bicycle-friendly policy.

## 2. COMMUNITY / Grow the Movement

### Objective:

Unite and strengthen the bicycle movement to build equitable, inclusive and prosperous communities where bicycling helps enable all to lead healthy and environmentally friendly lives.

### Goals:

- Increase the number of new or upgrading Bicycle-Friendly Businesses, Communities, and Universities in Michigan through the LAB BFA program by 50%.
- Develop stronger regional and municipal collaborations throughout Michigan through 5+ local advocacy programs.
- Diversify and expand the LMB membership base to at least 25%, reflecting the demographics of the state at least 10% more closely.

### Actions:

1. Engage online through short surveys and in person to gather input and build consensus around this long-range plan.
2. Meet with members of bike groups in major Michigan metro areas (Detroit, Lansing, Grand Rapids, Kalamazoo, Traverse City, etc.) to develop mutually supportive relationships and encourage local advocacy.

3. Form partnerships in every region of the state to support local bike-friendly advocacy through trainings, resources, and technical support.
4. Sustain the Bike Wave program to encourage the creation of temporary demonstration projects as a means of experimenting with new practices for protected bicycle infrastructure.
5. Plan and implement a membership drive for 2,500 members, drawing from all types of cyclists (casual, youth, all abilities, e-bike, mountain, diverse, etc.) and continue membership growth of at least 5% per year.
6. Develop a marketing/outreach plan for targeted member types, to increase socioeconomic diversity of members. Develop a bike shop program to reach more traditional potential members (posters, literature, scan codes, etc.)
7. Develop and conduct an annual member survey to measure cyclist type and demographics of LMB membership base.
8. Be a follower, an ally, and a leader as appropriate with diverse organizations, giving impacted communities space and resources to address historical and current injustices in planning and advocacy for streets and mobility.
9. Measure the impact of bicycling on economic prosperity and sustainability for the purposes of planning interventions to increase positive impact. Build the case for bicycling's value to economic prosperity for all.

### 3. EDUCATION / Building Skills

#### Objective:

Develop safe behaviors and skills to reduce crashes, and shift public opinion to value the benefits of bicycling for all, including those who do not ride a bicycle.

#### Goals:

- Increase the number of certified bicycle instructors and educational offerings by 25%, with emphasis on women and persons of color certified as instructors.
- Train at least 100 law enforcement officers per year in bicycle-related law.
- Educate at least 5,000 people per year through bikequiz.org online safety quiz, publications, and classes.

#### Actions:

1. Establish LMB as a connector and central clearinghouse for information and referral, serving as the go-to source on bicycling.
2. Build LCI (League Certified Instructor, through the Smart Cycling program) network. Establish training pipeline for Michigan LCIs.
3. Train law enforcement officials on bicycle-related law.
4. Develop a communications plan to engage the public, build media relationships and increase earned media

exposure for bicycling, potentially including PSAs. Track topics addressed in communications and level of response.

5. Launch, promote, and continuously improve bikequiz.org online safety quiz website and video.
6. Translate *“What Every Michigan Bicyclist Must Know”* booklet into Spanish and distribute.
7. Launch a Bike Friendly Driver Program for Michigan residents for a greater understanding of sharing the road with all users.
8. Secure sustainable funding for a full-time Education Director.
9. Actively build and maintain partnerships with public health organizations to promote bicycling for exercise and wellness.
10. Become an active ally to Safe Routes to School programs.
11. Explore partnership opportunities with Specialized Foundation’s Riding for Focus program and other youth-focused collaborations.
12. Develop bicycle-related driver education curriculum in partnership with MDTSEA (Michigan Driver Traffic Safety Education Association).
13. Integrate mountain biking clinics into our educational curriculum.

## 4. ENCOURAGEMENT / Joy of Bicycling

### Objective:

Highlight, promote, and invigorate opportunities for bicycling throughout Michigan, increasing ridership and improving connections between cyclists of every kind.

### Goals:

- Increase total participation in LMB events by 30%.
- Create measurable growth in the number of regular recreational cyclists in Michigan.
- Create measurable growth in the Michigan outdoor recreational cycling industry.

### Actions:

1. Gather data to identify on-ramps to bicycling for cyclists of all ages and abilities
2. Facilitate 3-4 new bicycling events to promote engagement, focused on new audiences (less experienced riders, gravel riders, youth, women) and integrating experiential / educational elements. Track participant satisfaction and success in attracting new riders.
3. Operate four or more annual bicycle tours (Shoreline West, MUP, Sunrise Adventure, and HUB Fest in 2020) to encourage ridership and support LMB's mission.
4. Adjust existing events to increase fun factor and add new options such as peer-to-peer fundraising, hotel support, additional meal or snack options, e-bike support, etc. Track impact on rider satisfaction and return rates.

5. Grow Bike it! Commuter Challenge. Promote and support other programs such as National Bike Challenge, Bike to Work Day, etc. and people whose passion and commitment inspire others to ride, including through Micro-Grants and annual awards.
6. Promote the inherent benefit of safety in numbers as more people ride more often.
7. Create a sustainable approach to conducting statewide bicycle counts, in partnership with local clubs.
8. Strengthen collaborative partnerships with Michigan Trails and Greenways Alliance, Michigan Mountain Biking Association, and local trail groups.
9. Foster relationships with local bike shops and "Big Box" stores through a communications strategy that benefits both LMB and bike sellers.
10. Conduct or commission a study of the economic impact of LMB events and sustainability impact of bicycling in Michigan.
11. Publish and distribute an annual Michigan Ride Calendar of state bicycling events.
12. Rebrand the LMB magazine to fit the updated mission. Update style to include new mission, vision, values, and wordmark.
13. Establish metric for member contact frequency across channels and measure baseline. Increase member contact frequency and expand channels to include local club newsletters, universities, and other organizations.

## 5. OPERATIONS / Internal Capacity

### Objective:

Expand LMB's financial and organizational ability to efficiently carry out our mission and effectively lead the Michigan bicycle community.

### Goals:

- Grow annual operating budget to \$1 million.
- Grow endowment to \$500,000.
- Improve competitive wages and benefits for employees to increase retention.

### Actions:

1. Strive to develop a staff, board and volunteers that reflect the diversity of the communities of Michigan.
2. Develop an emergency staff leadership succession plan, including documentation of key activities and processes.
3. Evaluate and revise current committee structure and function, adding at least two LMB members (non-board) to each committee.
4. Plan and implement board member cultivation and development process, including on-boarding,

resource binder, board training, mentoring, etc. Facilitate board member participation and/or adoption of new activities and initiatives.

5. Provide staff with systematic opportunities for performance review, professional development, and career advancement. Improve staff onboarding process.
6. Develop a volunteer and paid intern mentorship and recruitment program to increase diversity and grow the talent pool.
7. Evaluate operational efficiency with clear links between strategic plan, operating plans, and evaluation metrics.
8. Develop additional major donors and grow business and corporate fundraising to adjust for cash flow with grants. Pursue family foundation grants to support the operating budget.
9. Establish sustainable funding sources for the Micro-Grant program.
10. Reestablish administrative staff position.
11. Grow LMB endowment through investment growth, budget surpluses, and major donor campaigns.