



WASHINGTON  
AREA  
BICYCLIST  
ASSOCIATION

# 2020

STRATEGIC PLAN





Washington Area Bicyclist Association  
2599 Ontario Road NW  
Washington, D.C. 20009  
(202) 518-0524

waba@waba.org  
waba.org  
twitter.com/wabadc  
facebook.com/wabadc

*Photos: Ryan Lovin, Arielle Milkman, Colin Browne, Greg Billing.*

## FROM THE DIRECTOR



Dear Friend,

Across our region, more and more people are choosing to ride bikes for recreation, fitness and transportation—more than any time in WABA's 43 year history.

So we have set ourselves two big goals:

- » Triple the number of people on bikes region wide by 2020,
- » And by 2035, no one in our region should be more than one mile from a dedicated place to bike.

This is our 2020 Strategic Plan—our vision for a community that fully embraces bicycling over the next five years. Our Board of Directors, staff and volunteers have invested a year in crafting this plan, developing specific goals and mapping out how to achieve them.

If you find these goals as inspiring as we do, please consider a making a donation to support our work.

Yours,

Greg Billing  
Executive Director





### Overall Goals

By 2020, the percentage of people who use bikes will triple throughout the region.

By 2035, all residents in the Washington metropolitan region will be within one mile of dedicated space for biking and a connection to the broader regional bicycling network.

### WABA's Vision

WABA envisions a region in which biking is joyful, safe, popular, and liberating - supported by the necessary infrastructure, laws, activities, and investments - and where bicycle ridership mirrors the incredible diversity of our communities.

### WABA's Mission

The mission of the Washington Area Bicyclist Association is to create a healthy, more livable region by promoting bicycling for fun, fitness, and affordable transportation; advocating for better bicycling conditions and transportation choices for a healthier environment; and educating children, adults, and motorists about safe bicycling.





## GUIDING PRINCIPLES

1. Advancing an informed strategic and agile advocacy organization
2. Informing our network and inspiring their participation
3. Serving and building our network equitably across our six jurisdictions
4. Educating the public at large about biking benefits, laws, and skills
5. Managing our organization intelligently and sustainably
6. Institutionalizing equity, diversity, and inclusion throughout our work and within bike advocacy

## — 1 —

## IMPROVE OUR BIKE NETWORK TO ENHANCE MOBILITY, CONNECTIVITY, AND EASE

### Mission Relevance

In order to make biking more accessible throughout the region we need a network of low-stress streets, well-maintained trails, a thoughtfully managed bike-share system, and bicycle friendly businesses and workplaces. By 2035, every person in the region should be within one mile of dedicated space for biking and a connection to the broader regional network.

### Context & Constraints

Planning for bicycle-friendly communities is evolving quickly. New design approaches are being piloted, tested, and evaluated in cities across the US. Better, safer infrastructure enhances mobility, reduces injuries, and makes biking more accessible to more people. In all jurisdictions, WABA will advocate for state-of-the-practice designs that create a low-stress biking experience.

The ability to use a bicycle for transportation depends





on the availability of a regional network of safe places to bike that link origins and destinations throughout the region. Fully protected spaces for biking—trails and physically protected bike lanes—form the foundation of this network.

### Targets

1. Prioritize transportation master plans in all WABA jurisdictions that incorporate low-stress networks to encourage bicycling for all.
2. Increase funding allocated to bicycling in local and state transportation budgets.
3. Ensure government agencies are accountable to bicycling plans and goals.
4. Support sensible land use and zoning policies to grow bicycling.
5. Pursue integration of bicycling in public transportation.



## — 2 —

# ADVOCATE FOR INCREASED BIKE EDUCATION EFFORTS ACROSS THE REGION AND EXPAND WABA'S ROLE FROM SERVICE PROVIDER TO PROGRAM DEVELOPER

### Mission Relevance

WABA is dedicated to ensuring educational opportunities for all to improve biking skills, confidence, and safety. To this end, WABA seeks to increase awareness of, and programming dedicated to, comprehensive bike education across the region.

Encouraging people to bike begins in schools and should be part of the foundation of how our communities teach people to get around. From that first step, we can build educational experiences that target and reflect individual communities, and encompass the full range of skills and knowledge needed to ride in comfort and safety.

### Context & Constraints

In order to approach bike education comprehensively and regionally, WABA must look beyond providing

educational services one school or one adult class at a time. To ensure that the majority of people in our region develop the skills necessary to bike safely and effectively, we must establish bike education for all (in the region's schools, adult learning facilities, and communities).

We expect to achieve this goal through advocacy rather than direct provision of services. Our current education program can be a leader, model, and training resource for a program of this scale, but needs the commitment and support from regional stakeholders to make “Bike education for all” a reality.

### Targets

1. Expand, improve, and better promote our existing adult education opportunities.
2. Create and support programs that serve the unique bike education needs of each WABA jurisdiction, constituent community, and/or partner group.
3. Prioritize universal in-school “learn to ride” education in regional schools.
4. Create and maintain robust out-of-school opportunities for youth and family biking.
5. Encourage instructors to pursue continuing education, become more involved in the WABA community





— 3 —

## COMMIT TO PRACTICES AND PROGRAMS THAT ENSURE EQUITY, DIVERSITY, AND INCLUSION THROUGHOUT OUR WORK

### Mission Relevance:

WABA believes that biking benefits all communities and envisions a region in which biking and bike advocacy are accessible to residents regardless of social identity (racial/ethnic groups, age, ability, language, socioeconomic status, sexual orientation, and gender identity), geographic location, or approach to biking.

WABA will continue to develop our workplace, practices, and programs in ways that create a diverse and supportive network of people who bike.

### Context & Constraints:

We will continue to work with partners to expand accessible programming such as our youth and adult classes, and East of the River, Women & Bicycles, DC Bike Ambassador, and our PAL Ambassador programs. WABA will work with local governments and partners





to establish additional outreach programs as we don't have the organizational capacity to conduct the necessary programming entirely on our own.

### Targets:

1. Ensure institutional equity through internal practices to continue building a culture of inclusion, diversity, encouragement, and support.
2. Integrate and prioritize equity, inclusion, and diversity practices across WABA's existing programs.
3. Advance WABA's capacity to create targeted programming that inspires more people to bike, teach, advocate, and lead in the region's bike movement.



## — 4 —

# ATTAIN EFFECTIVE LAWS AND ENFORCEMENT TO PROTECT PEOPLE WHO BIKE

### Mission Relevance

WABA is committed to creating a transportation environment where all road users are safe. To that end, WABA will pursue policies designed to eliminate all roadway deaths and serious injuries.

Most traffic related bicycling fatalities and serious injuries are not caused by accident. Failure to follow the rules of road by roadway users is often the primary cause of a crash. WABA will advocate for better enforcement of current traffic laws and education of all users about the rules of the road. Enforcement should be prioritized to reduce death and serious injuries by focusing on behavior that endangers vulnerable road users. But that is not enough and in some cases, laws need to be changed to better recognize the differences between bicycles and motor vehicles.

### Context & Constraints

WABA advocates for bicycling in a region that spans

Maryland, Virginia and the District of Columbia. WABA will work with state-level partners to promote statutory refinements that better protect bicyclists on roadways. Regionally there are many law enforcement agencies with varying commitments to traffic safety. As such, coordination of consistent traffic enforcement region wide is challenging.

#### Targets:

1. Advocate for regionally consistent legislation and laws to support and protect bicyclists.
2. Advocate for a regional commitment to Vision Zero to prevent death and serious injuries for all roadway users.
3. Build proactive and educational relationships with law enforcement agencies and other key parts of the civil and criminal justice system.
3. Encourage law enforcement agencies across the region to better allocate enforcement resources to deter roadway behaviors most likely to lead to death or significant injury.
4. Strengthen advocacy for crash victims.



## — 5 —

## EMPOWER LOCAL ADVOCATES

### Mission Relevance

WABA relies on the energy and action of engaged advocates to ensure progress toward the connected, usable, and safe bicycling improvements that make bicycling popular in the Washington area. After forty years working in the region, WABA is proud to have earned the support of tens of thousands of people who bike, thousands of WABA members, numerous local organizations, and dozens of local bicycle shops and co-ops. Each voice plays a crucial role in shaping the future of the bicycling community and the region. WABA is most effective when these voices speak together.

### Context & Constraints

As the community of people who bike grows larger and more diverse, WABA must look to new opportunities to channel local energy into effective action for regional change. Our work to empower local advocates helps maximize our impact and helps ensure that our efforts serve complementary goals.

WABA is positioned to provide resources, training,



tools, and assistance to advocates, local groups, community leaders, partners, and everyday bicyclists to empower meaningful and productive action.

**Targets:**

1. Develop a plan that identifies opportunities to involve, support, and further engage local advocates at every level
2. Engage and inspire civic and community leaders
3. Grow effective and successful local action committees
4. Use state-of-the-practice advocacy tools to empower supporters of all levels of engagement.





## — 6 —

### **SECURE WABA'S ORGANIZATIONAL FUTURE**

#### **Mission Relevance**

This document outlines a long lasting vision to change the region. In order to meet these goals, WABA must be a secure and thriving organization long term. Development of staff, funding, and structural resources are essential to carry out this vision.

#### **Context & Constraints**

We currently do not have the staff, funding, nor the structural resources to be the WABA we want to be. WABA must ensure that we have the organizational capacity to obtain and manage the resources required to achieve our goals.





## Targets

1. Seek diverse, sustainable, and unrestricted funding sources that support our vision
2. Secure a space by 2020 that can support the WABA of 2030.
3. Provide opportunities for WABA Board, staff, and instructors to gain new organization-supported skills and resources to continue building WABA's capacity
4. Assess progress towards the goals in our strategic plan.







## WE CAN'T DO THIS WITHOUT YOU.

Together, we can change how our region values biking for generations to come.

You know we have our work cut out for us. We are reminded every time we get on our bikes.

Your donation is your investment in our shared vision. Help us share your appreciation for biking. Help us make biking safe and convenient for everyone.

Make a donation online at [waba.org/give](https://waba.org/give) or mail a check to our office:

Washington Area Bicyclist Association  
2599 Ontario Road NW  
Washington, DC 20009

Does your employer match contributions? Check with your HR department.

If you are a federal employee, you can give through the Combined Federal Campaign (CFC), WABA's designation code is CFC #93587.





WASHINGTON  
AREA  
BICYCLIST  
ASSOCIATION

WABA.ORG    @WABADC