



Idaho Walk Bike Alliance

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2024-2026 IDAHO WALK BIKE ALLIANCE Strategic Plan

WHO WE ARE: IDAHO WALK BIKE ALLIANCE is a statewide nonprofit organization working to improve safety on roadways for non-motorized users and represents 450 individuals, organizations, cities and advocacy groups from all over Idaho.

OUR MISSION: IDAHO WALK BIKE ALLIANCE promotes active transportation to be healthy, safe, enjoyable, and reliable for all Idahoans.

OUR VISION: IDAHO WALK BIKE ALLIANCE envisions a safe transportation system throughout all of Idaho that supports and encourages walking, bicycling and other forms of active transportation.

Core Values and Functions:

- IDAHO WALK BIKE ALLIANCE educates Idahoans on:
 - “Rules of the Road” and their integration with walking and biking activities.
 - The benefits of “Active transportation” (powered by human energy) for getting around primarily by walking, bicycling, and the use of wheelchairs. These benefits may be realized on an individual, neighborhood/community, and statewide level.
 - Successful projects and/or implementation strategies to improve safety and mobility.
- IDAHO WALK BIKE ALLIANCE is a voice for underserved and vulnerable populations by:
 - Engaging with those who feel endangered by Idaho’s ‘car first’ approach to transportation;
 - Determining what improvements would most benefit these people (e.g. children, the elderly, those with disabilities, those who do not own cars, and people of color); and
 - Advocating for changes at various levels of government and with transportation agencies to ensure that walking, biking, and wheelchair use are integral components of transportation planning and project construction.
- IDAHO WALK BIKE ALLIANCE utilizes its active transportation planning expertise to build relationships statewide by:
 - Staying involved with projects of and funding opportunities through the Idaho Transportation Department (ITD), and/or local and regional transportation organizations;
 - Researching and promoting walking and biking projects in communities;
 - Understanding, advocating, and working to secure funding sources for active transportation projects; and
 - Promoting support for policies, projects, programs, and local organizations that have an active transportation component.

- Advocating that walking and biking are essential and integral to urban and suburban transportation planning statewide.
- IDAHO WALK BIKE ALLIANCE lobbies for Legislative support for active transportation.

Three-year Plan:

Overarching IWBA Goals:

- Create Statewide Commitment to Active Transportation
- Expand IWBA's Mission Among Agencies, Organizations, Corporations, and Communities of all sizes Statewide
- Activate Local Change
- Sustain And Grow IWBA

GOAL 1: CREATE STATEWIDE COMMITMENT TO ACTIVE TRANSPORTATION

Strategy 1: Advocate for Dedicated State Funding for Pedestrian and Bike Pathway Projects

Objectives:

- First, pursue a state policy bill to express support for child pedestrian safety.
- Then, pursue a bill to dedicate funding for Safe Routes to School projects, and associated programs such as enforcement, education, encouragement, and evaluation.
- Support actions that lead to policy passage:
 - Improve information dissemination on child pedestrian safety, including website, crash data, and project information by legislative district;
 - Compile success stories and city-level testimonials on the importance of Safe Routes to Schools;
 - Engage State Department of Education and School Districts on state and local policy pursuits;
 - Create a video short which summarizes the importance of Safe Routes and release to the public; and
 - Meet often with ITD and Idaho Transportation Board (ITB) to express the importance of ongoing funding and support.

Performance Measure/Benchmark for this strategy

Performance Measure: Dedicated funding for child pedestrian safety via the 2024 legislative session.

Baseline: Currently, \$10M temporary funding exists in FY23.

Benchmark: Seek to have the legislature earmark \$10M of ITD funding.

Explanation: Work to ensure ITD's Strategic Initiatives Program includes this funding allocated in 2024 and beyond.

Strategy 2: Legislative awareness + impact

Objectives:

- Continue to devote IWBA staff and Board time to regular interaction with Legislators, especially during legislative sessions.
- Raise awareness among policymakers through other regular interactions, including hosting a State-wide Transportation Conference at the State Capitol and inviting them to events, such as training workshops, Walk To School Day, Walk to Work Day, etc, in their own districts.

- Send notifications to IWBA members and Board members mobilize local advocates to contact legislators about bills when legislation is pending.
- Allocate Board member time to visiting legislators in their respective districts.
- Maintain lobbyist to assist in our legislative efforts.
- Support efforts at maintaining a Political Action Committee related to promoting ‘safe streets’ among legislators.

Performance Measure/Benchmark for this strategy

Performance Measure: Recruit legislators to attend and speak at the Transportation Conference in 2024.

Baseline: Currently, two legislators are committed to working within IWBA’s mission.

Benchmark: Target 2 unlikely legislators to speak.

Explanation: Target would involve engaging legislators that have not previously endorsed IWBA programs or have been in opposition to them because of a lack of education.

GOAL 2: EXPAND IDAHO WALK BIKE ALLIANCE’S STAKEHOLDER NETWORK

Strategy 1: Engage municipalities and government agencies to adopt plans and pursue projects that maximally use Federal funds (e.g. Transportation Alternative Program (TAP) funds) for biking and walking projects.

Objectives:

- Demonstrate the need to increase and fully spend TAP funds annually to the Idaho Transportation Board, ITD Executive team, staff, and Local Highway Technical Assistance Councils (LHTAC).
- Encourage local elected officials and advocates to request more funds due to the huge need.
- Also encourage them to meet face to face with District Board member, Engineer, Planner and other ITD staff.
- As needed, create a “grass roots” letter writing and phone call campaign supporting increased allocation and spending of TAP funds for biking and walking projects.
- Communicate to ITD that their policy to transfer unspent funds at the end of each fiscal year should be revised to protect TAP.

Performance Measure/Benchmark for this strategy

Performance Measure: 100% of currently available TAP funding is spent on community biking and walking projects.

Baseline: IWBA meets with ITD Districts and HQ to explain the importance of TAP funding.

Benchmark: IWBA will issue seasonal newsletters to appropriate city contacts explaining the award process, success stories, and resources. This newsletter will also encourage them to meet with ITD District staff to explain the importance of increasing TAP funds.

Explanation: Eventually we would like to see this program fully obligated each year through ITD policy, and increased if the federal bill allows.

Strategy 2: Convince transportation agencies to partner with local jurisdictions and community organizations when designing, resurfacing or rehabilitating local roads.

Objectives:

- Educate communities to develop a “checklist” as part of a detailed local Bike Ped Plan to ensure adequate consideration is placed on active transportation needs/concerns for transportation projects.
- Meet with the LHTAC, ITD, Federal Highway Administration (FHWA), and local highway agencies to increase understanding of mutually beneficial outcomes of focusing resources on bicycle and pedestrian infrastructure.
- Educate agency project engineers and planners on the use of the “checklist” or Plan.
- Offer solid examples and success stories for projects integrating active transportation attributes.

Performance Measure/Benchmark for this strategy

Performance Measure: Track the number of successful projects that integrated active transportation attributes and part of their plan with ITD/LHTAC.

Baseline: One success story every year.

Benchmark: Two success stories every year.

Explanation: Establishing avenues to find champions within partner organizations.

Strategy 3: Build relationships and increase project partnerships with organizations whose missions may not necessarily be aligned with IWBA’s priorities but which will bring positive results to both missions.

Objectives:

- Grow IWBA’s reach to non-traditional partners such as Idaho Association of Cities, Counties, Idaho Forest Group, over-the-road trucker associations, etc., by sharing information about the mission and positive impact of IWBA.
- Seek to write articles in non-traditional partners’ newsletters stating the importance of Safe Routes to IWBA and the non-traditional organization.
- Encourage corporations to complete a Bicycle Friendly Business application.

Performance Measure/Benchmark for this strategy

Performance Measure: Create a list of non-traditional partners and grow the numbers annually.

Baseline: Currently, we have some engagement but more is needed.

Benchmark: Add three (3) non-traditional partners per year.

Explanation: We need “other” partners to share our messaging with us to build a movement.

Strategy 4: Create relationships with corporate partners (healthcare industry, insurance, etc.)

Objectives:

- Leverage our interests by partnering with corporations that have overlapping goals.
- Broaden IWBA’s potential corporate member base to expand our reach and impact.
- Educate corporate partner’s workforce to increase active transportation commuters.
- Seek to write articles in corporate partners’ newsletters stating the importance of Safe Routes to IWBA and the corporate organization.
- Encourage partners to complete a Bicycle Friendly Business application.
- Encourage business’ city to complete a Walk Friendly Community application.

Performance Measure/Benchmark for this strategy

Performance Measure: Track the number of IWBA memberships of public health agencies, insurance companies, hospitals, medical associations, and corporate partners.

Baseline: Currently, we apply to some foundations and invite them to events in Boise with the hopes of building a relationship and adding them to our membership.

Benchmark: Add three (3) corporate partners per year.

Explanation: Ultimate outcome would be to increase funding/sponsorship opportunities by soliciting IWBA membership from public health agencies, insurance companies, hospitals, medical associations, Idaho Power, Albertsons, Simplot, etc.

GOAL 3: ACTIVATE LOCAL CHANGE

Strategy 1: Be a resource for local advocates

Objectives:

- Provide ongoing information about IWBA accomplishments, future goals, and why IWBA leads the way for state legislation, funding recommendations, and technical assistance for active transportation issues.
- Listen to advocates and identify ways to help facilitate their goals.
- Keep advocates informed via social media, email, and phone.
- Attend local advocate-sponsored events.
- Find reasons to communicate.

Performance Measure/Benchmark for this strategy

Performance Measure: Develop materials which emphasize the resource potential of IWBA.

Baseline: One page summary of IWBA successes, mission/vision, and goals.

Benchmark: Create materials (web-based or otherwise) which assist advocates with funding options and technical assistance for active transportation projects.

Explanation: IWBA needs to be poised to offer “quick help” and provide detailed information on active transportation issues in order to establish the organization as a resource.

Strategy 2: Increase visibility locally to develop and support local activists

Objectives:

- Use email and social media to activate local change by sharing grant opportunities, highlighting local successes and explaining how to use IWBA as a resource.
- More press releases state-wide to highlight local successes.
- Activate local change by talking to people who are always riding bikes and walking.
- Commit to multiple tabling events in various Idaho communities throughout calendar year whenever possible.

Performance Measure/Benchmark for this strategy

Performance Measure: Develop and maintain a list of local advocates encompassing elected officials, health care professionals, bicycle and sports shops and activists in each region of Idaho.

Baseline: Continue to invite all local advocates to the next Transportation Conference, fundraising events and 'meet and greets' in communities.

Benchmark: Using our local advocates as an information source, issue 4 statewide press releases/year to help achieve 100% participation by local advocates in the next Transportation Conference.

Explanation: As a statewide organization, building local partnerships is key to helping local advocates succeed in their projects. IWBA began as a need from locals so we need to keep our focus on small, rural towns. In concert with Goal 4, we need to continue to look for board members in all corners of Idaho and help them engage with their communities on all bike and pedestrian issues.

GOAL 4: SUSTAIN AND GROW IDAHO WALK BIKE ALLIANCE

Strategy 1: Increase Statewide IWBA Membership.

Objectives:

- Increase IWBA membership through annual community events throughout the state:
 - Offer complimentary membership to individuals and businesses.
 - Conduct one fundraising film event per calendar year in Boise, Idaho Falls, and other communities.
 - Introduce active members at each planned event while encouraging new members.
- Inform community members what IWBA has done to improve safety in their community.
- Once each year reach out to all who donated in the past to IWBA and ask to renew or increase membership level.
- Encourage each Board member to recruit a minimum of five new IWBA members each year.
- Encourage Board and staff to consider diversity when seeking new members and board members.
- Membership Drive: One month each year, engage in a concerted effort to increase membership. This should take place at the same time each year, with the involvement of the board and staff.
- Conduct at least one cooperative event per board member hometown around the state with like-minded local community groups as an outreach tool and in order to raise additional funds. Suggested events include Farmers Markets, tabling opportunities, events with partners, rides, walk audits, Bike To Work Day events, etc.

Performance Measures/Benchmarks for this strategy

Performance Measure: Increase IWBA membership (2024 is a Membership Drive Year)

Baseline: Current membership number is 450.

Benchmark: Membership goal to increase by 100 members in 2024.

Explanation: Raised the profile of our organization in communities across the state to support our work and to enable IWBA to assist them. Currently, IWBA has the highest profile in Boise, Idaho Falls, and Sandpoint. In the cities where IWBA does not have a high profile, IWBA will work with local advocacy groups and encourage cities to become paying members and explain how IWBA assists them locally.

Strategy 2: Increase Board Membership and Representation.

Objectives:

- Seek to increase board members from different Idaho cities with an eye toward those from diverse backgrounds and life experiences. Board and staff should annually review which skills and areas of the state are underrepresented and actively seek new board members using those criteria.
- Conduct a minimum of five cooperative events per year outside of Boise. Ideally, these events should occur in each city where an IWBA board member resides.

Performance Measure/Benchmark for This Strategy

Performance Measure: Increase Board membership. Additionally, in order to advance IWBA's core mission, once a year, IWBA staff will meet with those organizations, advocates, elected officials, and business owners in each region identified by the local board member.

Baseline: Currently, there are three regions statewide in which IWBA has solid representation, contacts and/or membership in IWBA.

Benchmark: Increase Board membership by 4 in 2024 with equal representation across the State.

Explanation: Build similar relationships with each city in which an IWBA board member resides.

Although IWBA is a statewide organization, its work must occur at the local level. ("All politics are local.")

Strategy 3: Increase/Sustain IWBA Funding

Objectives:

- Build solid financial support from business partners by seeking out new business contacts whose interests and objectives dovetail with those of IWBA.
- Develop and enhance corporate sponsorship for the IWBA Summit, movie, and other major fundraising events.
- Urge individual board members in each of their communities to contact prospective business sponsors, including efforts to include business sponsors to offer scholarships for the annual Summit.
- As a marketing tool, seek statements from current sponsors setting forth their reasons for their support of IWBA.
- Increase budget to support 3 person staff; adding first a development/communications position and an administrative/resource person.
- As the public health landscape improves, encourage National PARK(ing) Day throughout the state as this has proven to be a very positive media event. Seek business/corporate sponsors for the event and

invite identified potential donors to the event as a way to engage them in IWBA's mission, activities and accomplishments.

- Consider a Capital Campaign to begin in 2024.

Performance Measures/Benchmarks for this strategy

Performance Measures:

- Develop a Stewardship Plan
 - Board members provide Executive Director with identifying information for potential sponsors and make introductions.
 - Record and maintain the number of business sponsors for the annual Conference.
 - Record and maintain annually the number of current sponsors.
 - Seek donations to sponsor and provide scholarships for the annual Conference.
 - Seek donations for the annual movie Night.
 - Seek donations for an annual PARK(ing) Day.
 - Increase the number of donors in the \$1,000 to \$10,000 range.

Baseline: In 2018, IWBA received at least fifteen \$1,000 donations.

Benchmarks:

- Develop a Stewardship Plan for 2024 using a zero-based budget to determine budget needs using any or all of the following:
 - Annually each board member should make four introductions of potential donors to the Executive Director.
 - Seek four new business sponsors for the Conference each year.
 - As a marketing tool, obtain statements of support from two current sponsors setting forth their reasons for their support of IWBA.
 - From both sponsorships and scholarships obtain \$10,000 for the annual Conference.
 - Raise \$20,000 annually from a Movie Night in Boise and Idaho Falls. Organize Movie Nights in other cities throughout the state.
 - Annually obtain two \$1,000 donations from PARK(ing) Day events.
 - Increase the number of \$1,000 to \$10,000 range donors by six in 2024.
 - Revamp the integrated resource/donations function of the website through the customer relationship management (CRM) technology of Salesforce.

Explanation: Fundraising takes an enormous amount of time and resources from staff. If IWBA could stabilize funding, staff would have more time for program work. The ultimate goal is to achieve a \$1 million endowment and be financially self-sufficient at a staff level of 3 by 2025.

