We are pleased to present the 2019-2021 Strategic Plan for GObike, and to share with you the exciting future that we envision for this organization.

This is a first for the organization – a comprehensive planning process that was driven by the Board of Directors and developed in partnership with the GObike staff.

ADOPTED DECEMBER 20, 2018
The planning process, which took place throughout the second half of 2018, began with a broad input process that included interviews with key stakeholders, focus groups, and a broader survey of GObike members. We examined other regions of the country that have models/structures we can learn from, and sought to understand the unique aspects of Western New York that have to be taken into account.

Our board and staff met together in planning workshops to make fundamental decisions about the vision we share and the scope of GObike’s activities moving forward. We sought to understand the ideas and philosophies that tie us together, and the fundamental strategies that we can pursue. As we developed various drafts our Ad Hoc Planning Committee worked to ensure that what we are presenting worked toward addressing six important “Cs”: Context, Clarity, Confidence, Collaboration, Consensus, and Compelling.

There are several key themes that weave their way through the document.

- Broadening the scope of our mission to all of Western New York.
- Promoting collective impact by using our resources to connect and empower, encouraging and supporting local efforts while serving as the advocacy, policy, and operational backbone organization.
- The need to be more self-sufficient, creating new and consistent income streams even as we pursue partnerships with foundations, governments, community groups, and organizations.
- Continuing the movement toward metrics that measure both GObike’s progress and that of the communities we are here to enhance.
- The clear tie-in of the GObike mission with broader efforts to improve our environment and quality of life for all communities and visitors.
- Enhancing the GObike profile in advocacy and active mobility beyond cycling.
- Putting in place the underlying capacity to deliver on our strategies and goals.

This Strategic Plan is a living document, intended to be updated at least annually as circumstances change and new opportunities arise. We would appreciate any feedback, new ideas, and identification of opportunities that we may choose to pursue.

Thank you for your continuing support.

John Mineo, President
Justin Booth, Executive Director
VISION
The Vision Statement is our expression of the ideal future that gives us purpose. We are an active mobility culture within connected, and sustainable communities. Our collective efforts are having a positive impact on wellness, our environment, our streets, and our economy.

MISSION
The Mission Statement defines GObike’s role in achieving the broad vision and provides our boundary of operations. GObike promotes active mobility options, trails and greenways, and complete streets in Western New York. We connect and empower communities through advocacy, education, planning, and engagement.

STRATEGIC INTENT
The strategic intent statement is the clearly-stated underlying theme of this plan and our north star for achievement in the future. A national model for connecting and empowering communities through active mobility.

bicycles
skateboards
electric scooters
wheelchairs
power wheelchairs
walkers
runners
adults
children
safety
greenery
redefined space
industrial beauty
CORE VALUES
Values guide all of our decisions. The core values serve as the “rules” of doing business and guides to strategy development; the fundamental ethical standards and the basis of the culture of GObike.

**Equity.** We acknowledge that all of our constituencies are not starting from the same place and may need a boost up to a point where they can choose to take advantage of active mobility opportunities. Policy and programs should be created and implemented with impartiality, fairness and justice.

**Integrity.** Trust comes from delivering as promised and maintaining high ethical standards, including the use of evidence-based and verifiable information, and decision processes that are transparent. We are reliable, always delivering as promised and to the best of our ability.

**Communication.** Effective information sharing aids prudent decision-making and builds trust, and helps provide access to, and interaction within, the larger community.

**Respect.** Initiatives and relationships are offered without bias or pre-judgment, with particular emphasis on maintaining dignity. Each individual is valued for their potential to make a significant contribution to the mission.

**Inclusion.** We find ways to empower mobility, including people from all backgrounds, ages, beliefs and abilities at every level of the organization, from planning to implementation, and in every community that we touch.

**Innovation.** We are forward-thinking and opportunistic, looking at new and creative ways to fulfill our mission.

**Stewardship.** We assure that resources provided to us are used effectively, in the way they were intended, with respect for our environment and for the benefit of our community.

**Responsibility.** Getting things done requires taking on community, organizational, and individual responsibility and willingness to be held accountable for our actions and outcomes.
OUR PLATFORM
These are our shared philosophy and world-view from which our agenda flows.

At GObike we believe:

• Active mobility makes people’s lives better. It strengthens communities and improves public health.

• Bicycles and personal mobility are vehicles for social justice.

• Bicycles are primary vehicles and a transportation norm. Motorists and bicyclists should not have to be in competition.

• Public space belongs to all people and must accommodate all types of mobility.

• Active mobility should be for everyone.

• All of us have a right to safe mobility.

• Bicycling is a means of expression

• When you design an environment for all modes of transportation you elicit correct behaviors on the streets

• We will be successful through objectivity, clarity of ideas, accountability and credibility.

• Sustainable development leads to greater prosperity and resilience and outweighs nearsighted short-term economic gain.

• Collaboration serves our mission better than competition.

• Active mobility can slow, and provide adaptation to, climate change.

• Our serious mission is better accomplished with a good dash of fun.
POSITIONING
The positioning statement is a succinct summary of how we wish to be known – the basis of our brand identity.
The active mobility leader, creating options and connecting communities. A valued partner in solutions for improving quality of life for communities and visitors alike.

FOCUS AREAS AND GOALS
Within our mission we have chosen to focus on five broad areas where we can make a difference, and have established a long-term aim (goal) for each of those areas.

ADVOCACY
Recognized and trusted as the leading advocate for active mobility in WNY.

SAFETY
Safe and connected streets and an inter-connected WNY with safe biking trails and clear routes.

CAPACITY-BUILDING
Sustainable revenue streams, capable staff, engaged volunteers, and a strong board.

CONNECTIVITY
A broad reach — engaging, connecting, and positively influencing diverse communities across WNY.

ENVIRONMENT/QUALITY OF LIFE
More people riding, running, and walking safely while sharing roads with drivers and fostering mutual consideration.
DRIVING STRATEGIES
The fundamental strategies that will move us forward toward our strategic intent.

- Anchor in Buffalo while broadening our WNY focus. Be the backbone organization for regional collective impact.

- Move from bike-centric to a broader emphasis on active mobility.

- Be somewhat more risk-taking in order to move the process forward.

- Grow sharper advocacy teeth, rallying public support for high impact/high visibility projects.

- Increase consideration of our opportunities to engage and advocate for those who are marginalized.

- Use education/awareness to foster strong, active recreational and lifestyle mobility communities.
STRATEGIC IMPERATIVES

An imperative is a current issue that cuts across many components of GObike and requires more complex responses. Using “imperatives” narrows the focus of the Plan to the most important areas that we can be addressing and as such helps prioritize the use of resources and effort.

• A regional presence: Capacity to expand throughout Western New York

• Organization, structures and leadership capacity and capabilities

• Systems and information for decision-making, assessment, and reporting

• Sustainable and consistent revenue streams that support the advocacy effort

• Real connections to an increasing number of stakeholders who perceive personal benefit from our work

• Branding and awareness initiatives that clarify our role and change attitudes and behaviors