



**2018 STRATEGIC PLAN  
MADE FOR THE DES MOINES  
BICYCLE COLLECTIVE**

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# *vision*

The Street Collective of Greater Des Moines envisions a region where everyone can walk, pedal, ride or roll comfortably throughout the entire community.

# *mission*

The Street Collective of Greater Des Moines champions transportation options that are accessible, safe and enjoyable for everyone.

# Strategic Priorities

# 2019–2021

## **BUILD THE COLLECTIVE VOICE**

Work directly with diverse users to build strong, community-led campaigns and cooperative efforts.

### **LISTENING SESSIONS**

Directly engage at least 1,000 people from across the metro area to understand critical transportation issues facing individuals and families.

**Partner/Funder:** *United Way, Des Moines Area MPO, DART, City of Des Moines, AMOS, AARP, CFUM, Des Moines School District, Community Foundation, neighborhood associations, Polk County Supervisors, ethnic-based community groups*

### **DRIVE THE CONVERSATION**

Publish reports and white papers and engage in community forums to inform residents and local leaders about the challenges and opportunities to create streets that are designed for people of all incomes and abilities.

- Publish an annual report/brief outlining critical areas of concern and priorities

- for the region's transportation system.
- (Possible topics: sidewalk gaps for school walk routes, top three crash locations, improving the transit experience and bus shelters).
- Meet with each local official at least once or twice a year to provide updates on key priority projects. These meetings are especially useful when not tied to a specific ask.
- Educate the media—annually meet with at least five reporters to update on the new mission and key challenges and priorities (including how to not report in a way that blames victims).
- Convene and/or participate in at least 15 forums annually to highlight annual priorities.
- Maximize social media and other outlets of community-based education to publish how-to videos for pedestrians, bicyclists, motorists and parents of children interested in walking or biking to school.

**Partner/Funder:** *Area Chambers of Commerce, PTOs/PTAs, neighborhood associations, Des Moines School District, media outlets, area developers, Iowa Chapter of Public Health.*

## **ALIGN WITH EXISTING ORGANIZATIONS**

Build relationships with at least 10 existing organizations to synergize efforts and diversify engagement. This new grassroots transportation movement needs to be part of broader efforts of social change.

**Partner/Funders:** *AMOS, AARP, Refugee Alliance, Urban Dreams, CFUM, Disability Rights Iowa, Latinos Unidos, Iowa Public Transit Association, Iowa Transportation Coordination Council, Iowa Public Health Association, Iowa Association of Community Foundations, Iowa Heart Association, Iowa League of Cities, Iowa Chapter-American Planning Association, Wellmark Blue Cross Blue Shield, Lutheran Services of Iowa, EMBARC, Polk County Housing Trust Fund, Home Inc., ANAWIM, Iowa Public Works Association*

## **ENGAGE TARGETED COMMUNITIES**

For projects and policies listed in this plan, map out equity impact—especially being mindful of the implementation priorities for the MoveDSM and Connect Downtown projects.

## **WIN SWIFT TANGIBLE CHANGE**

Work with citizens, elected leaders, public officials and others to accomplish near-term, measurable wins that address a convergence of needs for diverse stakeholders with priority given to equity issues. Remain focused on small, local and tactical wins, yet be open and nimble enough to address unforeseen issues that arise.

## **CORRIDOR AND DISTRICT PLANS**

Support community engagement and improved street design and street amenities for all users along these targeted transportation corridors that are already a focus of the City of Des Moines:

- University Avenue—advocate for tangible improvements to walkability and bikeability from 25th to 31st and from 48th to 63rd, while also monitoring and advocating for continued improvements at the unfinished 31st to 48th segment and east of 25th.
- Douglas Avenue (Merle Hay to the river)
- East Douglas (E 42nd Street to east city limits)
- 2nd Avenue (University to the river)
- 6th Avenue Streetscape (I-235—the river)
- Market District (south of East Village)
- Gray's Landing (south of downtown)

**Partner/Funder:** *City of Des Moines, Drake University, Westside Chamber, Drake Business Association, Waveland Park Neighborhood Association, Drake Neighborhood Association, DART, Healthiest State Initiative, 6th Avenue Corridor, local chambers, major developers in each area*

## CONNECT DOWNTOWN

Connect Downtown is a plan to make downtown Des Moines safer, more comfortable and more convenient by improving access to and within downtown for people walking, bicycling, driving and using public transportation.

- There are many players advancing this plan forward. This organization should ensure changes to improve transportation options for kids, low-income and elderly—specifically around E14th and University area as well as 6th Avenue Corridor are given equal attention
- Collaborate with the City of Des Moines, DART, Greater Des Moines Partnership and Urban Land Institute of Iowa to apply for a \$30m BUILD Grant to fund Connect Downtown priorities. This grant includes a 50% match from local sources. Application will be submitted in fall 2019 2019 by the City of Des Moines.

**Partner/Funder: Hiatt Middle School and East High School, neighborhood associations, AARP, Urban Land Institute of Iowa, Greater Des Moines Partnership, Capital Crossroads**

## SIDEWALK GAPS

Address key gaps in the City of Des Moines sidewalk infrastructure.

### Fleur Drive

Monitor the City of Des Moines' budgets to ensure inclusion of sidewalks along Fleur Drive during upcoming road upgrades

**Partner/Funder: Healthiest State Initiative**

### 50314 Neighborhoods

Support current efforts to address sidewalk conditions and gaps in the 50314 neighborhoods of Chautauqua Park, Mondamin Presidential, Evelyn Davis Park and Riverbend.

**Partner/Funder: AMOS, CFUM, Urban Dreams, United Way, Wellmark, neighborhood associations**

### MOVE DSM Priority Sidewalks

Support efforts to annually fund Level 1 priority gaps that overlap in Environmental Justice areas.

**Partner/Funder: AMOS, CFUM, Urban Dreams, United Way, Wellmark, neighborhood associations**

### School Walk Routes

Based on prioritized results from recent walking audits and GIS analysis provided by the City of Des Moines, advocate for increased funding for sidewalks within the City of Des Moines to fill targeted sidewalk gaps on school routes, walking school bus programs, strategically placed crosswalks, campaigns to increase a sense of safety .

**Partner/Funder: PTAS/PTOs, Des Moines Public School admin and board members, Healthiest State Initiative, Greater Des Moines Public Art Foundation, neighborhood associations**

## PROTECTED BIKE LANES

- Ensure permanency for East Grand protected bike lane piloted in 2017 and 2018
- Determine next phase of protected bike lane expansion

**Partner/Funder:** *Urban Land Institute of Iowa, downtown neighborhood associations, Greater Des Moines Partnership, Historic East Village Neighborhood Association.*

## DIVERSIFY BICYCLE PARTICIPATION

- Expand BCycle to serve minority and low-income residents including placing stations more equitably
- Develop a different business model to support free or deeply discounted memberships to qualifying low-income individuals

**Partner/Funder:** *Polk County Public Health, City of Des Moines, United Way of Central Iowa, DMACC Urban Campus, DART, Urban Dreams, AMOS, Children and Family Urban Movement.*

## BUS SHELTERS

Advocate for 30 bus shelters with equity as a lens for placement. Encourage smooth adoption of the bus shelters by working with businesses and neighborhood leaders. Support fundraising as possible.

**Partner/Funder:** *DART and land managers*

## TRAIL GAP

Support regional efforts to fill the gaps in the regional network. Specify trail gap priorities by January 2019.

**Partner/Funder:** *Iowa Natural Heritage Foundation, Des Moines Area MPO and local governments*

## STREET LAB

Engage with communities to do rapid, on-the ground testing of various street design options

**Partner/Funder:** *Des Moines Area MPO, local governments, neighborhood associations*

## BIKE/WALK SCHOOL SAFETY PROGRAMS

Create social media and on-site programs to support kids safely walking and biking to school.

**Partners/funding:** *Variety Club, Des Moines schools, volunteers*

## INVEST IN LONG-TERM IMPROVEMENTS

Advocate for policies, funding and plans to support lasting systemic improvements that reflect regional comprehensive plans, goals and values.

## 2019 AND 2020 ELECTIONS

- Support candidates for public office that will prioritize walking, transit and biking as modes of transportation.
- Establish a 501c4 organization to directly support political action.

## **DES MOINES COMPLETE STREETS POLICY**

Support the overhaul of Des Moines' Complete Streets policy to ensure meaningful implementation that results in changes in City procedures, education of city staff, review of design guidance and performance measurement as outlined in the Smart Growth America's publication: Complete Streets Best Practices

- Push for a policy that requires the review of noncompliant projects by the City's Transportation Safety Committee.

**Partner/Funder: AARP, Des Moines Area MPO, United Way, American Lung Association of Iowa, DART, American Heart Association.**

## **LOCAL OPTION SALES TAX**

Advocate adoption of local option sales tax referendums in key cities across the region. In Des Moines, the passage of a one-cent local option sales tax could generate approximately \$37m annually. Specially call for 10% of dedicated funding for multimodal transportation projects. These funds will prioritize:

- upgrade and build on existing substandard bike lanes, sidewalks, and crosswalks
- complete missing links in multi-use trail systems.
- restore surfaces
- replace missing signs
- modernize signalization
- patch potholes
- other maintenance projects.

**Partner/Funder: AMOS, participating cities**

## **CITY OF DES MOINES ZONING CODE UPDATE**

Build a coalition to support the adoption of the city's new zoning code to implementation of PlanDSM.

**Partner/Funder: Urban Land Institute of Iowa, developers, Polk County Housing Trust Fund, AMOS, AARP, Greater Des Moines Partnership, area chambers, boards and commissions of the City**

## **GALVANIZE LONG-TERM REGIONAL SUPPORT OF A ROBUST TRANSIT NETWORK**

- Advocate for changes in state law to increase local funding for local transit agencies
- Advocate for increased local funding towards DART
- Engage citizens in the DART Forward 2035 plan update to ensure the needs of people of color, new lowans, low-income citizens, schools, seniors and mobility challenged are considered in the service changes

**Partner/Funder: Greater Des Moines Partnership and their Transit Future Work Group, Iowa Public Transit Association, area youth, Refugee Alliance, AARP, healthcare providers, DART**

## **CITY OF DES MOINES' NEIGHBORHOOD REVITALIZATION PROGRAM UPDATE**

Ensure transportation design elements are included in the scope of improvements considered for the city's new revitalization program such as insuring housing projects consider need for transit accommodations and prioritizes efforts along transit routes.

**Partner/Funder: Polk County Housing Trust Fund, United Way of Central Iowa, neighborhood associations**

## MOVEDSM IMPLEMENTATION

- Ensure an increase in operational and capital funding is allocated to support implement the plan.
- Update the code to match the design standards in MoveDSM
- Champion a strong role for the Transportation Safety Committee complete streets implementation including approval of any deviations from the policy
- Ensure sidewalks are required in new developments
- Monitor CIP to ensure funding meets the intent of MoveDSM

## DES MOINES AREA MPO LONG RANGE TRANSPORTATION PLAN

Ensure diverse communities are engaged in the the LRTP and advocacy for long-term thinking around changes in land use, maintenance of existing infrastructure and funding for multi-modal projects.

## SCHOOL INFRASTRUCTURE AND PROGRAM INVESTMENTS TO INCREASE RATES OF WALKING AND BIKING

Apply for federal funding to study and fund safety improvements along walking and biking a small number of walking and biking routes to avoid costly upgrades in school drop-offs as well as educational programs to improve parents' openness to their kids walking and biking.

## RESEARCH

Continue research into best practices from other localities to identify areas for potential future policy recommendations and projects. Possibilities include:

- 15 or 20 mph speed zones near schools
- Update a local municipalities bike code to include safe passing requirements
- Way-finding and consistency of signage and on-street markings across the region of on-street bike signage, trail and pedestrian cross walk treatments to make the system more uniform

## EXPAND INTERNAL CAPACITY

It should be noted that within all of this change, the organization needs to manage its growth in a thoughtful way so that existing programs remain strong and vibrant. Existing programs were assessed for viability; all programs will remain. Efforts need to be made to expand resources to support this lean organization. Additionally, if this new mission seeks to make changes for everyone, everyone needs to be at the table.

## REBRAND

Update the name, rebrand the organization and develop a communications plan for the roll-out. Retain strong positive identities of Bicycle Collective and Des Moines BCycle. Partners/funding: Seek a marketing firm to offer pro-bono services or on-line services

The logo for Street Collective features the word "STREET" in a bold, black, sans-serif font above the word "collective" in a lowercase, black, sans-serif font. The letter "l" in "collective" is stylized with two vertical green bars of varying heights on either side, creating a graphic element.

Rebranding began with a name change and a new logo has been developed.



## STAFFING

- Add one (1 FTE) additional professional level staff member with a background in planning, transportation design and community engagement. Provide volunteer management training to staff to better maximize staff time and provide quality engagement opportunities for volunteers.
- Develop a succession plan and outline key duties that require cross-training

## DIVERSIFY LEADERSHIP

- Ensure skills, knowledge base and demographic representation of Board members align with the expanded mission. Recruit additional members as needed.
- Conduct a board peer exchange with similar groups in Minneapolis, Kansas City and New Orleans.
- Provide training to board members, staff and volunteers regarding how to foster grassroots change.

## ESTABLISH A TRANSIT ADVISORY GROUP

Create a group of five people that have a deep knowledge of the DART system to offer expert analysis of high level policy changes as well as ground-level needs.

## DATABASE MANAGEMENT

As outreach increases, the organization will need a way to track people, skills and interests so people can easily be tapped when the need arises.

## TRANSLATION SERVICES

As the Street Collective expands its work into different communities, it will need efficient means to have direct communication with non-English speakers. Partners/funding: Seek a marketing firm to offer pro-bono services or on-line services such as

## EXPAND AND DIVERSIFY FUNDING

- Develop a fee-for-service
  - » **Community engagement:** governments or supporters of proposed projects hire the Collective to conduct grassroots engagement to hear concerns and educate on potential benefit of transportation changes (Model program: Move Minnesota)
  - » **Street design:** the Collective is part of design teams or is the designer for transportation projects to ensure best practices are used to support walking, biking and using transit (Model program: Walk Bike St Louis)
- Cultivate individual donor base, including high-dollar investments
- Seek support from local and national foundations, grants including United Way, Mid-Iowa Health Foundation, American Public Transportation Association
- Diversify the membership organization model to one that seeks high-level corporate support on an on-going basis.