



Strategic Plan

City of Los Angeles Bicycle Advisory Committee

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Momentum Solutions

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1 INTRODUCTION



What is the Bicycle Advisory Committee Strategic Plan?

The Bicycle Advisory Committee (BAC) Strategic Plan identifies goals for the committee and outlines specific action steps to achieve those goals. It serves as a 3-5 year roadmap for the BAC in their role as advisors to Los Angeles City Council and various city departments. By defining clear objectives and action steps, the plan supports the BAC to operationalize its mission and proactively work toward improving policy that creates safer streets for bicyclists.

The committee has identified five major goals:

1. Be strong advocates for bicyclist safety.
2. Collaborate with City Council, city staff, and other organizations on cycling initiatives, policies, and programs.
3. Establish the BAC as a reliable community partner in Los Angeles.
4. Increase community involvement in the BAC.
5. Increase collaboration with the PAC and future Community Advisory Board.

In this document, we provide a summary of activities completed during a strategic planning retreat, the strategic plan itself, and steps and considerations for successful implementation. This plan is a living document that the BAC can use to proactively guide its work and track progress. It should be reviewed and updated **annually** by committee members as actions are completed and new goals emerge.

Strategic Planning Retreat Summary

On July 26, 2023, select members of the BAC attended a strategic planning retreat jointly held with the Los Angeles Pedestrian Advisory Committee (PAC). During the retreat, representatives from the BAC shared ideas and identified opportunities to do their work more effectively. The valuable input offered by BAC representatives helped to develop a set

of tangible goals and actions that will help the full BAC in its role to advocate for smart bicycle policy in Los Angeles.



Figure 1. Los Angeles BAC and PAC members collaborate at the Strategic Planning Retreat

Breakout Activity: Strengths, Challenges, and Opportunities

The BAC can play a vital role in supporting the City Council and city departments during the development of projects. At the Strategic Planning Retreat, BAC representatives shared opportunities they can leverage to strengthen their involvement in bicycle projects and the challenges they face in advocating for safer biking in Los Angeles.

BAC representatives listed **strengths and opportunities** that members can leverage to build a strong presence in Los Angeles:

- Committee is comprised of passionate advocates who are dedicated to improving the bicycling experience for residents.
- Connections to various organizations in Los Angeles such as Bike LA, Bike Talk, Los Angeles Department of Transportation (LADOT), and Streets for All.

- Access to the City of Los Angeles' notification system to announce public meetings and distribute agendas.
- Opportunity to collaborate with the Pedestrian Advisory Committee (PAC) on active transportation projects.
- Works with private consulting firms to obtain grant opportunities for bicycle projects.

BAC representatives also shared **challenges** that limit their ability to advocate for a better bicycling environment:

- No formal funding stream and limited resources, hindering the BAC's ability to spearhead projects.
- A lack of both formal and informal communication channels to provide updates to city staff on committee activities.
- Difficulty in increasing their involvement as advisors with projects, initiatives, and decisions made by City Council and City departments.
- Lack of responsiveness from City Council members or their staff when the BAC submits motions.



Figure 2. Current BAC Chair, Eli Akira-Kaufman, presents highlights from the BAC breakout group.

Breakout Activity: Visioning and Goal Setting

During the retreat, committee members shared their current operational practices and brainstormed new practices to incorporate using an exercise called, “Start, Stop, Continue.” Under the first column for “Start,” BAC members shared what new ideas they would like the committee to include in their processes. Under “Stop,” committee members listed practices that they believe hinder the success of the BAC. Lastly, under “Continue,” the committee members shared successful ways that will help the committee build on its accomplishments. The breakout discussion is summarized below:

Start, Stop, Continue Exercise

What should we start doing?	What should we stop doing?	What should we continue doing?
<ul style="list-style-type: none"> ▪ Establish formal and informal communication channels ▪ Publish meeting minutes ▪ Improve social media platforms and website ▪ Connect with government officials such as city council and city staff like LADOT ▪ Become a resource that City Council and city staff can turn to for any cycling-related issues ▪ Create a playbook that explains BAC roles, responsibilities, and services 	<ul style="list-style-type: none"> ▪ Requiring in-person meetings and opt for a hybrid option ▪ Producing materials/host meetings that are only in English ▪ The City of Los Angeles has diverse populations that speak languages other than English 	<ul style="list-style-type: none"> ▪ Continue following up on motions to ensure that action is taken by City Council and city staff



2 GOALS AND ACTIONS

Using input received during the strategic planning retreat, five goals, along with action items, were developed to guide the BAC in the next 3-5 years.

- **Goal 1:** Be strong advocates for bicyclist safety.
- **Goal 2:** Collaborate with City Council, city staff, and other organizations on cycling initiatives, policies, and programs.
- **Goal 3:** Establish the BAC as a reliable community partner in Los Angeles.
- **Goal 4:** Increase community involvement in the BAC.
- **Goal 5:** Increase collaboration with the PAC and future Community Advisory Board.

Goal 1: Be strong advocates for bicyclist safety.

The BAC is a group of passionate advocates who are dedicated to improving cycling safety for Los Angeles residents, employees, and visitors. The BAC can take the following actions to be more proactive in assisting with bike projects.

- **Action 1.1:** Seek partnerships with organizations that are advocating and implementing cycling projects such as quick-builds, traffic calming, bike infrastructure, and education campaigns.
- **Action 1.2:** Continue reviewing cycling infrastructure and fatal and serious injury crashes at monthly meetings to advocate for infrastructure improvement and maintenance.
- **Action 1.3:** Review existing cycling-related policies and regulations to identify areas for improvement and explore opportunities for new policy development.

Goal 2: Collaborate with City Council, city staff, and other organizations on cycling initiatives, policies, and programs.

The BAC should collaborate with Los Angeles City Council and city staff as the BAC has a vast knowledge of cycling issues and opportunities in the city. The BAC's knowledge should be seen as a resource for the City of Los Angeles to leverage when creating policies and projects related to cycling.

- **Action 2.1:** Schedule regular monthly meetings with City Council and city staff to discuss ongoing and potential cycling initiatives. Prepare agendas, materials, and personal invitations and send them to City Council and city staff in advance of meetings.
- **Action 2.2:** Discuss cycling-related policies and regulations with City Council and city staff as stated in Action 1.3.
- **Action 2.3:** Establish a procedure to work with City Council to identify the steps needed after a motion is submitted to ensure the motion is carried out.
- **Action 2.4:** Collaborate with LADOT to collect and analyze data related to bicycling safety, identifying areas with high crash rates. Use the data to inform safety initiatives.
- **Action 2.5:** Work with the Pedestrian Advisory Committee (PAC) identify and leverage opportunities for multi-benefit, multi-modal advocacy.
- **Action 2.6:** Seek partnerships with non-profit community-based organizations to apply for grant opportunities for bicycle projects. Present funding opportunities to City Council to demonstrate the BAC can secure financial support for bicycle projects.

Goal 3: Establish the BAC as a reliable community partner in Los Angeles.

The BAC seeks to become an invaluable resource, actively engaging and collaborating with government agencies and community members. To achieve this goal, the BAC will develop internal and external strategies that will strengthen the committee's ability to share expertise and innovative solutions with the larger community.

- **Action 3.1:** Develop onboarding and orientation materials to share with new BAC members and support their development as bicycle advocates. Consider institutionalizing a committee-wide resource manual to distribute to all members. These materials may be hosted in a central depository for all BAC members to access.

- **Action 3.2:** Work toward establishing formal and informal communication channels to remind BAC and PAC members of committee events and projects. Formal communication channels can include meetings, emails, newsletters, reports, presentations, and the City of Los Angeles' notification system. Informal communication channels can include social media platforms and messaging platforms like Slack, Google Meet, or Microsoft Teams.
- **Action 3.3:** Regularly communicate with public officials and community members on project updates and achievements made by the BAC to demonstrate the impact of the committee's efforts.
- **Action 3.4:** Consider creating a BAC playbook that is distributed to both existing and new City Council members going forward, that describes the services that the BAC can offer to support City Council and city staff on projects.
- **Action 3.5:** Leverage social media to network with community members and advocates. Consider recruiting volunteers to support communications and external relationship building.
- **Action 3.6:** Coordinate with LADOT to update BAC's website and social media to highlight committee activities.

Goal 4: Increase community involvement in the BAC.

The BAC seeks to increase their presence in Los Angeles. The committee recognizes the significance of creating a welcoming environment for all residents, engaging with various communities in the city, and reducing barriers to community participation.

- **Action 4.1:** Publicize BAC events, workshops, and meetings through websites, social media, and community bulletins. Leverage other community organizations' networks to share BAC news with more community members.
- **Action 4.2:** Organize, or partner to support, monthly events like bike rides or meet-and-greets with community members to create trust and develop ongoing relationships.
- **Action 4.3:** Coordinate with City Council, LADOT and Mayor's Office to identify resources to host hybrid (virtual and in-person) committee and sub-committee meetings.
- **Action 4.4:** Advocate for state and local policy to enable hybrid meetings to accommodate committee members' work and personal schedules.

- **Action 4.5:** Establish a language access strategy that includes multilingual materials and interpreters at events and meetings. Coordinate with City Council, Mayor's Office, and LADOT to identify city resources to expand language access.
- **Action 4.6:** Institute a central database, such as a shared web-based folder that can be accessed by the public, to organize meeting schedules and materials produced by the BAC.

Goal 5: Increase collaboration with the PAC and future Community Advisory Board.

The BAC recognizes the importance of collaborating with the PAC and LADOT's future Community Advisory Board (CAB) to strengthen their impact and advocate for sustainable transportation solutions that prioritize the needs of pedestrians and cyclists.

- **Action 5.1:** Once formed, develop a partnership with LADOT's CAB to discuss active transportation projects, initiatives, and policies.
- **Action 5.2:** Regularly meet with the PAC and CAB to give updates on projects and identify opportunities to collaborate on projects.
- **Action 5.3:** Jointly host meetings in collaboration with the PAC and the CAB that include bilingual interpretation.



3 NEXT STEPS

The BAC is responsible for executing the strategic plan's actions to achieve its goals. The BAC can collaborate with the City Council and city staff to implement proposed actions by leveraging their expertise and resources. This collaborative effort could lead to more robust outcomes that meet cyclists' needs. The following steps are key to effectively implementing the strategic plan.

1. **Share the Plan:** Ensure that all stakeholders such as City Council, city staff, community members, and active transportation organizations are aware of the strategic plan, BAC goals, and resource needs to support the plan.
2. **Allocate Responsibilities:** Assign specific responsibilities to individuals or teams for each goal and accompanying actions. Clearly define roles, expectations, and timelines to ensure accountability throughout the implementation process.
3. **Leverage Expertise:** Leverage City Council, LADOT, and other city staff expertise and insights to gather available resources and identify potential funding opportunities.
4. **Monitor Progress:** Review the progress of the strategic plan implementation, assess achievements, address challenges, and adjust as needed. Institute metrics and performance indicators to measure the success of goals and actions.
5. **Communicate with City Council and City Staff:** Focus on building relationships and demonstrating the value of the committee's work to City Council and other City partners. Establish an open transparent channel of communication with City Council and city staff to discuss the various potential resource needs associated with the strategic plan's actions.
6. **Share Progress:** Regularly update City Council, city staff, community members, and other stakeholders on the progress of the strategic plan.
7. **Celebrate Achievements:** Celebrate milestones reached during the implementation of the strategic plan as well as other wins accomplished by the BAC.
8. **Record Lessons Learned:** Document key takeaways after completing projects and actions to help advise on future planning efforts and the BAC's ongoing work.

Strategic Plan Updates

The BAC should periodically review this strategic plan every year and update goals and actions as needed to ensure that it remains aligned with the evolving needs of the cycling community. The BAC should evaluate how much of the strategic plan they have achieved and assess what they need to accomplish the remaining actions. Revising the strategic plan reinforces the BAC's commitment to serving as advocates for cyclists and sustainable transportation.

Brown Act Compliance

The BAC will maintain an open and transparent decision-making process by adhering to the regulations of the Brown Act. Meetings are open and accessible to community members to encourage participation. The BAC welcomes community members to provide input to all cycling-related projects, policies, and programs. The BAC is committed to showcase its dedication to creating safer streets for cyclists and cycling as a viable transportation option.