

NEW ORLEANS COMPLETE STREETS COALITION

STRATEGIC PLAN - 2022 - 2025

OUR VISION

No matter how you get around, New Orleans streets are safe, sustainable, and accessible for all.

OUR PURPOSE

The purpose of the New Orleans Complete Streets Coalition is to facilitate the continued maintenance and expansion of complete streets in New Orleans through outreach, education, and advocacy.

OUR MISSION

The New Orleans Complete Streets Coalition is a group of organizations, businesses, civic leaders, and community members who support improving our roadways and safe transportation options in order to enhance health, equity, sustainability, prosperity, and quality-of-life for the people of New Orleans.

STRATEGIC QUESTIONS

- Should the Coalition formally incorporate and become its own legal entity?
- Should the Coalition pursue its own dedicated staff or continue relying on staff support for facilitation from other entities, like Bike Easy?
- Does the Coalition need to formalize its decision-making processes further?
- What sort of funding mechanism(s) should be developed to ensure the Coalition's longevity - grants, sponsorships, membership dues, other approaches?
- Is there opportunity for funded partnership with local, regional, or state government?
- Is that type of partnership an acceptable advocacy approach for the Coalition?

GOALS

ADVOCACY

Advocate for the full intentional impact "to create a more comprehensive and integrated transportation network that balances the needs of all users traveling in the public right-of-way, including people walking, bicycling, driving, and using transit"

COMPLETE STREETS ORDINANCE

Advance understanding and implementation of Complete Streets Ordinance for community and policy makers by promoting engagement opportunities to interact with complete streets environments and simulations.

EDUCATION

Introduce the term "complete streets" into the common vernacular in New Orleans.

OBJECTIVES
ADVOCACY

Strategic areas & strategic actions included under each section.

1. Create a holistic coalition voice that reflects members' shared priorities (by December 31, 2022, and ongoing).

- *Identify the community's needs*
- *Establish coalition members' capacity and strengths best suited to contribute to policy creation, strategizing, and problem solving*
- *Create a shared advocacy agenda.*

2. Uplift the stories and voices of people not normally included in advocacy (by December 31, 2023, and ongoing).

- *Devise community-centered policy, programs, communications, and events.*
- *Present to public officials and staff, utilize social media, etc.*
- *Identify short- and long-term strategies to address those needs.*

3. Hold elected officials, city leaders, and their affiliates accountable for full implementation of the Complete Streets Ordinance, while providing them information to make informed decisions about Complete Streets policies (by December 31, 2022 and reevaluate every year thereafter).

- *Present evaluation scorecards to the most appropriate city council committee (e.g., transportation, quality of life, climate change) annually.*

OBJECTIVES
COMPLETE STREETS ORDINANCE

1. Increase awareness of Complete Streets Ordinance by educating the constituents of policy makers in 6 to 7 communities (by December 31, 2023).

- *Create and deliver customized education approaches to communities and neighborhood associations based upon the effect that the Ordinance will have on each community.*
- *Create a community dashboard to simplify policies and proposals related to the Complete Streets Ordinance.*

2. Utilize evidence-based research to support the need for the Complete Streets Ordinance (bi-annually and ongoing).

- *Collect complete streets ordinances research impacting other communities and disseminate it using an integrated community platform.*

3. Influence Complete Streets Ordinance implementation and evaluation by presenting data and information to policy makers (annually and ongoing).

- *Hold policy makers accountable by participating in quarterly Complete Streets Working Group meetings to advocate for transparent, equitable implementation, and public engagement.*

OBJECTIVES
EDUCATION

Strategic areas & strategic actions included under each section.

1. Participate in at least 5 coalition partner events and brainstorm the development of an NOCSC annual event that helps New Orleanians to (by August 31, 2024):

a. Understand the general meaning and value of complete streets and how to apply that understanding,
b. Overcome "transportation anxiety" through exposure and understanding, and
c. Establish opportunities for the community to voice con cerns and suggestions with their elected officials present.

- *Offer Complete Streets activation mini grants.*
- *Brainstorm the first NOCSC annual event.*
- *Develop a regular system for participating in at least 5 coalition partner events per year.*

OBJECTIVES
EDUCATION

Strategic areas & strategic actions included under each section.

2. Develop and distribute communication assets—such as talking points and FAQs—to all coalition partners to facilitate comprehensive community engagement and ensure that community members can effectively navigate the complete streets ordinance and related initiatives (by August 31, 2023).

- *Create talking points and a Frequently Asked Questions (FAQs) document for distribution to the coalition partners.*
    - *Talking points should include a common definition of complete streets, an explanation of the benefits of complete streets, and general language and statistics.*
- *Develop a system of outreach to provide a common language for distribution to coalition members and member groups when issues arise that require a swift response.*
    - *As issues and opportunities emerge (e.g., Moving New Orleans Bikes, New Links), the NOCSC will be able to quickly execute and distribute language and related social media content that can be shared by each member group with their members and constituencies (e.g., language on New Links that can be shared with Bike Easy members, Tulane community).*

3. Promote the work of NOCSC by sharing NOCSC brand standards with coalition partners and developing an effective multimedia strategy for regular outreach (by December 31, 2023).

- *Update and distribute a brand standards document for all NOCSC members and member groups.*
- *Establish a procedure for regular content development and multimedia outreach by the NOCSC.*

RESOURCE ASSESSMENT

This section of the strategic plan illustrates the results of observations and appraisal of the New Orleans Complete Streets Coalition's (hereafter referred to as "Coalition") leadership, members (human capital), decision-making and structure, work processes and systems, and culture1in relation to the abovementioned strategic questions. The purpose of this assessment is to determine the degree to which the Coalition's resources and strengths are in alignment with its strategic goals and objectives.

Instead of formal incorporation, the Coalition has decided to forgo becoming tax-exempt under section 501(c)(3) of the Internal Revenue Code. Accordingly, the Coalition will require an ongoing fiscal agent—a third-party organization (within or outside of the Coalition) to handle various financial and administrative duties on its behalf. Until December 31, 2022, Bike Easy will serve as the fiscal agent for the Coalition.

The Coalition has adopted an organizational structure and decision-making process and operates based upon joint commitment—all recently defined and codified in its newly created charter. Moreover, it has chosen to be governed by an executive committee, and, if identified, will welcome the assistance of a backbone organization as defined by the Collective Impact2 model.

Another consideration of this assessment is effectiveness, which is the extent to which the Coalition can meet its stated goals and objectives based upon performance. Likewise, to realize its mission, the Coalition has identified a set of goals, objectives, and strategies—some of which will require funding/a budget to implement. This process has revealed that NOCSC members possess great passion for the coalition to exist and succeed; however, it may be lacking the financial and organizational capacity to fully operationalize these goals and objectives.

To improve its capacity, the Coalition will need to specifically improve its work processes and systems, as well as create stable revenue streams via grants, sponsorships, or other approaches (e.g., events, corporate giving, cause marketing, and crowd funding) as it has ruled out membership dues as a revenue source. Moreover, this assessment does suggest that resources and efforts should be directed towards managing staffing capacity, increasing productivity, building infrastructure, and adhering to Article IV, Sections 1 and 2 of the charter to help ensure continued success and longevity.

1 The Bridgespan Group (no date). Key Elements of Effective Organizations: Bridgespan's Organization Wheel.

2 FSG (no date). Committing to Collective Impact: From Vision to Implementation.

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