

**Bike Friendly Kalamazoo**  
**April 15, 2015 Meeting Agenda**  
KRESA West Campus

**Attendees**

Lee Adams, Director, Southcentral Michigan Planning Council  
Megan Arndt, Kalamazoo Area Transportation Study  
Adam Dmoch, Crime Prevention Officer, City of Portage  
Marsha C. Drouin, Richland Township Treasurer  
Christopher Forth, Deputy Director of Planning, Development and Neighborhood Services  
Pamela Brown Goodacre, Trustee, Kalamazoo Township  
Lysanne Harma, Supervisor, Richland Township  
Jim Heath, President, Stryker Instruments Division  
Megan Hicks, District Director, State Senator Margaret O'Brien  
Rebekah Kik, City Planner, City of Kalamazoo  
Kendall Klineschmith, City of Portage  
Shawn Kloha, IT Project Manager, Stryker Corp.  
Jason Latham, SW Region Planning Manager, MDOT  
Matt Lechel, Kalamazoo County Parks Commissioner  
Greg Milliken, Planning Director, Oshtemo Township; Zoning Administrator and Planning, Kalamazoo Township  
Renee Newman, VP of Marketing and Communications, Discover Kalamazoo  
Jun-Seok Oh, Director, Transportation Research Center for Livable Communities, WMU  
Patricia Randall, Councilmember, City of Portage  
Michael Rowe, Executive Director of Bronson's Lifestyle Improvement Research Center  
Lawrence Shaffer, City Manager, City of Portage  
Paul Selden, Director of Road Safety, KBC; Member, TriKats  
Edie Trent, Legislative Aide to State Representative Jon Hoadley  
Michelle Wells  
Paul Wells

**Session Goals**

- Brainstorm and prioritize BFK strategic priorities for 2015

**Agenda**

Welcome and Introductions – 10 minutes

Background on Bike Friendly Kalamazoo and BFK's goals for 2015

BFK: a communications network of volunteer participants/delegates from community stakeholders  
(for more information, see [www.bikefriendlykalamazoo.org](http://www.bikefriendlykalamazoo.org))

2011: Community Brainstorming Sessions

Goal: elevate community's stature during downturn using existing resources to become even more bike friendly

- 600 Ideas Distilled Into 10 Goals
- Ongoing Volunteer Participation

2012 through Today: Three Main Strategic Areas

*Route and Non-Motorized Planning*

- MPO-wide commuter bike route planning
- County road commission policy allows "bike routes"
- KATS Complete Streets Policy approved
- City of Kalamazoo/KRVT/KVCC - many plans; sharrows
- Kalamazoo Township NMP approved
- Portage; Mattawan; Richland Township; South-County; Vicksburg
- Generic NMP Template: close to completion

### *Awareness-Building*

- Media coverage / Bike Week 2015
- Route name survey
- BFK website: [www.bikefriendlykalamazoo.org](http://www.bikefriendlykalamazoo.org)

### *Education*

- Investigating educational venues
- Vetted safety posters; exploring posting opportunities

### Strategic Brainstorming: Idea Generation

Participants worked as individuals and in small groups in a structured activity described on the next page. The aim was to:

1. surface bike-friendly related goals being worked on by the participants.
2. identify strengths that support those goals
3. identify internal weakness that potentially hinder goal attainment
4. identify external threats that potentially hinder goal attainment
5. identify solutions for dealing with the weaknesses and threats.

### Prioritizing for BFK

Participants were then asked to write solutions they believed Bike Friendly Kalamazoo's network could facilitate, then vote for those solutions they felt should be top priority. The results are listed verbatim as follows [editorial additions in brackets]:

- Connect KRVT through downtown! Low hanging fruit, promotes entry level riding (family). - 17
- Education constitutions [constituencies] with bike festivals and rides. Annual blessing of the bikes. Naked Riders Day Portland. - 11
- Education, design and public education. Popup or demo projects, Bike Lanes. - 9
- Weaknesses – Regional joint planning that identifies specific efforts to connect the various assets - 4
- Pop-up cycle track for a day (must have good signage and awareness) - 3
- Organizations communicating with enough frequency to accomplish unified goals/plans. - 3
- Work with RCKC on their policies and standards for non-motorized facilities to allow greater flexibility and efficiency in the design process – 2
- Reduce neighborhood opposition through increased awareness of benefits of no-mo facilities. - 2
- Fund KRVT for its connection to Battle Creek - 2
- Neighborhood led bike lane creations. If this is labeled as a place-making effort it must be people (neighborhood) led - 2
- Generate corporate support for Stadium Drive/W Michigan corridor plan. – 1
- Further drive corporate involvement in biking and biking efforts (awareness) [e.g.,:] Bike to Work Week; National Bike Week; Help to get corporate backing for local initiatives - 1
- Fundraising event for public engagement/awareness and monetary support for BFK – 1
- Educational Bike Trainings – 1
- Identify persons/organizations who can help me audit our trail systems. - 1
- Have WMU do bike counts during a pop up event for real time data – 0

### Next Steps

[Note: The following list of key BFK initiatives are currently underway but was not presented at the meeting].

- Non-Motorized Planning template
- Commuter bicycle route refinement
- Work with KATS on 2045 Transportation Plan
- Bike Route Network naming ideas: next stage
- Education, Awareness Building: ongoing
- Integrating your ideas from today's session!

Public Community-Wide Bike Meeting: MDOT-KATS-CoK-KalTwp-KVCC; May 13 4-5pm

Minutes prepared by Paul Selden – please report corrections.  
*Special thanks to KRESA for providing the meeting space!*

## **Appendices**

Appendix A: Participant Worksheets

Appendix B: List of typical elements used in “SWOT” (Strengths, Weaknesses, Opportunities and Threats) Strategic Analysis

Appendix C: Be An Ambassador For Bicycling In 2015 – article by Paul Selden

## Appendix A: Participant Worksheets

The following pages attempt to replicate session worksheets from participants who were willing to share them. Presented in order of filing, not in any other sequence.

### Individual “SWOT” Brainstorming\* (15 minutes)

#### Goal

Surface most credible Strengths, Weaknesses and Threats to bike friendly goals

#### Instructions

1. Print your name and the agency/organization whose perspective you are taking (we understand you may not be speaking in an “official” capacity, only personal, etc.), below:

Rebekah Kik City of Kalamazoo

2. Goals and strengths. Summarize some of the major “bike-friendly” goals you or your agency/organization is working to achieve (or facilitate, assist in, etc.) in 2015 (and beyond), and some general factors that strongly support their attainment, below.

Creating a culture of bicycling in the city of Kalamazoo.

Celebrate every project and promote success.

Bike Event May 16<sup>th</sup>. Bless the Bikes event.

3. Weaknesses. Think about major “internal” factors that stand in the way of accomplishing your bike-friendly goals (i.e., factors within your own organization). These could be major constraints, obstacles, weaknesses, etc. List the top three weaknesses (with their related goals), below.

*Example: BFK does not currently have a volunteer who has stepped up to lead the educational effort.*

Need a non-motorized planner / coordinator at the city.

4. Threats. Think about major “external” factors that stand in the way of accomplishing your bike friendly goals (i.e., factors outside your own organization). These could be major constraints, obstacles, threats, etc. List the top three factors (with their related goals), below.

*Example: Land acquisition for south-county trail development is very difficult.*

Public engagement, past perception of city staff.

### List Potential Solutions to Common Obstacles (15 minutes)

#### Goal

Generate ideas for overcoming community-wide weaknesses & threats to bike friendly goals

#### Instructions

Review the weaknesses and threats you listed above. Put an asterisk by factors that may be held in common by other agencies/organizations in our community. Write ideas for up to three viable solutions reducing or eliminating the obstacles on the sticky notes. (Write one idea per note; use complete sentences describing the threat and its solution. Initial your notes to facilitate follow up.)

Scratchpad for your later reference:

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**Individual “SWOT” Brainstorming\*** (15 minutes)

Goal

Surface most credible Strengths, Weaknesses and Threats to bike friendly goals

Instructions

1. Print your name and the agency/organization whose perspective you are taking (we understand you may not be speaking in an “official” capacity, only personal, etc.), below:

Jason Latham, MDOT

2. Goals and strengths. Summarize some of the major “bike-friendly” goals you or your agency/organization is working to achieve (or facilitate, assist in, etc.) in 2015 (and beyond), and some general factors that strongly support their attainment, below.

TDZ – Towards Zero Deaths – MDOT would like to focus and design projects that reduce fatalities.

CSS/ public involvement needs to be used in developing projects. – This leads MDOT in the right direction for coord. w/ public and communities

Partner w/ cities and public

3. Weaknesses. Think about major “internal” factors that stand in the way of accomplishing your bike-friendly goals (i.e., factors within your own organization). These could be major constraints, obstacles, weaknesses, etc. List the top three weaknesses (with their related goals), below.

*Example: BFK does not currently have a volunteer who has stepped up to lead the educational effort.*

Need[s] are so great, not enough funding to get to all areas (competing needs)

4. Threats. Think about major “external” factors that stand in the way of accomplishing your bike friendly goals (i.e., factors outside your own organization). These could be major constraints, obstacles, threats, etc. List the top three factors (with their related goals), below.

*Example: Land acquisition for south-county trail development is very difficult.*

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**List Potential Solutions to Common Obstacles** (15 minutes)

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Generate ideas for overcoming community-wide weaknesses & threats to bike friendly goals

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**Individual “SWOT” Brainstorming\* (15 minutes)**

Goal

Surface most credible Strengths, Weaknesses and Threats to bike friendly goals

Instructions

1. Print your name and the agency/organization whose perspective you are taking (we understand you may not be speaking in an “official” capacity, only personal, etc.), below:

Jim Heath - Stryker

2. Goals and strengths. Summarize some of the major “bike-friendly” goals you or your agency/organization is working to achieve (or facilitate, assist in, etc.) in 2015 (and beyond), and some general factors that strongly support their attainment, below.

Philosophy – interest to improve. More bike friendly routes, promote healthy life-styles, i.e., bike to work

Bike interest in the area

3. Weaknesses. Think about major “internal” factors that stand in the way of accomplishing your bike-friendly goals (i.e., factors within your own organization). These could be major constraints, obstacles, weaknesses, etc. List the top three weaknesses (with their related goals), below.

*Example: BFK does not currently have a volunteer who has stepped up to lead the educational effort.*

City of Kalamazoo – layout

Money

Execution

Centralized decision-making

4. Threats. Think about major “external” factors that stand in the way of accomplishing your bike friendly goals (i.e., factors outside your own organization). These could be major constraints, obstacles, threats, etc. List the top three factors (with their related goals), below.

*Example: Land acquisition for south-county trail development is very difficult.*

Sprinkle Road

Lack of connection to trail system

Land Acquisition

**List Potential Solutions to Common Obstacles (15 minutes)**

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## Individual “SWOT” Brainstorming\* (15 minutes)

### Goal

Surface most credible Strengths, Weaknesses and Threats to bike friendly goals

### Instructions

1. Print your name and the agency/organization whose perspective you are taking (we understand you may not be speaking in an “official” capacity, only personal, etc.), below:

Paul Wells [Cyclist, Breakaway, Kal Bike Club](#)

2. Goals and strengths. Summarize some of the major “bike-friendly” goals you or your agency/organization is working to achieve (or facilitate, assist in, etc.) in 2015 (and beyond), and some general factors that strongly support their attainment, below.

[Knowledge of bike infrastructure and desire to see more complete continuous network of bike lanes.](#)

[I’m working with a bike advocacy group in my town of Plainwell to develop bike lanes and markings.](#)

3. Weaknesses. Think about major “internal” factors that stand in the way of accomplishing your bike-friendly goals (i.e., factors within your own organization). These could be major constraints, obstacles, weaknesses, etc. List the top three weaknesses (with their related goals), below.

*Example: BFK does not currently have a volunteer who has stepped up to lead the educational effort.*

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4. Threats. Think about major “external” factors that stand in the way of accomplishing your bike friendly goals (i.e., factors outside your own organization). These could be major constraints, obstacles, threats, etc. List the top three factors (with their related goals), below.

*Example: Land acquisition for south-county trail development is very difficult.*

1. [Resistance to acceptance of bikes as legitimate transportation.](#)
2. [Knowledge of correct bike infrastructure design.](#)
3. [Funding](#)

## List Potential Solutions to Common Obstacles (15 minutes)

### Goal

Generate ideas for overcoming community-wide weaknesses & threats to bike friendly goals

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[Township, organization, communication through BFK, or direct communication.](#)

[\[Sticky note with potential solutions but not posted for group voting on priorities BFK could facilitate:\]](#)

[Local government officials becoming fully educated about correct bike infrastructure through BFK.](#)

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## **Individual “SWOT” Brainstorming\* (15 minutes)**

### Goal

Surface most credible Strengths, Weaknesses and Threats to bike friendly goals

### Instructions

1. Print your name and the agency/organization whose perspective you are taking (we understand you may not be speaking in an “official” capacity, only personal, etc.), below:

[Lee Adams](#)

2. Goals and strengths. Summarize some of the major “bike-friendly” goals you or your agency/organization is working to achieve (or facilitate, assist in, etc.) in 2015 (and beyond), and some general factors that strongly support their attainment, below.

[Assisting local communities with rec. plans](#)

[Help to develop additional trails in the region](#)

[Help communities apply for grant funds](#)

[Provide a coordinated effort for region](#)

3. Weaknesses. Think about major “internal” factors that stand in the way of accomplishing your bike-friendly goals (i.e., factors within your own organization). These could be major constraints, obstacles, weaknesses, etc. List the top three weaknesses (with their related goals), below.

*Example: BFK does not currently have a volunteer who has stepped up to lead the educational effort.*

[Regional concentration](#)

[Limited staff time](#)

4. Threats. Think about major “external” factors that stand in the way of accomplishing your bike friendly goals (i.e., factors outside your own organization). These could be major constraints, obstacles, threats, etc. List the top three factors (with their related goals), below.

*Example: Land acquisition for south-county trail development is very difficult.*

[Funding](#)

[Local attitudes](#)

[Fragmented efforts](#)

## **List Potential Solutions to Common Obstacles (15 minutes)**

### Goal

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[\[Sticky notes with potential solutions but not posted for group voting on priorities BFK could facilitate:\]](#)

[Regional Parks Authority](#)

[Regional Parks and Rec Plan](#)

[Inter-city bike race that demonstrates available bike lanes](#)

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**Individual “SWOT” Brainstorming\*** (15 minutes)

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1. Print your name and the agency/organization whose perspective you are taking (we understand you may not be speaking in an “official” capacity, only personal, etc.), below:

[Patricia M. Randall](#)

2. Goals and strengths. Summarize some of the major “bike-friendly” goals you or your agency/organization is working to achieve (or facilitate, assist in, etc.) in 2015 (and beyond), and some general factors that strongly support their attainment, below.

[Connecting trails within our current system – Elliason Reserve](#)

[Create destination rides which support area businesses](#)

[More bike racks – encourage bike ridership – City Hall?](#)

[Making signature bike rack available to area businesses](#)

3. Weaknesses. Think about major “internal” factors that stand in the way of accomplishing your bike-friendly goals (i.e., factors within your own organization). These could be major constraints, obstacles, weaknesses, etc. List the top three weaknesses (with their related goals), below.

*Example: BFK does not currently have a volunteer who has stepped up to lead the educational effort.*

[Making promoting of bikers a priority – Task Force](#)

4. Threats. Think about major “external” factors that stand in the way of accomplishing your bike friendly goals (i.e., factors outside your own organization). These could be major constraints, obstacles, threats, etc. List the top three factors (with their related goals), below.

*Example: Land acquisition for south-county trail development is very difficult.*

[Funding within our current budget](#)

[Effective marketing](#)

[Regional Thinking, Planning, Exercising](#)

**List Potential Solutions to Common Obstacles** (15 minutes)

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[Lawrence Shaffer – City Manager - Portage](#)

2. Goals and strengths. Summarize some of the major “bike-friendly” goals you or your agency/organization is working to achieve (or facilitate, assist in, etc.) in 2015 (and beyond), and some general factors that strongly support their attainment, below.

[General strong value set that supports bike and trail Supporting infrastructure](#)

3. Weaknesses. Think about major “internal” factors that stand in the way of accomplishing your bike-friendly goals (i.e., factors within your own organization). These could be major constraints, obstacles, weaknesses, etc. List the top three weaknesses (with their related goals), below.

*Example: BFK does not currently have a volunteer who has stepped up to lead the educational effort.*

[Lack of coordinated planning, funding and maintenance of regional system](#)

4. Threats. Think about major “external” factors that stand in the way of accomplishing your bike friendly goals (i.e., factors outside your own organization). These could be major constraints, obstacles, threats, etc. List the top three factors (with their related goals), below.

*Example: Land acquisition for south-county trail development is very difficult.*

[Funding](#)

## List Potential Solutions to Common Obstacles (15 minutes)

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[Joint Planning – Prioritization – Marking; symbol](#)

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1. Print your name and the agency/organization whose perspective you are taking (we understand you may not be speaking in an “official” capacity, only personal, etc.), below:

Renée Newman – Discover Kalamazoo

2. Goals and strengths. Summarize some of the major “bike-friendly” goals you or your agency/organization is working to achieve (or facilitate, assist in, etc.) in 2015 (and beyond), and some general factors that strongly support their attainment, below.

A comprehensive map/site of ALL bike trails available in Kalamazoo County. More promotion and wider promotional area of K County bike trails. Aligning ourselves with Travel Michigan and their Bicycle Tourism Marketing Plan. Help facilitate major biking events in Kalamazoo (grow existing, research new)

3. Weaknesses. Think about major “internal” factors that stand in the way of accomplishing your bike-friendly goals (i.e., factors within your own organization). These could be major constraints, obstacles, weaknesses, etc. List the top three weaknesses (with their related goals), below.

*Example: BFK does not currently have a volunteer who has stepped up to lead the educational effort.*

Limited knowledge of what trails/attributes are in the area. Never enough time. Other priorities. Lack of good photos and descriptions.

4. Threats. Think about major “external” factors that stand in the way of accomplishing your bike friendly goals (i.e., factors outside your own organization). These could be major constraints, obstacles, threats, etc. List the top three factors (with their related goals), below.

*Example: Land acquisition for south-county trail development is very difficult.*

Other communities in Michigan are known as biking communities and it’s touch to shoulder our way in. Connectors – disjointed trail starts and stops now.

**List Potential Solutions to Common Obstacles** (15 minutes)

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Shawn Kloha – Stryker

2. Goals and strengths. Summarize some of the major “bike-friendly” goals you or your agency/organization is working to achieve (or facilitate, assist in, etc.) in 2015 (and beyond), and some general factors that strongly support their attainment, below.

Participate in Bike to Work Week and Day

Utilized indoor bike racks

Wellness

3. Weaknesses. Think about major “internal” factors that stand in the way of accomplishing your bike-friendly goals (i.e., factors within your own organization). These could be major constraints, obstacles, weaknesses, etc. List the top three weaknesses (with their related goals), below.

*Example: BFK does not currently have a volunteer who has stepped up to lead the educational effort.*

Funding for initiatives

Only small locations participation (Romence). Reach not to other sites.

4. Threats. Think about major “external” factors that stand in the way of accomplishing your bike friendly goals (i.e., factors outside your own organization). These could be major constraints, obstacles, threats, etc. List the top three factors (with their related goals), below.

*Example: Land acquisition for south-county trail development is very difficult.*

Paths or good routes to other sites (Sprinkle Road)

**List Potential Solutions to Common Obstacles** (15 minutes)

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### Instructions

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[Matt Lechel](#)

2. Goals and strengths. Summarize some of the major “bike-friendly” goals you or your agency/organization is working to achieve (or facilitate, assist in, etc.) in 2015 (and beyond), and some general factors that strongly support their attainment, below.

[County Parks, KRVT, downtown, other connections, B.C.](#)

[KColl - Bike vs. car – close to downtown, bike maintenance shed, bike racks](#)

[WMU – connect campus to downtown](#)

3. Weaknesses. Think about major “internal” factors that stand in the way of accomplishing your bike-friendly goals (i.e., factors within your own organization). These could be major constraints, obstacles, weaknesses, etc. List the top three weaknesses (with their related goals), below.

*Example: BFK does not currently have a volunteer who has stepped up to lead the educational effort.*

[Lack of connection downtown](#)

[Safe way to get students downtown](#)

[Education](#)

4. Threats. Think about major “external” factors that stand in the way of accomplishing your bike friendly goals (i.e., factors outside your own organization). These could be major constraints, obstacles, threats, etc. List the top three factors (with their related goals), below.

*Example: Land acquisition for south-county trail development is very difficult.*

[\\*City bureaucracy](#)

[\\*City Engineers have too much power](#)

[\\*Too much “professional” bike riders speak for communities](#)

## List Potential Solutions to Common Obstacles (15 minutes)

### Goal

Generate ideas for overcoming community-wide weaknesses & threats to bike friendly goals

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Scratchpad for your later reference:

[\\*Neighborhood led bike lane design](#)

[\\*Connect downtown trail](#)

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1. Print your name and the agency/organization whose perspective you are taking (we understand you may not be speaking in an “official” capacity, only personal, etc.), below:

Adam Dmoch – Portage Department of Public Safety

2. Goals and strengths. Summarize some of the major “bike-friendly” goals you or your agency/organization is working to achieve (or facilitate, assist in, etc.) in 2015 (and beyond), and some general factors that strongly support their attainment, below.

2015 Bicycle Safety Camp Adventure and continuing for years.

Increase traffic to the event.

Keep educating kids on bike safety, helmets, fitting

3. Weaknesses. Think about major “internal” factors that stand in the way of accomplishing your bike-friendly goals (i.e., factors within your own organization). These could be major constraints, obstacles, weaknesses, etc. List the top three weaknesses (with their related goals), below.

*Example: BFK does not currently have a volunteer who has stepped up to lead the educational effort.*

No funding for advertisement or supplies at the police department.

4. Threats. Think about major “external” factors that stand in the way of accomplishing your bike friendly goals (i.e., factors outside your own organization). These could be major constraints, obstacles, threats, etc. List the top three factors (with their related goals), below.

*Example: Land acquisition for south-county trail development is very difficult.*

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**List Potential Solutions to Common Obstacles** (15 minutes)

Goal

Generate ideas for overcoming community-wide weaknesses & threats to bike friendly goals

Instructions

Review the weaknesses and threats you listed above. Put an asterisk by factors that may be held in common by other agencies/organizations in our community. Write ideas for up to three viable solutions reducing or eliminating the obstacles on the sticky notes. (Write one idea per note; use complete sentences describing the threat and its solution. Initial your notes to facilitate follow up.)

Scratchpad for your later reference:

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*\*Note: We are not stressing the “opportunities” portion of this analysis today. Email me your ideas! Thank you for all your contributions today!*

## Individual “SWOT” Brainstorming\*\* (15 minutes)

### Goal

Surface most credible Strengths, Weaknesses and Threats to bike friendly goals

### Instructions

1. Print your name and the agency/organization whose perspective you are taking (we understand you may not be speaking in an “official” capacity, only personal, etc.), below:

Marsha Drouin – Richland Township    Gull Lake Area Trails

2. Goals and strengths. Summarize some of the major “bike-friendly” goals you or your agency/organization is working to achieve (or facilitate, assist in, etc.) in 2015 (and beyond), and some general factors that strongly support their attainment, below.

Already have group formed

Approached a funding arm

Have preliminary map of trail

3. Weaknesses. Think about major “internal” factors that stand in the way of accomplishing your bike-friendly goals (i.e., factors within your own organization). These could be major constraints, obstacles, weaknesses, etc. List the top three weaknesses (with their related goals), below.

*Example: BFK does not currently have a volunteer who has stepped up to lead the educational effort.*

\*Funding, waiting KRVT finish to Augusta

4. Threats. Think about major “external” factors that stand in the way of accomplishing your bike friendly goals (i.e., factors outside your own organization). These could be major constraints, obstacles, threats, etc. List the top three factors (with their related goals), below.

*Example: Land acquisition for south-county trail development is very difficult.*

\*Limited resources with all projects going on

## List Potential Solutions to Common Obstacles (15 minutes)

### Goal

Generate ideas for overcoming community-wide weaknesses & threats to bike friendly goals

### Instructions

Review the weaknesses and threats you listed above. Put an asterisk by factors that may be held in common by other agencies/organizations in our community. Write ideas for up to three viable solutions reducing or eliminating the obstacles on the sticky notes. (Write one idea per note; use complete sentences describing the threat and its solution. Initial your notes to facilitate follow up.)

Scratchpad for your later reference:

Fund KRVT – connection to help all other trails have a continuous route

Convince donors/(private and public) of benefits of trails – [not posted for prioritization; but written on sticky note]

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**Individual “SWOT” Brainstorming\*** (15 minutes)

Goal

Surface most credible Strengths, Weaknesses and Threats to bike friendly goals

Instructions

1. Print your name and the agency/organization whose perspective you are taking (we understand you may not be speaking in an “official” capacity, only personal, etc.), below:

[Not provided](#)

2. Goals and strengths. Summarize some of the major “bike-friendly” goals you or your agency/organization is working to achieve (or facilitate, assist in, etc.) in 2015 (and beyond), and some general factors that strongly support their attainment, below.

[2045 Long Range Transportation Plan \(included Non-Motorized Portion\)](#)

[Non-motorized planning for all of Kalamazoo Co. and 4 Twps. Within VanBuren Co.](#)

3. Weaknesses. Think about major “internal” factors that stand in the way of accomplishing your bike-friendly goals (i.e., factors within your own organization). These could be major constraints, obstacles, weaknesses, etc. List the top three weaknesses (with their related goals), below.

*Example: BFK does not currently have a volunteer who has stepped up to lead the educational effort.*

[Getting data about non-motorized facilities from VanBuren Co. \(getting data in general\)](#)

4. Threats. Think about major “external” factors that stand in the way of accomplishing your bike friendly goals (i.e., factors outside your own organization). These could be major constraints, obstacles, threats, etc. List the top three factors (with their related goals), below.

*Example: Land acquisition for south-county trail development is very difficult.*

[Government Funding for non-motorized](#)

[Citizen awareness](#)

**List Potential Solutions to Common Obstacles** (15 minutes)

Goal

Generate ideas for overcoming community-wide weaknesses & threats to bike friendly goals

Instructions

Review the weaknesses and threats you listed above. Put an asterisk by factors that may be held in common by other agencies/organizations in our community. Write ideas for up to three viable solutions reducing or eliminating the obstacles on the sticky notes. (Write one idea per note; use complete sentences describing the threat and its solution. Initial your notes to facilitate follow up.)

Scratchpad for your later reference:

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**Individual “SWOT” Brainstorming\*\* (15 minutes)**

Goal

Surface most credible Strengths, Weaknesses and Threats to bike friendly goals

Instructions

1. Print your name and the agency/organization whose perspective you are taking (we understand you may not be speaking in an “official” capacity, only personal, etc.), below:

Greg Milliken – Oshtemo Twp / Kalamazoo Twp

2. Goals and strengths. Summarize some of the major “bike-friendly” goals you or your agency/organization is working to achieve (or facilitate, assist in, etc.) in 2015 (and beyond), and some general factors that strongly support their attainment, below.

Implementation

Oshtemo: Drake Road; 10<sup>th</sup> St; KL Ave; Green Corridors Study

KTwp: Sidewalk upgrades; connections to KRVT; Corrdinate NoMo projects with road improvements

3. Weaknesses. Think about major “internal” factors that stand in the way of accomplishing your bike-friendly goals (i.e., factors within your own organization). These could be major constraints, obstacles, weaknesses, etc. List the top three weaknesses (with their related goals), below.

*Example: BFK does not currently have a volunteer who has stepped up to lead the educational effort.*

Property acquisition

\*Neighbor/owner opposition

Funding

4. Threats. Think about major “external” factors that stand in the way of accomplishing your bike friendly goals (i.e., factors outside your own organization). These could be major constraints, obstacles, threats, etc. List the top three factors (with their related goals), below.

*Example: Land acquisition for south-county trail development is very difficult.*

Old school attitudes by property owners

\*Road commission policy and standards for no-mo development

\*Lack of road funding to townships for non-motorized facilities

**List Potential Solutions to Common Obstacles (15 minutes)**

Goal

Generate ideas for overcoming community-wide weaknesses & threats to bike friendly goals

Instructions

Review the weaknesses and threats you listed above. Put an asterisk by factors that may be held in common by other agencies/organizations in our community. Write ideas for up to three viable solutions reducing or eliminating the obstacles on the sticky notes. (Write one idea per note; use complete sentences describing the threat and its solution. Initial your notes to facilitate follow up.)

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**Individual “SWOT” Brainstorming\*** (15 minutes)

Goal

Surface most credible Strengths, Weaknesses and Threats to bike friendly goals

Instructions

1. Print your name and the agency/organization whose perspective you are taking (we understand you may not be speaking in an “official” capacity, only personal, etc.), below:

Chris Forth

2. Goals and strengths. Summarize some of the major “bike-friendly” goals you or your agency/organization is working to achieve (or facilitate, assist in, etc.) in 2015 (and beyond), and some general factors that strongly support their attainment, below.

- 1) Implement road diets when feasible to facilitated Complete Streets concepts.
- 2) Continue to accommodate needs of all users and abilities. Recognize the growing senior population. Construction of Eliason Nature Reserve Trail.
- 3) Connect Portage multi-use trail system to KRVT via Blanche Hull Nature Preserve.
- 4) Continue to connect residential areas to pedestrian generators.
- 5) 17 miles of multi-use trails and 38 miles of paved shoulder bikeways.
- 6) Continue access management techniques to improve safety. \$1.66 million planned for sidewalk and Bikeway improvement over next 10 years.

3. Weaknesses. Think about major “internal” factors that stand in the way of accomplishing your bike-friendly goals (i.e., factors within your own organization). These could be major constraints, obstacles, weaknesses, etc. List the top three weaknesses (with their related goals), below.

*Example: BFK does not currently have a volunteer who has stepped up to lead the educational effort.*

None. The elected officials and City Administration support a Bike Friendly Community.

4. Threats. Think about major “external” factors that stand in the way of accomplishing your bike friendly goals (i.e., factors outside your own organization). These could be major constraints, obstacles, threats, etc. List the top three factors (with their related goals), below.

*Example: Land acquisition for south-county trail development is very difficult.*

Acquisition of easements and/or right-of-ways.

Availability of funding.

Opposition from adjacent and impacted property owners.

**List Potential Solutions to Common Obstacles** (15 minutes)

Goal

Generate ideas for overcoming community-wide weaknesses & threats to bike friendly goals

Instructions

Review the weaknesses and threats you listed above. Put an asterisk by factors that may be held in common by other agencies/organizations in our community. Write ideas for up to three viable solutions reducing or eliminating the obstacles on the sticky notes. (Write one idea per note; use complete sentences describing the threat and its solution. Initial your notes to facilitate follow up.)

Scratchpad for your later reference:

Education and awareness

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**Individual “SWOT” Brainstorming\*** (15 minutes)

Goal

Surface most credible Strengths, Weaknesses and Threats to bike friendly goals

Instructions

1. Print your name and the agency/organization whose perspective you are taking (we understand you may not be speaking in an “official” capacity, only personal, etc.), below:

Mike Rowe – Bronson Athletic Club/Bronson Healthcare Group

2. Goals and strengths. Summarize some of the major “bike-friendly” goals you or your agency/organization is working to achieve (or facilitate, assist in, etc.) in 2015 (and beyond), and some general factors that strongly support their attainment, below.

Completion of Bike/Pedestrian trail through Bronson Methodist Hospital and the new KVCC Healthy Living Campus to connect north through the Nature Center’s Urban Park and into the KRVT

Bike to work group and Kxoo bike week events during bike week

Reduction of Bronson employees driving to work, reduce cares on campus by 500 vehicles

3. Weaknesses. Think about major “internal” factors that stand in the way of accomplishing your bike-friendly goals (i.e., factors within your own organization). These could be major constraints, obstacles, weaknesses, etc. List the top three weaknesses (with their related goals), below.

*Example: BFK does not currently have a volunteer who has stepped up to lead the educational effort.*

Culture: most people feel that the only way to get from Point A to B is by car.

Incentives: Lack of incentives for employees to find alternative transportation

Infrastructure: lack of or poor communication of bike storage and shower facility

4. Threats. Think about major “external” factors that stand in the way of accomplishing your bike friendly goals (i.e., factors outside your own organization). These could be major constraints, obstacles, threats, etc. List the top three factors (with their related goals), below.

*Example: Land acquisition for south-county trail development is very difficult.*

Funding – city needs funds to complete Bike/Pedestrian trails throughout town

Culture – do we know how the general Kalamazoo population feels about cyclists on the roads?

**List Potential Solutions to Common Obstacles** (15 minutes)

Goal

Generate ideas for overcoming community-wide weaknesses & threats to bike friendly goals

Instructions

Review the weaknesses and threats you listed above. Put an asterisk by factors that may be held in common by other agencies/organizations in our community. Write ideas for up to three viable solutions reducing or eliminating the obstacles on the sticky notes. (Write one idea per note; use complete sentences describing the threat and its solution. Initial your notes to facilitate follow up.)

Scratchpad for your later reference:

Education and awareness

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*\*Note: We are not stressing the “opportunities” portion of this analysis today. Email me your ideas! Thank you for all your contributions today!*

**Appendix B**  
**List of typical elements used in “SWOT”**  
**(Strengths, Weaknesses, Opportunities and Threats)**  
**Strategic Analysis**

Examples of Strengths

Advantages of proposed plans, course of action  
Capabilities  
Competitive advantages  
USP's (unique selling points)  
Resources, Assets, People  
Experience, knowledge, data  
Financial reserves, likely returns  
Marketing - reach, distribution, awareness  
Innovative aspects  
Location and geographical  
Price, value, quality  
Accreditations, qualifications, certifications  
Processes, systems, IT, communications  
Cultural, attitudinal, behavioral  
Management cover, succession  
Philosophy and values

Examples of Weaknesses

Disadvantages of proposition  
Gaps in capabilities  
Lack of competitive strength  
Reputation, presence and reach  
Financials  
Own known vulnerabilities  
Timescales, deadlines and pressures  
Cashflow, start-up cash-drain  
Continuity, supply chain robustness  
Effects on core activities, distraction  
Reliability of data, plan predictability  
Morale, commitment, leadership  
Lack of Accreditations, etc.  
Processes and systems, etc.  
Management support, succession

Examples of Threats

Political factors  
Legislative factors  
Environmental factors  
IT developments  
Competitor intentions - various  
Market demand  
New technologies, services, ideas  
Vital contracts and partners  
Sustaining internal capabilities  
Obstacles faced  
Insurmountable weaknesses  
Loss of key staff  
Sustainable financial backing  
Economy - home, abroad  
Seasonality, weather effects

Source: [http://www.businessballs.com/freematerialsinword/free\\_SWOT\\_analysis\\_template.doc](http://www.businessballs.com/freematerialsinword/free_SWOT_analysis_template.doc)

Note: “Opportunities” portion of SWOT analysis was not reviewed in this session.

## Appendix C

### Be An Ambassador For Bicycling In 2015 – article by Paul Selden

Big developments are being planned for bicyclists this year. Whether or not the bike-friendly ideas make the leap from drawing boards to roads will depend to a large extent on how we present ourselves to the general public as bicyclists.

Here is a quick preview of things to come -- and some ideas about what we can do to help ensure that events unfold in our favor.

#### City of Kalamazoo--Non-Motorized Plan Update

The leadership of the City of Kalamazoo has come to realize that bicycling -- and all the benefits that it represents -- needs to play a role in the City's economic development. Accordingly, it is going to totally revamp its Non-Motorized Plan, starting with meetings to gather public input (a "charette") that will be held in early May. What you can do: participate in the charette.

#### City of Portage--Underscoring its "Brand"

Take a close look at the new logo for the City of Portage. You'll see that a bicyclist is one of the icons in the city's Natural Place To Move image. This year, led by a new city manager and a City Council determined to reinforce this successful image of Portage, the city will be reaching out for ideas as to how it can be even more bicycle friendly.

What you can do: email your ideas to <http://www.portagemi.gov/Contactus/ContactUsForm.aspx> -- select the Parks: Bikeways option in the address pull-down.

#### KATS: Long-Term Non-Motorized Plan Update

This year marks one of the rare periodic times when all the local governments that make up our regional "Metropolitan Planning Organization" set priorities for Federal spending on the entire transportation system. Even though the nominal year (2045) in the title of this plan seems like a long way off, priorities set in the plan begin to guide local decisions almost immediately. What you can do: continue to answer the calls for public input that will be sent out this year.

#### MDOT: Stadium Dr. - W. Michigan Av. Corridor Plans

Earlier this year MDOT held a public charrette, gathering input on how to make the entire Stadium Dr – W Michigan Av corridor more bike and pedestrian friendly. Not as well known is that MDOT has NOT yet turned this general "feasibility *concept*" into a tangible *project*, funded for the next, more formal, planning stage. Whether our local project gets funded AT ALL depends on the public's vigorous written and spoken support (since at this pre-project stage, the general concept is competing against many other potential projects in our region). What you can do: email your continued encouragement for the concept in general, to Jason Latham MDOT (SW MI Planning Mgr.) at [lathamj@michigan.gov](mailto:lathamj@michigan.gov). FYI -- specific design ideas to improve the concept will be addressed only AFTER the project is funded -- your general and enthusiastic encouragement is what is desperately needed *now*.

#### Other Projects and Jurisdictions

Many other projects (such as KVCC's new culinary and health oriented campus downtown, the KRVV downtown connection and ideas for bike trails in cities like Galesburg and "south-county" townships) are under active construction or are being planned. The State of Michigan has put the question of whether and how to fund a better transportation system in Michigan on its May ballot proposal. What you can do: vote, and -- regardless of how the vote turns out -- call your local "town hall" to learn how you can participate in your town's planning sessions.

With so many bike-related plans being drawn up in 2015, whether the public-at-large decides to spend its money to implement the plans depends entirely on how John and Jane Q. Public likes or dislikes their town's vision for bicycling. Every little thing that we can do to tip the scales of public opinion our favor can make a critical difference.

In many ways the general public gets its idea of whether it likes -- or dislikes -- bicyclists, from how we interact with the motoring public on every ride. It's up to our ride leaders whether to remind our riders about this on our organized rides.

But in the end, it's going to be up to you whether you choose to ride no more than two abreast, ride close to the edge of the road (when safe), and ride single file so motorists can more easily pass -- on every mile of every ride you take.

In short, everything you can do to be good ambassadors for bicycling is going to add up and pay big dividends in 2015, for generations to come. In this very critical year for bicyclists, I hope you decide to become just that representative for good will on behalf of bicyclists everywhere.

Originally published in Pedal Press, April 2015