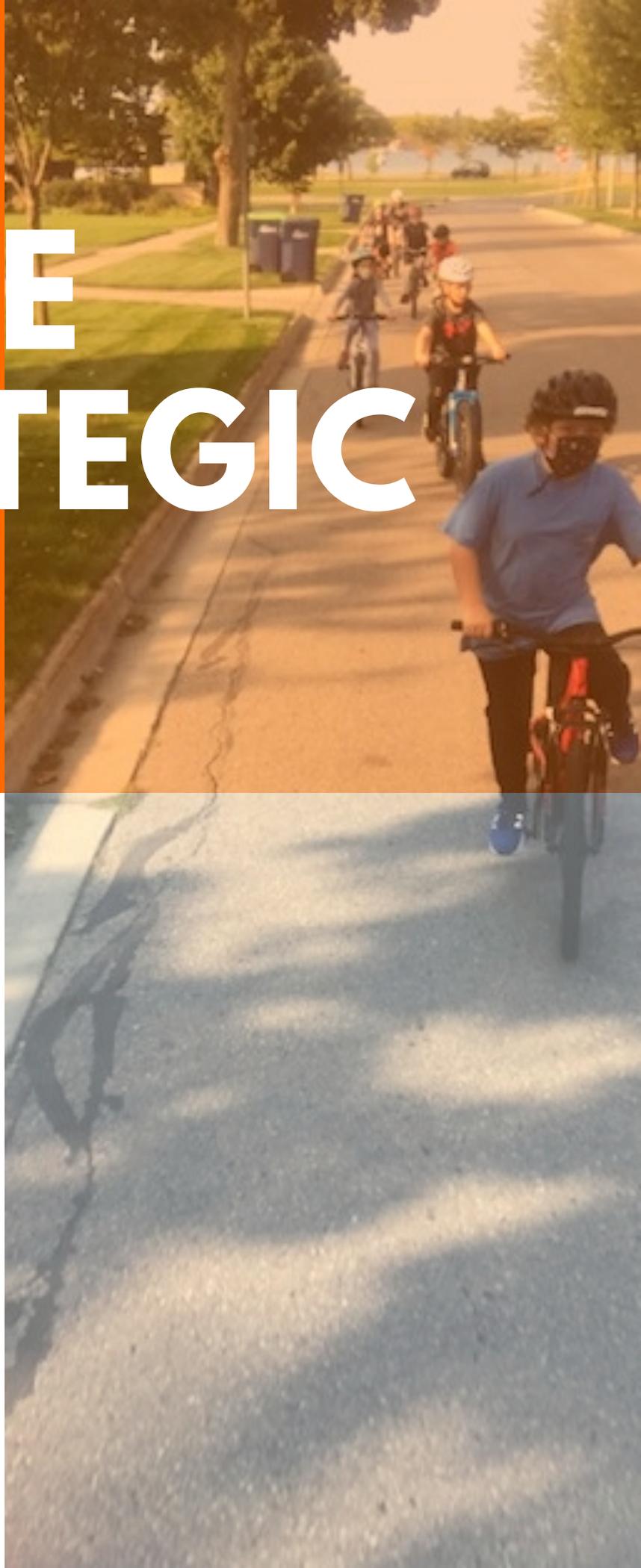


NORTE STRATEGIC PLAN

2021-2022





WHO ARE WE?

Mission: To build stronger, better connected, and more walk/bike-friendly communities by empowering the young and young at heart.

Vision: Happy, healthy, strong communities.

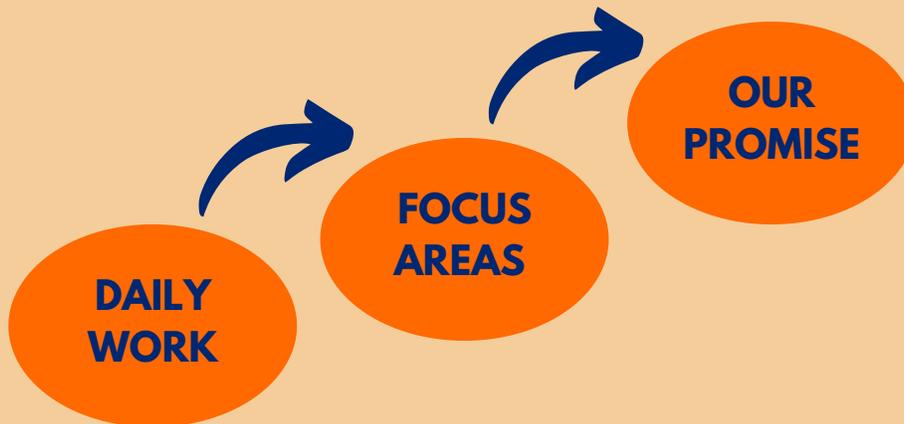
Pillars: Youth, Active living, Social Connectedness, Community, Advocacy.

Values: Empowerment, Innovation, Positivity, Fun, Equity, Adventure, Integrity.

Tagline: Happy. Healthy. Strong.

Color: Orange – duh!

STRATEGIC PLAN STRUCTURE



Every bit of work will propel us uphill toward our promise. We engage in **Daily Work** activities that fit neatly within one or multiple **Focus Areas** that ensures we deliver on **Our Promise**.

This strategic plan captures the areas of work, strategic focus, and what's guiding us - our promise. Norte staff will capture the daily work through their work plan.

OUR PROMISE: The Norte promise was crafted during a **Social Impact Analysis**. It focuses on advancing the culture of health in our region. The underlying hypothesis is:

By empowering the young and young at heart to be changemakers, Norte is helping to transform the culture of health in the Grand Traverse region through its active-for-life educational and encouragement programs and pro walk/pro bike advocacy.

FOUR FOCUS AREAS

Norte's focus areas are

INTERCONNECTED and **INTERDEPENDENT**.

4

A LEVELED UP
TEAM ORANGE

2

HAPPY, HEALTHY,
STRONG COMMUNITIES

3

GRASSROOTS
ADVOCACY

1

ACTIVE FOR
LIFE KIDS

#3 helps create #2 which in turn supports #1....And all are built on #4.





FOCUS AREA #1

ACTIVE-FOR-LIFE KIDS

We are changing the odds in favor of more happy, healthy, ready-to-learn kids in the Grand Traverse region.

OBJECTIVE: We are developing independent, happy, confident, active for life kids who are empowered to be guardians of their health. With Norte, they develop lifelong habits to move more and sit less and be leaders in their neighborhood.

GOALS:

- Ensure that all programs are equitable, accessible, affordable, and inclusive.
- Provide high-quality educational school and youth programs for ALL kids.
- Embed collaboration and learning into every facet of our youth programs.

ACTIONS:

- Increase the impact of Norte programs, including Bike Mas Project, Summer Camp, Solution, mountain bike team, Amigos, and Estrellas.
- Increase diversity in all Norte's programs by prioritizing equity and inclusion.
- Review and update the data collection and insight process of program participants.
- Develop a code of conduct pledge for program participants.
- Review and update risk management and safety plans.
- Review and update instructor/coach and volunteer manuals for programs.
- Review and update program evaluation to measure impact/program success.
- Grow Grand Traverse Regional Kids' Bike Library to support Norte's equity goals.



A photograph of three children riding bicycles on a grassy path in a park. The child in the foreground is wearing a blue shirt and a white helmet with a blue stripe. The child in the middle is wearing an orange shirt and a white helmet. The child in the background is wearing a yellow shirt and a pink helmet. The background shows trees and other people in the distance.

FOCUS AREA #2

HAPPY, HEALTHY, STRONG COMMUNITIES

We build better connected and walk/bike-friendly communities for people of all ages and abilities across the Grand Traverse region.

OBJECTIVE: Improve connections and active routes to everyday places like schools, parks, neighborhoods, beaches, workplaces, businesses, and public transit.

GOALS:

- Seek out, strengthen, and maintain positive relationships to promote proactive planning, policy, infrastructure investments, and development projects to be more equitable.
- Establish Norte as a resource for implementing complete streets and neighborhoods.
- Empower the young and young at heart to be active for life as part of ordinary life.
- Advocate for improvements to access and connection to public spaces and build broad awareness for community-wide campaigns rooted in equitable access by design.

ACTIONS:

- Assist with at least ten projects that support improved walkability/bike-ability using best practice designs, policies, and models
- Increase our number of Business Champions by 10.
- Increase League of American Bicyclists certified Bicycle Friendly Businesses by five and assist at least one partner community in becoming a League of American Bicyclists certified Bicycle Friendly Community
- Perform ten additional excellent bike parking plans for organizations using Norte's racks
- Increase the number of students walking and biking to school, including those who walk or bike to the bus and park & stroll.
- Expand The Grand Traverse Community Bike Shop's impact.
- Expand community participation in outreach events, including TC/ER Rides, Winter Walk Wednesdays, Domingos, Let's Walk Together, and the Great Northern Michigan Shovel Experiment.



FOCUS AREA #3

GRASSROOTS ADVOCACY

We empower ordinary people to be knowledgeable and confident citizen advocates supporting more durable, well connected, walk/bike-friendly communities across the Grand Traverse region.

OBJECTIVE: Grow, empower, and strengthen a coalition of citizen advocates supporting healthy transportation and a local Pro Walk/Pro Bike movement. Citizen advocates with Norte are empowered to be neighborhood champions who help weave a culture of health into their community.

GOALS:

- Provide continually updated tools and ideas to citizens of all ages to achieve system change in the Grand Traverse region and beyond.
- Expand and leverage advocacy outreach and programming (i.e., Advocacy Academy and Explore Academy) programs into a dependable, resourceful, and optimistic alliance.
- Consistently engage with constituents and partners throughout the Grand Traverse region to ensure Norte remains attentive to community needs.

ACTIONS:

- Offer the public adaptable, relevant, and inspiring educational programs geared towards adults and youth (i.e., Advocacy Academy and Explore Academy).
- Expand the number of citizen advocates committed to the Pro Walk/ Pro Bike's success.
- Develop and execute an effective and inclusive Better Neighborhood initiative that engages Norte program alumni, community partners, and neighbors in direct tactile urbanism, walking audits, and public observations.
- Create tools and access to ideas that elevate the literacy of what contributes to a happy, healthy, strong community, including videos, newsletters, blog posts, and tool kits.
- Engage and assist School Champions and help activate the group for positive impact at our partner schools.
- Expand and nurture partnerships and consistently meet with partners to be better informed on evolving opportunities.



FOCUS AREA #4

A LEVELED-UP TEAM ORANGE

We are strengthening Norte's organizational muscle and internal capacity to do more and do better.

OBJECTIVE: Expand Norte's financial and organizational ability to efficiently carry out our mission to transform the culture of health in the Grand Traverse region.

GOALS:

- Improve our organizational efficiency, fidelity to the mission and vision as we grow while continuing to serve our staff and volunteers in the best possible ways
- Ensure our community-based programs and work endures by enhancing succession strategies, providing fuel for our work, and raising awareness of our mission.
- Integrate system thinking into the organizational workflow to move from impossible to positive solutions for complex problems.

ACTIONS:

- Develop an emergency and planned succession plan for Executive Director.
- Establish a board recruitment plan to fill future board seats and board officer roles and develop board member cultivation and development process including onboarding, resource binder, board training, and mentoring.
- Review and update the committee structure to assume responsibilities for fund development, personnel, youth leadership, and advocacy
- Review and update Norte's employee manual and personnel policies. Employee compensation strategy and plan, staff orientation and onboarding process and documents and a code of conduct/agreement, and systematic opportunities for training, performance review, professional development, and career advancement.
- Evaluate operational efficiency with clear links between strategic plans, operating plans, and evaluation metrics.
- Review and update Norte's facilities strategy and plan
- Review and update the volunteer recruitment plan and policies for volunteers, including orientation and onboarding procedures.
- Develop a Fee For Service program including used bike and consignment sales, bike repair, bike rentals, bike valet, "things by bike", and consulting.
- Review and update Norte's Fund Development strategy and plan
- Review and update Norte's internal and external communications strategy and plan.