



## STRATEGIC 3-YEAR PLAN: APRIL 2017 – MARCH 2020



OF



Through advocacy and education, we lead the movement to make bicycling a safe and fun way to get around for anyone in Greater Philadelphia.

By the year 2030, anyone in Greater Philadelphia can enjoy a safe and fun bike ride on a network of connected Circuit Trails, bike lanes, and low-stress streets. Bicycling has become an easy option for transportation and recreation, connecting people to each other, their neighborhoods and the region.





Dear Supporters,

Greater Philadelphia encompasses one of the nation’s greatest cities, and is a region full of towns and suburbs that are enjoyable places to live, work, and play. Enabling more people to use a bicycle safely for transportation and recreation is at the heart of the Bicycle Coalition of Greater Philadelphia’s mission that was set in 1972 by several enthusiastic West Philadelphian bicyclists. Continuing our 45-year legacy as an effective change agent is critical. We are excited to present to you our three-year strategic plan and the goals that we aim to achieve by 2020.

The pathways that will guide our work over the next three years and beyond are easily recalled by our organization’s name. Our education and encouragement programs will get more people on a **BICYCLE** more often, for a variety of purposes. We will work to strengthen our diverse **COALITION** of supporters through engaging more members, cultivating new donors, developing corporate and community partnerships, and strengthening our Board of Directors. We will further harness the power of residents throughout the eight suburban counties that make up **GREATER** Philadelphia. Completing critical Circuit Trail connections, changing policies that obstruct bicycle projects, and training suburban advocates will result in improved safety and a larger, more powerful bicycle movement across our region. In the City of **PHILADELPHIA**, we will focus on equitable distribution of resources and infrastructure improvements, as well as just implementation of new policies that make significant progress toward Vision Zero – eliminating traffic deaths by 2030. Our success will make our region safer for bicyclists, pedestrians, and motorists alike.

Our work will contribute to the region’s progress by supporting policies and operating programs that increase access to active transportation modes, green space, and opportunities to live a healthy lifestyle. Greater Philadelphia will only be a world-class bicycling region if its street infrastructure and policies result in people from all racial and economic backgrounds having safe, healthy, and affordable transportation options. This core belief guides our mission and vision of a region where anyone can enjoy a safe and fun bike ride on a network of connected Circuit Trails, bike lanes, and low-stress streets, and where bicycling is an easy option for both transportation and recreation that connects people to each other, their neighborhoods and to the region itself.

Sincerely,



Sarah Clark Stuart  
Executive Director



Leslye Silver  
Board President



# KEY INITIATIVES

## BICYCLE p.2-3

**1. Encourage** people across Greater Philadelphia to integrate bicycling into their lives to increase access to opportunities, enrich community, and improve health.

**2. Build** independence among Philadelphia youth through education programs that teach street safety, promote healthy habits and encourage leadership.

## COALITION p.4-5

**3. Grow** the Bicycle Coalition’s influence through stronger brand recognition, diversified funding streams and increased Board engagement.

## GREATER p.6-7

**4. Organize** bicyclists in Philadelphia’s eight suburban counties to advocate for safe on-road networks, bicycle facilities and connected trails.

## PHILADELPHIA p.8-9

**5. Advocate** for connected streets and trails that are safe for bicyclists and pedestrians in Philadelphia.



# BICYCLE

Safer streets, in combination with a wide offering of bicycle safety classes and accessible rides, will inspire more people in our region to bike. The bicycle connects people to places like jobs, schools, business corridors and parks; it connects people to one another as they share the joy of riding, explore new places and exercise. Through partnerships, BCGP will offer safety classes and social rides to demonstrate how the bicycle can be used for transportation, increasing health, strengthening community, and connecting to green space. We will invest in Philadelphia's youth through teaching healthy habits, independence and leadership through many different cycling disciplines.



## KEY INITIATIVE #1

Encourage people across Greater Philadelphia to integrate bicycling into their lives to increase access to opportunities, enrich community, and improve health.

## KEY INITIATIVE #2

Build independence in Philadelphia youth through cycling teams that teach healthy habits and foster leadership.

## 2020 BICYCLE GOALS

### 1,000 adults receive bicycle safety education, using Indego as a primary tool.

Continue to advance bicycle equity through the Better Bike Share Partnership\* by providing bicycle education in low-income neighborhoods and to communities of color, demonstrating how bicycling can be used as a tool for transportation, increasing health, strengthening community, and connecting to green space.

### 2,000 bicyclists join our rides.

Highlight the joy and efficiency of bicycling by cultivating community through rides that explore Circuit Trails, local routes and destinations.

### 10 bilingual trainers provide 500 people bicycle safety education.

Partner with organizations and leaders to expand bicycle education resources among Philadelphia's immigrant communities.

### 5,000 Women Bike PHL members.

Mobilize the Women Bike PHL community by convening an advisory board that sets the direction and programming for this community.

### 150 Philadelphia youth in grades 7–12 participate across 12 Spring and Summer road cycling teams.

Strengthen our Core Cycling Program, by hiring a full-time Program Coordinator, emphasizing athlete commitment and retention, and adding summer Core teams.

### 50 youth join the All-Star Team, participating in year-round programming.

Grow and refine the All Star Team: deepen youth leadership development, add cyclocross and mountain biking teams, and expand academic support.

### 70% year-to-year retention rate, resulting in youth who participate on cycling teams for many consecutive years.

Continue to nurture a family atmosphere: equip coaches with tactics that result in high youth engagement, connect more with youths' parents, offer more opportunities to gather and share meals, and build alumni involvement.

\*The Better Bikeshare Partnership is a collaboration between the City of Philadelphia, Indego bikeshare, the National Association for Transportation Officials (NACTO), People for Bikes, and the Bicycle Coalition of Greater Philadelphia.





# COALITION

The partnerships we build and collaborations we steward through our bicycle education and advocacy are the foundation for growing our influence. Through these connections, we will increase the visibility of our accomplishments and mission so that the general public and decision makers recognize us as one of the region's most effective organizations. As a result, we will grow, strengthen, and diversify the organization's membership and Board of Directors and increase our unrestricted funding sources in order to have both deeper and wider impacts on Greater Philadelphia's bicycle movement.

## KEY INITIATIVE #3

Grow the Bicycle Coalition's influence through stronger brand recognition, diversified funding streams and increased Board engagement.



## 2020 COALITION GOALS

**40,000-person audience reached through Cyclegram, including 10,000 active users.**

Increase recognition of BCGP's work among bicyclists and non-bicyclists through partnerships with like-minded organizations and marketing consultants.

**\$200,000 raised over three years through new fund raisers and increases in membership, corporate sponsorship and individual gifts.**

Diversify and increase our unrestricted funding each year.

**21-person Board of Directors who closely reflect the diversity of Greater Philadelphia and 100% of whom give a personally significant gift.**

Strengthen, cultivate and expand our Board of Directors.





# GREATER

Building 500 miles of Circuit Trails by 2025, facilitating the implementation of low-stress street networks, and advocating for strategically located bicycle facilities in the suburbs requires effectiveness at the local, regional, and state levels. Most counties have adopted bicycle plans, but obstacles such as funding, legal hurdles, and outdated engineering standards have slowed their implementation. BCGP will support our county affiliate groups to work with their local governments and communities to advance bicycle networks.

## KEY INITIATIVE #4

Organize bicyclists in Philadelphia's eight suburban counties to advocate for safe on-road networks, bicycle facilities and connected trails.



2020  
GREATER  
GOALS



### 500 suburban bicyclists actively engaged.

Provide opportunities for suburban bicycle advocates to network, socialize and take action; host 2 suburban advocate forums.

### 8 BCGP suburban affiliate groups.

Expand county affiliate groups to all 8 suburban counties, and collaborate with them to advance on-road and trail projects.

### 2 state-level policies that advance safety or high-quality bicycle facilities.

BCGP will work to modify PennDOT's Bikeway Occupancy Permit and advocate for "Toward Zero Deaths" policies in NJ and PA, including state-level automated enforcement legislation.

### 8 suburban groups receive "Circuit Connections Technical Assistance."

Launch a formal technical assistance program for motivated community groups who are working toward specific local road and trail improvements.

### 60 new miles of Circuit Trails and 6 key trail connections are built.

Lead the regional campaign to add 180 miles to the Circuit by 2025, to reach a total of 500 miles.

### 1 full-time suburban advocate.

Hire a new staff member to lead and support organizing efforts in suburban counties.





# PHILADELPHIA

In order to triple the level of bicycling in Philadelphia by 2025, the city needs a high-quality bicycle network that is equitably distributed, with strong public support at the community level. Bicycle infrastructure, like protected bike lanes, serves as an important traffic-calming tool, thus making a stronger case for its investment and implementation. Making bicycling a normal and significant part of everyday life for more Philadelphians will improve public safety for everyone.



## KEY INITIATIVE #5

Advocate for connected streets, trails, and routes to schools that are safe for bicyclists and pedestrians in Philadelphia.



## 2020 PHILADELPHIA GOALS

### **40 miles of new high-quality bike lanes, including 30 miles of protected bike lanes.**

Generate increased public and political support for a high-quality bicycle infrastructure network, including full expansion of Indego bike share.

### **25 Vision Zero Alliance organizations; 6 neighborhoods engaged to evaluate high crash corridors.**

Build public support for Philadelphia's Vision Zero policy that represents diverse perspectives, neighborhoods and causes. Advocate for traffic calming measures that are informed by community input and improve compliance with traffic laws by all road users, including bicyclists.

### **50,000 students receive bicycle and pedestrian lessons; 15,000 participate in Walk or Bike to School Days.**

Ensure the City of Philadelphia's Safe Routes Philly program reaches youth who are most likely to be impacted by traffic violence.

### **10 school-community walkability audits.**

Partner with school communities to identify and prioritize street and sidewalk infrastructure improvements.





We will  
**REALIZE OUR  
VISION**  
by acting on a  
**CORE SET  
OF BELIEFS**

- ▶ We will create a world-class bicycling city and region by becoming an organization and leading a movement that represents the diversity of the communities we serve.
- ▶ Our success requires collaboration and partnerships with many others.
- ▶ People from all racial and economic backgrounds should have access to safe, healthy and affordable transportation options in the communities where they live, work, learn, and play.

- ▶ The road to victory is long. We will win while having plenty of time for family, friends, and bike rides.
- ▶ Our reputation rests on the efforts of our staff and volunteers working in a place where every person's contribution is valued.
- ▶ We are accountable to our members for excellence in pursuit of our mission and transparency in our operations.

