



**BICYCLE
COALITION**
OF GREATER
PHILADELPHIA

2014-2016

Strategic Plan

THE BICYCLE COALITION OF GREATER PHILADELPHIA

MAKE
bicycling



A SAFE AND FUN WAY

to get around

FOR ANYONE IN GREATER

Philadelphia

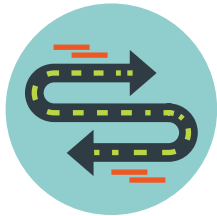
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Make bicycling a safe and fun way to get around for anyone in Greater Philadelphia

OUR WORK



Connects Places

Whether for rides of 10 minutes or 10 hours, we advocate for networks of streets and trails that connect you to places you want to go



Improves Quality of Life

Makes Greater Philadelphia a better place to live by making people and neighborhoods healthier and happier



Engages People

Engages people who are interested but concerned about riding a bike



Makes Us Safer

Make us safer by making streets safer, intersection by intersection and improving bicyclists behavior, rider by rider

To be more effective, the Bicycle Coalition of Greater Philadelphia will:

COLLABORATE

with diverse coalitions to improve local, regional and state policies for biking and walking and to prioritize public spending to make our roads safer

STRENGTHEN

and grow our organization to fulfill our mission and vision

TELL

compelling stories about our work and how people love riding bikes in Greater Philadelphia

In 2020, bike riding in Greater Philadelphia will be safe, convenient and fun because:

- More people are biking but fewer are getting hurt
- Bike mode share triples across the region
- Philadelphia continues to be the #1 big city for bicycle mode share
- The number of bicycle and pedestrian deaths and injuries in Philadelphia falls by half
- For trips under four miles, bicycling and walking are viewed as convenient, safe transportation choices
- You can ride all day on a trail network to and from Philadelphia and any surrounding county
- Philadelphia is recognized as a national model for innovative transportation policies and facilities
- Our streets are calmer because motor vehicles and bikes are doing a better job of following the rules of the road
- The Bicycle Coalition is a thriving, financially stable organization that is recognized for its leadership locally and nationally

We will measure the effectiveness of our work in three years by:

33%

increase in the number of bike trips, across all demographics and across both the city and the region

10%

reduction in bicycle and pedestrian crashes in our region

60

new miles of Circuit trails

30

new miles of bike lanes in Philadelphia and 30 new miles of bike lanes or widened shoulders in the suburbs

45,000

students receive bicycle and pedestrian safety instruction through Safe Routes Philly

20

sites hosting youth cycling teams

We will realize our vision by acting on a core set of beliefs:

- Bicyclists are the leaders of the shift we want to see but success requires collaboration with many others
- We are accountable to our members for excellence in pursuit of our mission and transparency in our operations
- 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 will create a world-class bicycling city and region by becoming an organization, and movement, that represents the diversity of the community we serve
- Riding a bike is fun — don't let the fact that it's convenient, healthy, green and affordable distract from the pure joy of it

We will track our progress with:

PROGRESS

Quarterly progress reports to the Planning Committee

DASHBOARD

A dashboard that monitors progress towards each objective

REVISIONS

Annual revisions where necessary

Strategic goals and objectives:

CONNECT PLACES BY INCREASING THE CONNECTIVITY OF OUR REGION'S BICYCLE INFRASTRUCTURE AND TRAILS

Encourage City of Philadelphia to build out its proposed bicycle network with 30 miles of new bike lanes

- Seek commitment from next mayor to install 10 miles of new bike lanes per year
- Increase engineering and planning resources for bike and ped safety
- Seek increase in funding for paving in City's Streets Department operating budget
- Release report on previous years' bike lane mileage, proposed priority streets and bike counts in Jan/ Feb. to influence City budget
- Encourage installation of facilities on three Safe Streets, Healthy Neighborhoods corridors
- Help City seek federal funding for installation of one pair of neighborhood bikeways

Encourage construction of 60 miles of Circuit trails

- Secure state and/or federal funding for the Circuit in PA and NJ
- Issue annual report on trail mileage construction and expenditure by counties
- Conduct public opinion poll
- Produce Circuit map

Improve level of service on suburban roads

- Identify low stress streets and trail connector streets in key townships
- Pursue development of bike lanes or wider shoulders by PennDOT 6 on four roads in Bucks, Montco, Chester and Delco
- Ensure adoption of county bike plans by Camden and Burlington counties
- Track implementation of Gloucester trail plan
- Advocate for establishment of a process to implement county bicycle plans on state roads by PennDOT

Adopt and Implement complete streets policies at city, county, MPO and state level

- Conduct review and release report on City of Philadelphia's Complete Streets program
- Conduct review and release report on region's complete streets policies

- Develop scorecard for effectiveness of NJ's Complete Streets policy
- Advocate for adoption of complete streets policies by four municipalities in Southeast PA counties

Increase availability of bike parking with 1000 new bike parking spaces

- Advocate for installation of sheltered bike parking at priority transit stations
- Seek passage of indoor bike parking ordinance
- Use crowdsource map to Identify locations of where to locate more bike racks
- Ensure implementation of bike parking recommendations by PATCO

Target specific changes to PA policies

- Convene state coalition to promote policy changes by PennDOT
- Ensure B/P coordinator is hired in Central Office
- Seek full expenditure of PA's SRTS funding
- Advocate for adoption of Complete Streets policies by DVRPC and PennDOT
- Advocate for law that allows speed cameras
- Advocate for updating PennDOT's design manual

Target specific changes to NJ policies

- Work with Award and Obligations Group to advocate for full expenditure of TE & TAP funding
- Work with NJ Complete Streets Working Group Updating NJ's bikeway design standards
- Work with New Jersey Bikes and Walks to change state law to give bicyclists full rights in shoulders
- Advocate for NJDOT to create Trails Technical assistance program

ENGAGE PEOPLE AND ENCOURAGE THEM TO RIDE A BIKE

Encourage use of bike share in low income communities

- Conduct focus groups to investigate barriers to bike share membership and use by low-income Philadelphians and generate strategy based on findings
- Collaborate with bike share provider to implement best practices for engaging low-income communities
- Identify partner organizations to co-promote bike share in low-income communities
- Recruit and hire station champions to activate bike share stations in low-income neighborhoods
- Teach Urban Riding Basics classes in low-income neighborhoods with bike share stations
- Host and participate in events and rides in low-income neighborhoods with bike share stations
- Partner with Neighborhood Bike Works to conduct youth ride clubs, train youth bike share ambassadors, and host family bike share rides
- Develop outreach toolkits for teaching classes, leading rides, and engaging youth
- Survey residents in low-income neighborhoods about bike share perceptions and knowledge

Encourage increased bicycling among African Americans

- Collaborate with key community and athletic organizations in African American communities
- Identify barriers to bicycling in African American communities and work with local champions on solutions
- Offer bicycle education classes in African American communities via partner organizations
- Encourage and support the initiation of African American biking groups such as Black Women Bike and Red Bike and Green

Enhance youth leadership development

- Increase the number of cycling team sites at schools and community organizations to 20
- Offer opportunities for athletes to display and learn responsibility, sportsmanship, scholarship, and leadership
- Create and implement an intentional strategy to bring youth along a leadership trajectory
- Develop opportunities for youth to participate in bicycle advocacy and education projects

- Engage middle school youth and support their efforts to increase walking, biking and traffic safety around their schools

Increase the number of schools participating in biking and walking encouragement activities

- Analyze and refine current walking school bus model and expand to new schools
- Expand city-wide participation in Walk and Bike to School month activities
- Create toolkits that guide students, staff, and parents in starting walking and biking initiatives

Increase bicycling among women

- Create a toolkit used to empower Women Bike PHL champions to host their own rides, classes, and meet ups
- Teach Women-only urban riding basics classes
- Lead or co-lead a monthly women-only ride
- Host Women Bike PHL social events that encourage open and friendly dialogue about bicycling

Become more recognized among current bicycling communities

- Conduct four purposeful rides per year on the Circuit to fun destinations
- Grow Bike to Work Day into a high profile event with online pledges and 8 service stations
- Conduct four presentations or workshops per year to engage bicycle clubs, competitive cycling teams, and tri teams
- Co-host with Kidical Mass two family biking workshops per year to engage families who ride bikes together
- Partner with universities and colleges to provide five classes or presentations to the student population

METRICS

Philadelphia meets its bike share social equity goals

20 sites hosting CCF youth cycling teams

Train at least six Women Bike PHL champions

Support walking and biking encouragement activities at ten schools

Partner with 5 community groups per year in African American communities

MAKE OUR STREETS SAFER, INTERSECTION BY INTERSECTION, AND IMPROVE BICYCLIST BEHAVIOR, RIDER BY RIDER

Continue Safe Routes Philly (SRP) programming to reach 15,000 students per year

- Conduct SRP program trainings for Health and PE teachers in public and charter schools and support program implementation
- Work with principals at our “Get Active” Schools to include walking and biking safety and encouragement policy into their school handbook

Improve intersections and crossings to schools

- Collaborate with city officials to implement treatments recommended by 2013 walkability audits
- Pursue a second round of Walkability Audits for Pennsylvania schools
- Pursue a walkability audit at a suburban school

Support the City of Philadelphia’s goal to reduce Bicycle and Pedestrian fatalities and injuries by 50% by 2020

- Secure funding to continue marketing “Road Safety Not Rocket Science” campaign messages at transportation hubs near top ten crash zones (ie: 30th street station, bridge ramps, Frankford, etc)
- Conduct walkability audits and community mapping with three schools
- Generate data and write report around cost (financial and social) of crashes
- Release study of top 10 crash sites
- Develop guide for bicyclists who have been in a crash

Encourage the development of a state goal to reduce Bicycle/Pedestrian crashes

- Meet with key decision makers charged with drafting revised state B/P plan
- Make case to PPAC for state goal to reduce B/P crashes
- Find allies to make the case with us

Improve compliance with traffic laws by bicyclists

- Launch social media campaign using “Road Safety Not Rocket Science” messages
- Encourage peer-to-peer engagement
- Create and publicize public service announcements

Increase collaboration with enforcement agencies to improve compliance with traffic laws in 2016

- Work with one police district per priority corridor to partner on outreach activities and enforcement strategies
- Encourage better compliance by bicycle police officers
- Target police districts with high bike theft rates for improved bike registry programs

Launch work-based Bicycle Ambassador program in 2016

- Develop Ambassador literature and training guides in multiple languages consistent with BCGP branding
- Implement bicycle education and encouragement initiatives at large business membership corporations
- Develop relationships with food delivery community and it’s employees that bike within high risk crash areas of the city

METRICS

15,000 students per year receive Safe Routes Philly instruction

Launch Bicycle Ambassador program in 2016

Establish dedicated funding for Safe Routes to School

Penn DOT develops an updated bicycle and pedestrian plan

10% reduction in bicycle and pedestrian crashes in our region

COLLABORATE WITH DIVERSE COALITIONS TO IMPROVE LOCAL, REGIONAL AND STATE POLICIES FOR BIKING AND WALKING AND TO PRIORITIZE PUBLIC SPENDING TO MAKE OUR ROADS SAFER

Educate 2014 Gubernatorial candidates about statewide bike/ped agenda

- Meet with Gubernatorial candidate campaigns

Develop bicycle agenda for 2015 mayoral primary

- Create eight year vision for biking and walking in Philadelphia
- Convene a working group of partner organizations to promote a transportation agenda for 2015
- Invite mayoral candidates to lunch meetings
- Host listening tour on bicycle/pedestrian priority agenda
- Conduct mayoral candidate questionnaire and publish results
- Co-host mayoral candidate forum

Develop transportation agenda for 2015 City Council primary

- Develop bicycle agenda for 2015 City Council primary
- Conduct council questionnaire and publish results
- Develop and manage contact strategy for each Council member

Assess political engagement options for BCGP

- Engage BCGP Board in decision about political engagement

Collaborate with other big city bicycle advocacy groups on a joint Vision Zero campaign

- Provide leadership to joint campaign
- Staff visit other cities to learn about Vision Zero accomplishments
- Develop a Vision Zero Campaign Plan for Philadelphia
- Encourage development of Philadelphia pedestrian advocacy group
- Encourage development of organized voice of crash victims

Collaborate with state organizations

- Relaunch PA Walks and Bikes as an active transportation group that coordinates multiple PA organizations working on Complete Streets, Safe Routes to School and Vision Zero
- Explore creating a joint campaign with NJ Bicycle Coalition
- Explore providing education programming in Delaware

Bring bike share to Philadelphia

- Ensure political support for Bike Share contract
- Partner with MOTU's civic association outreach to ensure community buy-in for station locations

Form community leaders advisory groups

- African American advisory group
- Competitive cycling advisory group
- Women Bike PHL advisory group

METRICS

2015 Bicycle Agenda is an important part of the next mayor's transportation plans

PennDOT adopts Complete Streets and Vision Zero policies and goals for reducing crashes

TELL COMPELLING STORIES ABOUT OUR WORK AND HOW PEOPLE LOVE RIDING BIKES IN GREATER PHILADELPHIA

Engage more people by sharing relatable stories of bicycling's potential

- Invite diverse voices, including those of non-bicyclists, to contribute to our communications
- Interject bicycling into conversations about public space, community building, economic development, and other arenas where we might find new partners
- Ensure our reports further our messages and are seen by the appropriate audiences

Inspire those who ride to become champions for bicycling in their communities

- Collaborate with other organizations, groups, and voices
- Help those not versed in data or planning understand and share lessons and information
- Develop a resource kit others can use to become fluent and effective advocates

Explore new ways of telling stories and sharing information

- Produce low-cost videos showcasing our work or sharing key messages
- Identify most engaged social media users and cultivate them as digital ambassadors
- Create single-issue web pages that share our expertise and direct users to BCGP website
- Create BCGP cards that supporters can use to communicate with members of their team, club, or community
- Embrace experimentation in how we communicate

Define a Bicycle Coalition brand which consolidates and celebrates our work

- Change the name of the Cadence Cycling Foundation and review other program names
- Develop 3-5 core messages which are reflected in all of our program communications
- Partner with marketing professionals to develop messages for target audiences
- Revise and update our communications plan to reflect new messaging, tactics, and tools
- Create visual style guide and ensure all materials adhere to it
- Hold periodic staff trainings on messaging

Share data generated by our reports

- Coordinate the release of data on bike counts, bike lane and Circuit Trail mileage, complete streets implementation and bike parking
- Share candidate responses to questionnaires
- Share data calculating cost of bike and ped crashes
- Share analysis of bike ride data generated by the census, automated bike counters and bike share

Ensure that any bicyclist can see themselves in our communications

- Create a library of images that show every demographic riding bikes
- Create a communications internship for women and people of color
- Create content for all types of bicycling: road, competitive, tri, touring, mountain, BMX

Share the joy of a bike ride

- Create forums and contests that encourage people to share what they love about riding a bike
- Create a "My Best Day on a Bike" profile for staff and board

METRICS

20% annual growth in Facebook and Twitter followers

10% annual growth in unique webpage visitors

15% annual growth in mailing list size

STRENGTHEN AND GROW OUR ORGANIZATION

Diversify volunteers, staff and board

- Recruit and maintain 3 board members from communities of color
- Focus on engaging leadership in communities of color
- Recruit job applicants in communities we intend to serve

Cultivate a generous Board of Directors with the skills, relationships and resources to guide and expand the Bicycle Coalition's work

- Develop annual governance plan for the Board and nominate new potential board members
- Identify ideal characteristics of new board members (skills, relationships and resources – and including diverse representation of Philadelphia communities)
- Provide learning opportunities for the Board

Engage in succession planning

- Name acting director to handle emergencies
- Create transition plan for all director-level positions
- Plan for sabbatical for ED in 2016

Maintain a first-class work environment

- Identify skills development opportunities for each staff person
- Encourage exchanges with peers in other cities
- Appoint Chief Morale Officer
- Investigate additional benefits for long-serving staff

Increase the utilization of volunteers in our work

- Set annual goal for number of interns (college, post-graduate and CCF/NBW students)
- Develop toolkits for volunteer advocates and outreach teams
- Conduct webinar trainings for volunteers

Use financial and operations best practices for an organization of our size

- Provide timely monthly financial reports to the Finance Committee which include cash flow forecasts
- Yearly review of policy recommendations contained in the 990 tax return
- Review strategic plan annually
- Prepare 3-year budgets annually
- Track and report lobbying activity

Build our reserves

- 15,000 students per year receive Safe Routes Philly instruction
- Launch Bicycle Ambassador program in 2016
- Establish dedicated funding for Safe Routes to School
- Penn DOT develops an updated bicycle and pedestrian plan
- 10% reduction in bicycle and pedestrian crashes in our region

