

TRANSFORMING LIVES AND COMMUNITIES THROUGH BICYCLING

*A 5-Year Strategic Plan
for Bike New York
January 2018*



Simple solutions to complex problems are extremely rare; fortunately, bicycling is one of those solutions.

Bicycling has dramatically effective benefits that can transform and improve lives and communities, and because of this, it can help ensure that New York City will remain one of the world's great economic and cultural capitals. A city that rides is a vibrant, healthy, competitive city—which is why New York City needs Bike New York, perhaps now more than ever.

Today, Bike New York operates the largest free bicycle education program of its kind in the world; last year more than 25,000 New Yorkers benefited from our programs and services. 2017 was a transformative year for the organization as we merged with Recycle-A-Bicycle, another New York City-based nonprofit, thus adding a new dimension of bike education while leveraging overlapping goals.

As New York City continues to change and diversify, so will Bike New York. This strategic plan outlines our next chapter and outlines how we will better serve the city.

It's important to note that while we embark on this plan, we shall remain true to Bike New York's core values of Fairness, Integrity, Diversity, Equity, Independence, Fiscal Responsibility, and Sustainability. This strategic plan reaffirms Bike New York's commitment to fostering a healthier, more active and productive city through bicycling while focusing our work on areas where our strength and expertise align with the City's changing needs.

OUR VISION

A vibrant, healthy, green world with more people riding bicycles.

OUR MISSION

We empower New Yorkers to transform their lives and their communities through bicycling.

City Snapshot:

BY THE NUMBERS

Transforming lives and communities through bicycling has never been more important.

37%

OF NEW YORKERS
WERE BORN IN
**ANOTHER
COUNTRY**

67%

IDENTIFY AS
PEOPLE OF COLOR

75%

**NEVER RIDE
A BIKE**

23.6%

OF BICYCLE
RIDERSHIP IS
FEMALE

NYC AREA HAS
NATION'S LARGEST
NUMBER OF PEOPLE
IDENTIFYING AS

LGBTQ:
756,000

OBESITY RATES:

50% **27%**
ADULTS YOUTH

30%

OF ADULTS
ARE **DIABETIC/
PRE-DIABETIC**

4 OUT OF
1,000

CHILDREN
ARE HOSPITALIZED
FOR **ASTHMA**

37%

DO NOT GET THE
**MINIMUM
REQUIREMENT**
OF **PHYSICAL ACTIVITY**
(AS DEFINED BY THE CENTER
FOR DISEASE CONTROL)

21.5%

OF NEW YORKERS &

30%

OF YOUTH
LIVE BELOW THE
POVERTY LINE

590,216

NEW YORKERS
ARE SERVED BY
**NYCHA'S
PUBLIC HOUSING
AND SECTION 8
PROGRAMS**

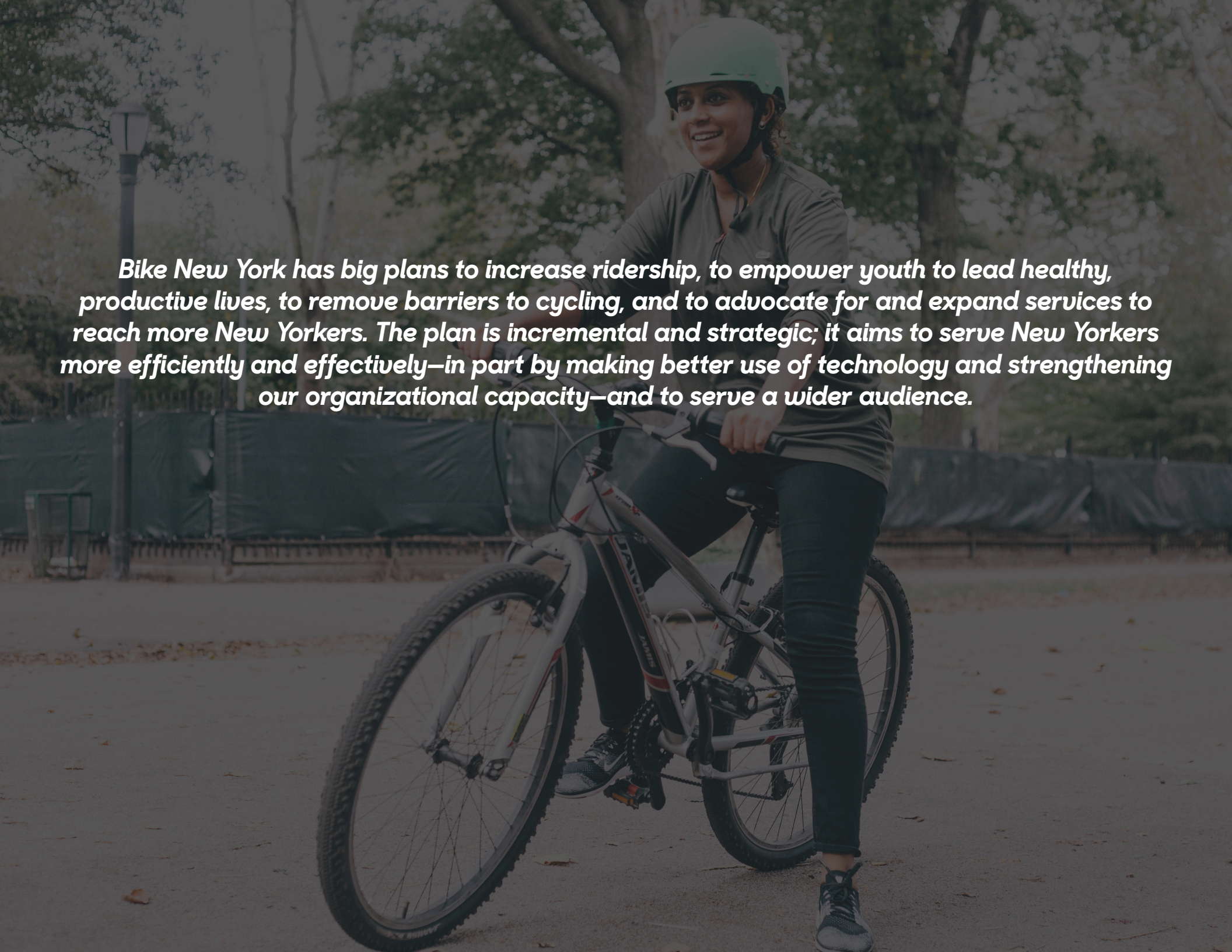
6 million

TONS OF **WASTE**
ARE GENERATED
EVERY YEAR

15.4%

OF IT IS **DIVERTED**
FOR **RECYCLING**

Sources: U.S. Census Bureau, American Community Survey (2010–2014), Population Division – New York City Department of City Planning; NYC Department of Health and Mental Hygiene 2014 Community Health Survey; "Bike Lanes + Bike Share Program = Bike Safety An Observational Study of Biking Behavior in Lower and Central Manhattan," Hunter College; <https://www.nytimes.com/2015/03/24/upshot/new-york-still-has-more-gay-residents-than-anywhere-else-in-us.html>; NYC Dept. of Health; Obese Youth (2013), Overweight or Obese Youth (2011), Overweight or Obese Adults (sourced April 2017); NYC Community Health Survey, 2002–2011 (2011), YMCA Data on Prediabetes (sourced April 2017); *One New York: The Plan for a Strong and Just City*; July 2015 U.S. Census Estimate



Bike New York has big plans to increase ridership, to empower youth to lead healthy, productive lives, to remove barriers to cycling, and to advocate for and expand services to reach more New Yorkers. The plan is incremental and strategic; it aims to serve New Yorkers more efficiently and effectively—in part by making better use of technology and strengthening our organizational capacity—and to serve a wider audience.

Strategic Priority #1:

INCREASE RIDERSHIP

We operate on a multi-faceted approach to getting more people riding bicycles. As described below, we are committed to providing bicycle education, reaching new communities, and improving access to bicycles.

Impact Goals:

Events

- Create new excitement around the TD Five Boro Bike Tour by making it the world's largest bike ride
- Introduce new event for growth and fundraising
- Increase participation at regional events

Community Building

- Reach groups that are underserved in the cycling community
- Establish neighborhood advisory councils where bike ed containers are located
- Engage riders in new ways by cross-promoting various Bike New York events and programs; promote volunteerism

Education

- Introduce bicycle education courses (rather than single classes), so that beginners progress to higher competency and are able to navigate NYC streets safely
- Develop digital educational materials to use in school programs as well as to be distributed via social media and the internet
- Provide share-the-road education to organizations with large fleets of motor vehicles
- Train the trainers to multiply our ability to offer bike education

Bicycle Access

- Make bicycles affordable through the Recycle-A-Bicycle Shop
- Remove unwanted bicycles from the waste stream; refurbish and redistribute



MEASURES OF SUCCESS

The number of event participants; communities engaged; neighborhood advisory council start-ups and activities; members and volunteers; class participants; trips taken by program graduates; educational material digital impressions; fleet drivers, physical education teachers, Earn-A-Bike teachers, League Cycling Instructors, and Summer Camp staff taught; bicycles distributed and sold; and tons removed from waste stream

Strategic Priority #2:

EMPOWER YOUTH TO LEAD HEALTHY, PRODUCTIVE LIVES

Our youth programs encourage bicycling as an alternative, healthy, and fun means of transportation, and as a way for students to explore the city while being good stewards to our natural environment. Rolling forward, we will work with our school partners and encourage youth leadership development in the following ways.

Impact Goals:

Universal Bike Education

- Assist our government partners to expand pilot program to all city middle schools

School Programs

- Roll out Earn-A-Bike start-up package
- Provide bike fleets for bike safety instruction in public schools' physical education classes

Youth Bike Summit

- Formalize event planning & partnerships

- Create a Youth Advisory Council

- Inspire and train youth to become leaders

Youth Ride Clubs

- Expand after school and weekend clubs
- Provide leadership training



MEASURES OF SUCCESS

The number of school partners; teachers trained; student participants; fleets provided; estimated miles ridden and calories expended; Youth Advisors; YBS registration; project start-ups after YBS; and rate of Universal Bike Education program adoption

A background image of a city street scene. In the foreground, a cyclist in a green shirt and black helmet is riding a black road bike. In the middle ground, a group of cyclists wearing orange safety vests are riding along a bike lane. The background shows a city street with cars, including a white NYPD car, and buildings under a clear sky.

Strategic Priority #3:

ADVOCATE FOR SUSTAINABLE TRANSPORTATION

While we directly serve more than 25,000 New Yorkers annually through our bicycle education programs, we recognize that to create a greener, more bike friendly city, we need to work at an institutional level. We will work with partner organizations and government agencies to address driver education, bike parking, and other barriers to bicycling.

Impact Goals:

Removal of Barriers to Cycling

- Launch campaigns that help remove barriers to cycling, i.e. access on MTA bridges

Bike Parking Policy Reform

- Work with government partners to reduce number of abandoned bikes
- Establish corporate partnerships to address lack of parking options

Drivers Education

- Encourage New York State government to include language in driver's ed material about bike safety and sharing the road.
- Build coalition of groups to support this advocacy campaign



MEASURES OF SUCCESS

The number of changes implemented that remove barriers to bicycling; abandoned bikes rescued; corporate partnerships; parking spaces created; and changes in safety language

How We'll Get There:

ORGANIZATIONAL CAPACITY ROAD MAP

With such lofty goals, Bike New York needs to focus its attention and resources on the following processes, tasks, and tools in order to secure our success.

New Development Strategies

- Diversify sources of funding to become less dependent on event revenue

Community Engagement

- Increase membership and engage them in rides, special events, advocacy campaigns
- Grow volunteer base

Technology

- Identify new technologies to increase efficiencies and revenues

Research

- Create a mechanism to measure the impact of our educational programs to better understand their impact on our students and to implement appropriate changes to our programming
- Collect data to determine and support our advocacy efforts and develop clear positions on current laws, policies, and issues related to bicycling in New York City
- Publicize the data for media attention and potential donors



The Big Idea:

CREATE A FLAGSHIP EDUCATION CENTER

We envision a space that embodies all that Bike New York does and welcomes everyone dedicated to our mission. The flagship will house the Recycle-A-Bicycle Shop; include classrooms and a bike fleet for bicycle education programs; and offer gathering space for staff, members & volunteers. We hope to pull in other partners, including a bicycle museum and cafe, becoming a state-of-the-art cycling hub.

GUIDING PRINCIPLES

These are the values and ideals we hold in high regard; they guide us in the decisions we make, the people we serve, and the partnerships we develop.

Fairness and Integrity

Consistent with our vision of more people riding bicycles, we strive to be fair and thoughtful by: creating safe and welcoming environments free of physical and emotional acts of discrimination or harassment; utilizing management practices that are free of bias; and establishing true collaborative relationships with partners, sponsors, and the communities we serve.

Diversity and Equity

It is important that our workforce and those we serve are representative of New York City. We welcome individuals of all backgrounds and abilities into our bike community—whether as staff, board or volunteers—and we actively seek out partnerships with groups that are underserved or have low cycling participation rates. We dedicate ourselves to creating equal opportunities for all.

Fiscal Responsibility and Independence

We greatly value our financial stability and the freedom to make our own choices. We are committed to operating efficiently and within our means, following best practices in accordance with the General Accepted Accounting Principles, as well as pursuing opportunities and investing in activities that align with our vision and mission.

Sustainability

Our planet is a non-renewable resource and we believe everyone must act to protect it. At Bike New York, we constantly seek out ways to operate in an environmentally responsible manner, and we incorporate environmental stewardship and solid waste reduction into our events and other programming.

HISTORY

The history of Bike New York begins with the Five Boro Bike Tour, which started as an audacious plan to take a group of high schoolers on a ride across New York City.

Beginning in 1977, the American Youth Hostels (AYH) and the NYC Board of Education initiated a high school training program that culminated in a challenge: all 50 participating students were asked to pedal through all five boroughs in a single day. It was the first Five Boro Bike Tour (then known as the Five Boro Challenge), an event that began with 250 riders and grew to currently shepherd 32,000 riders through the urban landscape.

After 23 years of operation, AYH transferred ownership of the Five Boro Bike Tour to the newly formed 501(c)4 nonprofit Bike New York, and in 2004, the board of directors of Bike New York decided to use the net proceeds from the Five Boro Bike Tour to fund a bike education program, which was consistent with the spirit of the Tour's origins. In 2010, the IRS designated Bike New York as a 501(c)3 tax-exempt charity, and Bike New York has since provided bike skills and knowledge to more than 100,000 New Yorkers through a range of programs, making it the largest bike education program of its kind in the world. This remains due in large part to the success of the TD Five Boro Bike Tour, Bike Expo New York (which has taken place on the two days leading up to the Tour since 2012), and Bike New York's two regional rides (Discover Hudson Valley and Twin Lights Ride)—all of which depend on a large number of enthusiastic volunteers.

As New York City continues its efforts to make transportation safer, healthier, more sustainable, more equitable, and otherwise more sensible for residents and visitors alike, Bike New York has expanded its efforts in a number of directions. In 2014, the Tour's focus turned toward sustainability and was the first large-scale sporting event in New York City to be certified sustainable by the Council for Responsible Sport; in 2017, in addition to celebrating the Tour's 40th anniversary, Bike New York launched a membership program and a women/trans/femme initiative, and joined forces with another leading New York bicycle nonprofit, Recycle-A-Bicycle, to bring bike and environmental education and job training to more kids and adults in the five boroughs. This also meant the addition of Bike New York's first brick-and-mortar location in the form of a retail bike shop in Brooklyn.

Bike New York's flourishing Education Program continues to meet the needs of New Yorkers in all five boroughs, with 12 bike education centers, on-bike and presentation-based public classes, after school and summer camp programs, safety assemblies, ride clubs, bike light giveaways, outreach efforts, and advocacy campaigns all with the mission to empower New Yorkers to transform their lives and communities through bicycling.

JOIN US!



BIKE NEW YORK