



**BIKE
PGH!**

STRATEGIC PLAN

2016-2019

OUR MISSION

A person with long dark hair, wearing a bright pink long-sleeved shirt, a white t-shirt underneath, and a yellow helmet, is riding a bicycle on a green-painted bike lane. The bike lane is marked with white lines and is adjacent to a grey asphalt road. In the background, there is a light-colored building with several windows and some greenery. The overall scene is bright and clear.

**BIKE PITTSBURGH IS
TRANSFORMING OUR STREETS
AND COMMUNITIES INTO
VIBRANT, HEALTHY PLACES
BY MAKING THEM SAFE AND
ACCESSIBLE FOR EVERYONE
TO BIKE AND WALK.**

OUR VISION

PITTSBURGH'S BRIGHT FUTURE IS BUILT ON A DIVERSE TRANSPORTATION NETWORK THAT SAFELY CONNECTS ALL PEOPLE TO THEIR DESTINATIONS. RESIDENTS, COMMUTERS, AND VISITORS JOYFULLY EXPERIENCE OUR UNIQUE TOPOGRAPHY AND NEIGHBORHOODS WHILE NAVIGATING THE CITY BY BIKE AND ON FOOT. WELL-DESIGNED BIKEWAYS, WALKWAYS, AND COMMUNITIES WILL MAKE RIDING A BIKE OR WALKING COMFORTABLE, CONVENIENT, AND FUN. OUR EMBRACE OF AN ACTIVE AND HEALTHY LIFESTYLE IS REFLECTED IN PITTSBURGH'S COMMITMENT TO PROVIDING SAFE, WORLD-CLASS FACILITIES FOR BIKING AND WALKING.



OUR VALUES

HEALTH + LIVABILITY: We are committed to improving the health and quality of life of Pittsburgh through increased access to safe bicycling and walking facilities, and by creating opportunities to bike and walk for all

EQUITY + DIVERSITY + INCLUSION: We are committed to representing and serving all people and all neighborhoods in the urban core of Allegheny County so that more people have access to safe, comfortable places to bike and walk

CREATIVITY + BEST PRACTICES:

We pursue both creative and proven solutions that increase biking and walking

STRENGTH: We are committed to maintaining a strong, ethical, professional board and staff that proudly represents a large and diverse constituency

ORGANIZATIONAL SUSTAINABILITY: We are fiscally, ethically, professionally, and environmentally responsible

FUN: We believe that Pittsburgh is a fun place to live, work, and visit, and that bicycling and walking are inherently fun activities which are absolutely essential to bringing more visitors and long term residents to our city.

THEORY OF CHANGE

We believe that nonmotorized mobility is a basic human right, and that transportation choice is essential to a high quality of life. Our work engages the community, institutions, and our leaders to promote that belief. Community education and action changes our infrastructure and makes sure that choice is possible. Safe, comfortable infrastructure provides transportation choice and changes behavior. We demonstrate what is possible with our events. We fully integrate equity, diversity and inclusion into our work. Organizational sustainability ensures BikePGH can continue to thrive.





FRAME FOR ACTION

AREAS OF FOCUS



ORGANIZATIONAL SUSTAINABILITY

- Increasing Financial Resources
- Increasing Membership and Volunteers
- Increasing and Enhancing Partnerships



COMMUNICATIONS

- Expanding Our Audience
- Producing Communications Plans
- Promoting Our Ladders of Engagement



EQUITY, DIVERSITY AND INCLUSION

- Evaluate and enhance the equitability, diversity, and inclusivity of our programs
- Recruit diverse board, staff, volunteers, and members
- Engage underserved communities



ADVOCACY

- Public Policy Change
- Mobilizing Diverse Advocates
- Infrastructure/Connectivity
- Data Collection and Analysis



COMMUNITY

- Empowering Diverse Advocates
- Individual and Business Membership
- Fun Events



EDUCATION

- Engaging Youth and Adults
- Print and Online Resources
- Promoting Awareness and Empathy

ORGANIZATIONAL SUSTAINABILITY: CULTIVATING AND UTILIZING RESOURCES EFFICIENTLY AND EFFECTIVELY TO ENSURE THE LONG TERM HEALTH OF THE ORGANIZATION

OBJECTIVE 1: GROW AND ENHANCE PARTNERSHIPS

We will cultivate partnerships by building a broad and diverse coalition around Complete Streets.

- BUILD A COALITION
- INVEST IN NEIGHBORHOOD BIKE/PED COMMITTEES

OBJECTIVE 2: DEVELOP FINANCIAL RESOURCES

We will build a cash reserve, increase membership, cultivate individual and corporate donors, and increase net or break even on new events.

- BUILD CASH RESERVE
- INCREASE MEMBERS, AVERAGE GIFT AND RENEWAL
- CULTIVATE INDIVIDUAL & CORPORATE DONORS
- INCREASE NET ON CURRENT EVENTS AND BREAK EVEN ON BRAND NEW EVENTS

OBJECTIVE 3: GROW CAPACITY

We will grow our capacity by developing our volunteer program, increasing bike/ped committees, utilizing financial forecasting, predicting staff needs, and refining our organization.

- VOLUNTEER PROGRAM DEVELOPMENT
- INCREASE NEIGHBORHOOD BIKE/PED COMMITTEE PARTICIPATION AND INFLUENCE
- UTILIZE FINANCIAL FORECASTING
- PREDICTING STAFF NEEDS
- REFINE ORGANIZATIONAL CHART

OBJECTIVE 4: GROW MEMBER BASE

We will grow our member base by working toward specific membership goals, developing connection across demographics, improving data collection, and stratifying members.

- INCREASE MEMBERSHIP
- BETTER CONNECT ACROSS DEMOGRAPHICS
- IMPROVE DATA COLLECTION
- STRATIFY MEMBERS

SUSTAINABILITY



COMMUNICATIONS: WITH A MAJOR FOCUS ON EQUITY, DIVERSITY AND INCLUSION, WE WILL EFFECTIVELY COMMUNICATE OUR MESSAGES TO OUR SUPPORTERS IN ORDER TO INSPIRE ACTION, AND TO THE PUBLIC AT LARGE TO INFORM THEM AND APPEAL TO THEIR HEARTS AND MINDS.

COMMUNICATIONS

OBJECTIVE 1: GROW OUR REACH AND APPEAL TO AND INFORM THE PUBLIC

Using email, social media, traditional media, and the web, we will build our audience and improve upon existing benchmarks.

- GROW EMAIL LIST
- BETTER UTILIZE SOCIAL MEDIA FOR INCREASED REACH TO CORE AUDIENCE
- PRIORITIZE TRADITIONAL MEDIA TO REACH BROADER AUDIENCE

OBJECTIVE 2: CREATE COMMUNICATIONS PLANS FOR OUR MAIN AREAS OF FOCUS—ADVOCACY, COMMUNITY, AND EDUCATION

We will develop and evaluate yearly, our communications plans.

- DEVELOP COMMUNICATIONS PLANS
- REEVALUATE PLANS YEARLY

OBJECTIVE 3: INCREASE THE NUMBER AND DIVERSITY OF PEOPLE RISING ON THE LADDER OF ENGAGEMENT

By benchmarking best practices in tracking, honing our messaging, segmenting our list, and capturing more data, we will engage more people to take action, donate, become members, volunteer, and participate in our events.

- INCREASE THE AMOUNT OF PEOPLE TAKING ACTION FOR CHANGE
- INCREASE THE NUMBER OF DONORS AND MEMBERS
- ATTRACT AND RETAIN VOLUNTEERS
- GROW PARTICIPATION IN OUR EVENTS



EQUITY, DIVERSITY, AND INCLUSION: WE WILL STRIVE TO VIEW OUR OPERATIONS AND ALL OF OUR PROGRAMS THROUGH THE LENS OF EQUITY, DIVERSITY, AND INCLUSION IN ORDER TO COMBAT THE SOCIETAL ISSUES OF CLASS INEQUALITY, RACISM, AND SEXISM AS THEY RELATE TO ACCESS, MOBILITY, AFFORDABILITY, AND INFRASTRUCTURE INVESTMENT.

EQUITY/DIVERSITY/INCLUSION

OBJECTIVE 1: EVALUATE AND ENHANCE THE EQUITABILITY, DIVERSITY, AND INCLUSIVITY OF OUR PROGRAMS

We will evaluate each program to ascertain how it is addressing EDI.

- **MAKE SURE UNDERSERVED COMMUNITIES BENEFIT FROM INFRASTRUCTURE INVESTMENTS**
- **PRIORITIZE ATTRACTING A DIVERSE AUDIENCE TO PARTICIPATE IN OUR ACTIVITIES**
- **ENSURE ALL QUADRANTS OF THE CITY HAVE ACCESS TO OUR EDUCATIONAL COURSES**

OBJECTIVE 2: RECRUIT DIVERSE BOARD, STAFF, VOLUNTEERS, AND MEMBERS

We endeavor to build and develop our organization in a way that represents the demographics of the geography we serve.

- **EVALUATE AND ENHANCE DIVERSITY OF OUR BOARD**
- **STRONGLY ENCOURAGE WOMEN AND MINORITIES TO APPLY FOR OPEN POSITIONS**
- **OUTREACH TO ATTRACT DIVERSE VOLUNTEERS AND MEMBERS**

OBJECTIVE 3: ENGAGE UNDERSERVED COMMUNITIES

BikePGH will actively involve communities of color, economically disadvantaged communities, and the LGBTQIA community.

- **OUTREACH TO UNDERSERVED COMMUNITIES**
- **CREATE OPPORTUNITIES FOR INCLUSION FOR UNDERSERVED COMMUNITIES WITHIN OUR PROGRAMS**
- **RECRUIT VOLUNTEERS AND CHAMPIONS FROM UNDERSERVED COMMUNITIES**



ADVOCACY: WE WORK FOR POLICY CHANGE AND TRANSFORMATION OF OUR URBAN CORE BY INSPIRING AND ADVOCATING WITHIN COMMUNITIES TO ACHIEVE BIKEABLE/WALKABLE STREETS.

ADVOCACY

OBJECTIVE 1: MOBILIZE DIVERSE ADVOCATES TO INCREASE LOCAL FUNDING FOR BIKE/PED

We will help bike/ped groups set specific goals, mobilize volunteers, advocate for priority projects, and engage voters to increase local funding for bike/ped.

- HELP NEIGHBORHOOD BIKE/PED COMMITTEES WITH GOALS
- MOBILIZE VOLUNTEERS FOR SPECIFIC PROJECTS
- ADVOCATE FOR PRIORITY PROJECTS
- ENGAGE VOTERS



Each election cycle, we survey the candidates to see where they stand on livability, biking, and walking issues. "We bike. We walk. We vote." helps to make it clear to elected officials that Pittsburghers want safe places to walk and/or ride their bicycles.

OBJECTIVE 2: ENHANCE THE BIKE/PED INFRASTRUCTURE NETWORK

We will enhance the biking and walking infrastructure network in Pittsburgh by improving connectivity, improving upon the current network, implementing traffic calming projects, and increasing end point facilities.

- END POINT FACILITIES
- NEIGHBORHOOD TRAFFIC CALMING
- IMPROVE CONNECTIVITY
- MAINTAIN AND IMPROVE CURRENT NETWORK



End Point Facilities

Bike racks and other end point facilities greatly improve the accessibility and usability of our streets. BikePGH has worked to increase the number of available end point facilities throughout Pittsburgh.

OBJECTIVE 3: INSTITUTIONALIZE BIKING AND WALKING

We will work to pass a Complete Streets policy in communities, promote corridor level plans for PennDOT/SPC, and strengthen our involvement in local, policy decision making/planning.

- COMPLETE STREETS
- PROMOTE CORRIDOR LEVEL PLANS FOR PENNDOT/SPC
- PROVIDE THOUGHT LEADERSHIP



Complete Streets

In 2015, Mayor Peduto issued an Executive Order on a Complete Streets Policy for Pittsburgh, calling on the City Planning Director to work with all city departments, authorities and agencies to develop a complete streets policy and framework to guide the design, construction, maintenance, and use of the city's public rights of way.

OBJECTIVE 4: BETTER UTILIZE DATA

We will improve our utilization of data by investing in data infrastructure, by advocating for city/county collaboration to identify problems and assess specific infrastructure improvements, and by tracking crash data for publication.

- INVEST IN DATA INFRASTRUCTURE
- CITY COLLECTION OF TRAFFIC DATA
- TRACK AND PUBLISH CRASH DATA

13.4%

13.4% of working adults do not have access to a personal vehicle. *

* Does not include college students or people under the age of 16

28%

28% of Pittsburgh workers choose transit, walking, or biking as the primary way to their job, 8th in the country.

14%

14% of Pittsburgh workers get to work by pedal or by foot, the 4th largest share nationwide.

12%

12% of Pittsburgh workers have no car available to them, 10th highest in the nation.

COMMUNITY: WE WILL INCREASE COMMUNITY ENGAGEMENT BY FOCUSING ON MEMBERSHIP, DIVERSITY, FUN EVENTS, AND OUTREACH.

OBJECTIVE 1: ENGAGE WOMEN, FAMILIES, AND PEOPLE OF LIMITED INCOME

We will engage women, families and people of limited income through our OpenStreetsPGH events. We will work to increase women membership and participation. We will attend programs and host activities in low income neighborhoods.

- GROW PARTICIPATION IN OPENSTREETSPGH
- ENGAGE MORE WOMEN AND TRANS IDENTIFIED PEOPLE THROUGH WOMEN AND BIKING PROGRAM
- ATTEND PROGRAMS AND HOST ACTIVITIES IN LOW INCOME NEIGHBORHOODS



OpenStreetsPGH is a car-free event that encourages people to use active forms of transportation and engage in activities in spaces generally reserved for motor vehicles.

OBJECTIVE 2: IDENTIFY AND EMPOWER DIVERSE ADVOCATES

We will support bike/ped advisory groups, connect with existing neighborhood groups and businesses, and develop a champion volunteer program.

- SUPPORT AND GROW BIKE/PED ADVISORY GROUPS
- CONNECT WITH EXISTING NEIGHBORHOOD GROUPS OR BUSINESSES
- DEVELOP A CHAMPION VOLUNTEER PROGRAM

OBJECTIVE 3: INCREASE MEMBERSHIP

We will increase membership by using data to convert members from leads, by increasing our renewal rate, and by requesting that volunteers solicit new members.

- USE DATA TO CONVERT MEMBERS FROM LEADS
- INCREASE RENEWAL RATE
- TRAIN VOLUNTEERS ON MEMBERSHIP

COMMUNITY

OBJECTIVE 4: BETTER ENGAGE MEMBERS THROUGH EVENTS

We will sustain large initiatives like PedalPGH, BikeFest, and OpenStreetsPGH, create mid-size events, and develop year-round small activities to better engage members.

- SUSTAIN LARGE INITIATIVES
- CREATE SEASONAL MID-SIZE EVENTS
- DEVELOP YEAR-ROUND SMALL ACTIVITIES

OBJECTIVE 5: INCREASE BUSINESS ENGAGEMENT

We will further develop our sponsor and members program to grow our business membership. We will consult businesses with bike/ped-related best practices. We will increase business member employee involvement in BikePGH.

- FURTHER DEVELOP SPONSOR & MEMBER PROGRAMS
- CONSULT BUSINESSES WITH BEST PRACTICES RELATED TO BIKE PARKING, OTHER FACILITIES AND EDUCATION
- INCREASE BUSINESS MEMBER EMPLOYEES' INVOLVEMENT IN BIKEPGH

SUSTAINABILITY



ENGAGEMENT



MEMBERSHIP



PARTICIPATION

EDUCATION: WE WILL EDUCATE AND TRAIN PEOPLE OF ALL AGES AND INCOMES ON RIDING IN THE CITY AND MAKE DRIVERS MORE CONSIDERATE OF BICYCLE RIDERS AND PEDESTRIANS.

OBJECTIVE 1: TEACH PEOPLE HOW TO OPERATE BICYCLES SAFELY AND CONFIDENTLY VIA OUR BICYCLE TRAINING PROGRAMS

We will develop our bicycle training programs—Positive Spin and City Cycling—by revising curriculum, adding workshops, training teachers, creating partnerships, and increasing participation in order to teach people how to operate bicycles safely and confidently.

- **POSITIVE SPIN (IN AND AFTER SCHOOL CYCLING PROGRAM)**
- **CITY CYCLING**



Positive Spin is a program designed to teach youth how to operate bikes safely and navigate through city streets, trails, and parks. Positive Spin pairs adult mentors with youth to complete bike rides and creative advocacy projects, empowering youth to play active roles in their personal health and the vitality of their communities.



City cycling classes are available for first-time riders or veteran cyclists and offer instruction on topics ranging from bicycle fundamentals and how to operate a bicycle safely on city streets to understanding different types of bike infrastructure and the improvement of particular movements or skills.

These classes offer participants education and experience with learning structure ranging from one-on-one private instruction to workshops and group classes.

EDUCATION

OBJECTIVE 2: CREATE RESOURCES THAT TEACH MORE PEOPLE HOW TO RIDE SAFELY AND INCREASE DRIVER EMPATHY

We will produce and/or distribute how-to videos, the Urban Bicycling Companion guide, a new Family Bicycling Resource Guide, the Pittsburgh Bike Map, and other online content in order to teach more people how and where to ride safely and to increase driver awareness and empathy.

- **HOW-TO VIDEOS**
- **URBAN BICYCLING COMPANION GUIDE**
- **FAMILY BIKE GUIDE**
- **PITTSBURGH BIKE MAP**
- **ONLINE EDUCATIONAL CONTENT**



How-To Videos

Our growing library of digital learning content is available online and offers helpful tips and instruction to users looking for knowledge of a specific area or to gain a scope of bicycle awareness.



Urban Bicycling Companion guide

Since 2007, over 50,000 copies of this guide have helped people learn the tricks, tips, suggestions, and laws to stay safe, comfortable, and legal while biking.



Pittsburgh Bike Map

Our print and online maps are designed with the commuter and urban explorer in mind, in the hope that folks can learn the easiest and safest routes to traverse our landscape and explore new territory.

OBJECTIVE 3: INCREASE EMPATHY AND AWARENESS TOWARD BICYCLE RIDERS AND WALKERS

We will increase empathy and awareness by continuing to focus on public awareness, by educating editorial staff and journalists, by distributing relevant research and issue-oriented press releases, and by advocating for data-driven enforcement targeting dangerous behavior.

- **PUBLIC AWARENESS CAMPAIGNS**
- **EDUCATE EDITORIAL STAFF AND JOURNALISTS**
- **ADVOCATE FOR DATA-DRIVEN ENFORCEMENT**



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**BIKEPGH.ORG
INFO@BIKEPGH.ORG
188 43RD STREET, SUITE 1
PITTSBURGH, PA 15201
412.325.4334**



BIKEPGH.ORG
INFO@BIKEPGH.ORG
188 43RD STREET, SUITE 1
PITTSBURGH, PA 15201
412.325.4334