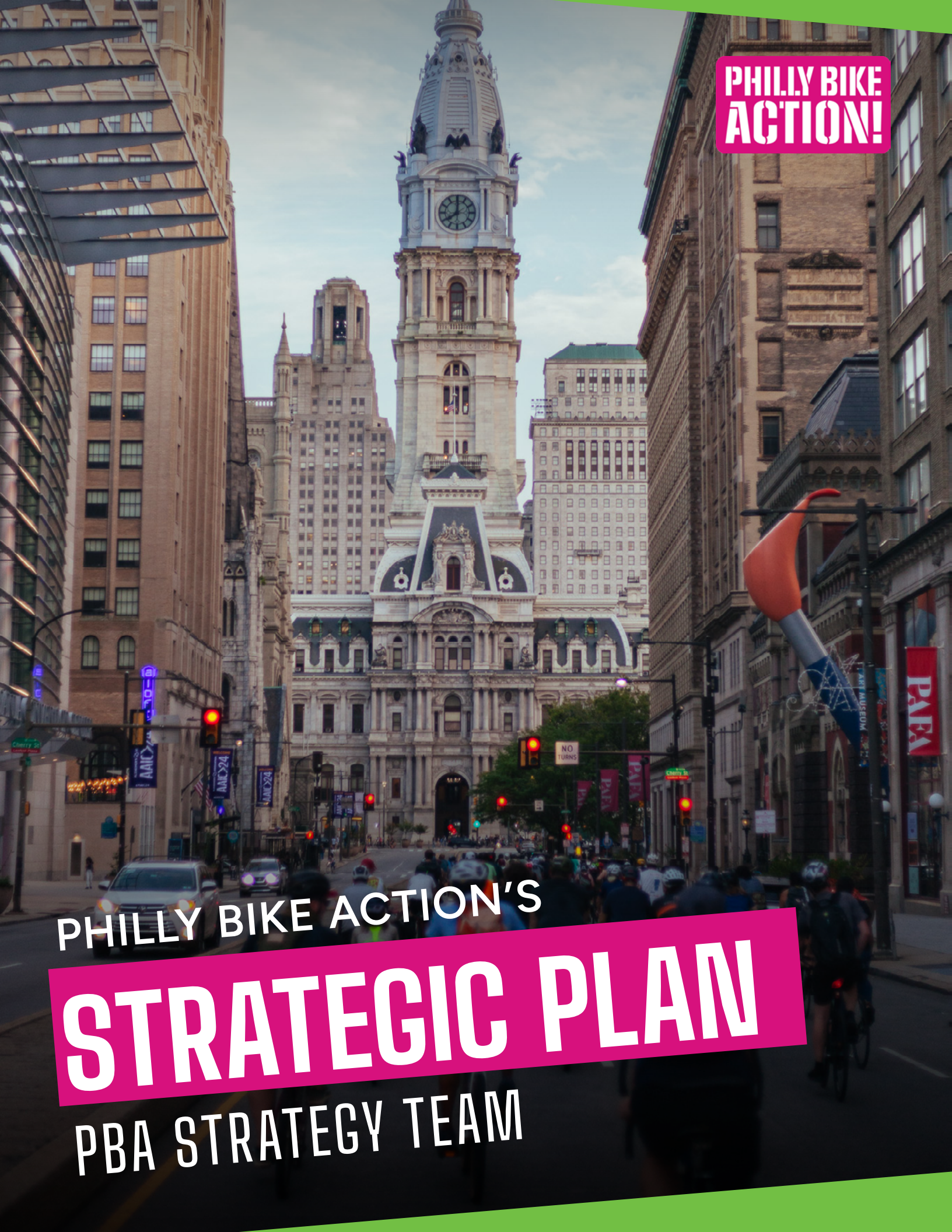




**PHILLY BIKE
ACTION!**

PHILLY BIKE ACTION'S

STRATEGIC PLAN

PBA STRATEGY TEAM

Meet Philly Bike Action!

Cover image courtesy of Leo Walsh.



Above and right image courtesy of The Trellis.



Contributors

STRATEGY TEAM

Adrian Velonis, Director of Strategy
Jessie Amadio
Nick Di Taranto
Deb Horng
Caleb Holtmeyer
Brian Elmore

GRAPHIC DESIGN

Elva Dong

COPYEDITING

Gaurav Shetty
Jacob Russell
Julian Bender

CONSULTING

Cait O'Donnell
Sarah Robinson

BOARD OF DIRECTORS

Caleb Holtmeyer, Chair
Jessie Amadio, Vice-Chair
Brian Elmore, Treasurer
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Sam Ressin, District 2
Elise Dudley, District 3
Jason Das, District 3
Jake Thompson, District 4
Wesley Noonan-Sessa, District 5
Adrian Velonis, Director of Strategy
Ee Durbin, Technical Officer



Table of Contents

1	EXECUTIVE SUMMARY	5
2	SITUATIONAL ANALYSIS	
	Impact to Date	9
	Position on Councilmanic	
	Prerogative & Public Engagement	11
	Structure & Culture	13
	Partners	17
	Internal-External Analysis	22
3	STRATEGIC GOALS & OBJECTIVES	
	Infrastructure Goals	25
	Policy Goals	28
	Partnership Goals	30
	Internal Goals	33
4	KEY INITIATIVES	
	Infrastructure Initiatives	36
	Policy Initiatives	39
	Partnership Initiatives	39
	Internal Initiatives	40
5	IMPLEMENTATION PLAN	
	Stakeholders	42
	Timeline	43
	Measurement & Evaluation	44
	Risk Management	46
6	CONCLUSION	47

Executive Summary

Philly Bike Action is an **all-volunteer, grassroots 501(c)(4) non-profit** organization dedicated to improving bicycle infrastructure and the experience of riding a bike in Philadelphia.

We're committed to the **safety and dignity** of people who ride bikes. Our focus is on **all individuals**, regardless of their current engagement with bicycling. We believe that bicycles are an essential part of our transportation system. Our overarching goal is for Philly to install widespread bicycle infrastructure that is physically separated from automobile traffic.

Embracing bikes is an opportunity for our city to flourish. Our mission enables a safer, healthier, and more sustainable Philly. We know that a strong bike network creates better-connected communities; intergenerational access to schools, jobs, parks, shops, transit, and other amenities; resilience of our local economy; and neighborly person-to-person relationships.

This 2025 Strategic Plan is PBA's guiding document for long-term advocacy. It's underpinned by our beliefs in safety, unity, opportunity, and freedom.

OUR KEY VALUE STATEMENTS

OUR VISION: Safe, protected bike lanes for all; zero traffic deaths or injuries

OUR FOCUS: Infrastructure, not just enforcement; systemic, passive solutions

OUR ACTIONS: Laser-focused on safe streets, well-defined, and tangibly beneficial to bike safety

OUR CULTURE: Welcoming, positive, fun, scrappy, visionary bikers

OUR STRUCTURE: Decentralized, volunteer-led, people-powered advocacy

OUR COMMITMENT: Ethical, transparent, and data-driven positions and operations

OUR MEMBERS: Philadelphians from every part of town and every background

OUR LEADERS: Active project organizers and down-to-earth community members

OUR BASELINE: Safety over convenience; achieving zero traffic deaths isn't up for debate

OUR THREE OBJECTIVES

- Catalyze a truly world-class bike network in Philly on an accelerated timeline
- Increase bike ridership and build ground-up political support for bike infrastructure
- Engage Philadelphians with government to influence bike and pedestrian needs

This Strategic Plan dives deep into those values and aims by establishing high-level strategic goals to guide our long-term advocacy. We classify goals across four categories, described on the following page.

OUR GOALS

- **INFRASTRUCTURE:** Dedicated bike lanes and paths, protective barriers, physical traffic calming, and more. The core of our work; essential to who we are as an organization.
- **POLICY:** Laws, regulations, and municipal budgets that enable more and better bike infrastructure as well as stronger enforcement of reasonable traffic laws.
- **PARTNERSHIP:** Relationships with government agencies, elected officials, neighborhood communities, other organizations, and fellow advocates make us stronger.
- **INTERNAL:** Keeping the ship afloat is key to our success. Our organizational governance, finances, membership, culture, and tools are essential to our mission.

KEY INITIATIVES

In turn, we define key initiatives that help us plan more specific projects and campaigns to move our mission forward and make our city a better place to live and ride a bike:

- Establish a bike network of equally high quality regardless of direction of travel
- Ensure the bike network actually reaches useful destinations and is pleasant to use
- Install traffic calming infrastructure to make walking and cycling safer
- Install widespread bike parking features to make cycling truly convenient
- Increase dedicated funding for bike and pedestrian infrastructure
- Eliminate political obstruction of evidence-based street safety plans
- Enact systemic solutions to enforce traffic laws and parking regulations
- Create strong relationships with local communities and government officials
- Evangelize ground-up community support for bike and traffic safety infrastructure
- Influence local, regional, and state transportation planning document updates
- Grow PBA membership and engagement to all neighborhoods and demographics
- Maintain excellent governance and financial stewardship of the organization
- Promote internal operational resilience, transparency, and efficiency
- Create a welcoming, inclusive, diverse, and engaging leadership, membership, and social culture

Philly's existing bike network is a good start—but we need to go so much further. We need separated, protected bike lanes on every street that can support them, an extended network of bike paths, and they have to reach high-priority destinations to give people reasonable alternatives to driving. We need citywide traffic calming measures to make it truly safe to walk or ride a bike, no matter your age or ability. We need to reach Vision Zero sooner than any government timeline currently aims for. And we need a culture that recognizes how important bikes are to a successful Philadelphia!

There are many legislative challenges ahead. The City Code is stacked against us—it's really hard to get bike lanes built in Philly, and we're here to change that. We've figured out some of the most effective ways to get the attention of our representatives in government. However, we still have a long way to go. Short-term, we have to work within the city's legal framework to introduce ordinances and increase local funding levels. Long-term, it's essential to change the system to fundamentally prioritize comprehensive bicycle infrastructure.

The way we get anything done is by talking to people: by establishing Philly Bike Action as an informed, attentive, resourceful, influential, and highly organized group of constituents ready to mobilize; by listening to what people riding bikes know they need to get around safely and without worry; what neighbors want for their streets; what elected officials are trying to balance; how city planners and traffic engineers turn ideas into reality; and what engineering and policy solutions are best supported by academic research. PBA is eager to collaborate with other groups on achieving our shared goals.

Running a non-profit organization allows us to have a much greater impact, but requires a lot of attention and upkeep. We have to remain in compliance with all legal statutes and maintain ethical conduct at all times. Diverse neighborhood representation, thought leadership, strong internal controls of governance and finance, and well-documented operational policies and procedures are also critical.

Philly Bike Action exists because people riding bikes experience real problems with our city's infrastructure on a daily basis, and we're here to find real solutions. This Strategic Plan—the first such document PBA has ever produced—is the conceptual framework for our advocacy. Board members and Organizers can use the ideals outlined in the following pages to prioritize effective advocacy projects and resolve broad directional disagreements. Of course, as PBA and Philadelphia evolve, so too will our strategy. Future iterations of the PBA Strategic Plan may look very different to this one—and hopefully Philly's bike network will too.

We all love Philadelphia, and if we succeed in our mission, it'll be an even better place to live.

In peace, unity, and bike safety for all,
Adrian Velonis
Director of Strategy
Philly Bike Action

Image courtesy of The Trellis.



1.

Situational Analysis

IN THIS SECTION

Impact to Date.....	9
Position on Councilman Prerogative and Public Engagement	11
Structure and Culture	13
Partners	17
Internal-External Analysis	22

Cover and right image courtesy of Leo Walsh.



KEY POINTS

- Since its founding, Philly Bike Action (PBA) has improved safety elements on numerous city and state street projects for people riding bikes and walking.
- Philly Bike Action advocates for evidence-based infrastructure solutions following a Safe Systems Approach to achieve Vision Zero.
- PBA takes pride in its grassroots identity and people-powered advocacy. We're everyday Philadelphians, and everything we achieve is through the passion of our members.
- PBA strives for a strong presence and community connections throughout Philadelphia. We build constructive working relationships with our partners, ranging from City Council staff to RCOs and state agencies.

Impact to Date

Since its founding in April 2023, Philly Bike Action (PBA) has improved safety elements on numerous city and state street projects for people riding bikes and walking. PBA is most active in Center City, South Philly, University City, and along the Schuylkill and Delaware Rivers (City Council Districts 1–5). However, PBA strives for a strong presence and community connections throughout Philadelphia.

Vision Zero is a strategy to eliminate all traffic fatalities and severe injuries, while increasing safe, healthy, equitable mobility for all.



PBA gained wider public recognition in summer 2024 by holding public demonstrations for **concrete protection along the central Spruce and Pine Street bike lanes**.¹² There, the city had issued permits to religious institutions to store vehicles in bike lanes—forcing anyone riding a bike into traffic. PBA’s demonstrations, as well as our alternative parking plan, led the institutions to voluntarily relinquish their permits.³ In October, PBA advocacy led City Council to unanimously pass a bill prohibiting cars from stopping in any bike lane in Philly.⁴

PBA’s advocacy has also extended to **funding for Vision Zero**—a framework aiming for zero traffic-related fatalities or serious injuries. Following a downsized allocation of local funding for **Vision Zero** in the 2025 fiscal year, PBA successfully lobbied City Council and Mayor Cherelle L. Parker for change. As a result, the FY 2026 budget contained \$5 million dedicated to Vision Zero and an additional \$5 million for concrete protection along Spruce St. and Pine St.^{5,6}

OTHER PBA PROJECTS TO DATE INCLUDE:

- Working with neighborhood groups to create **new bike lanes** in neighborhoods across Philly, including Spruce Hill, Cedar Park, Kingsessing, Fairmount, Old City, Society Hill, Queen Village, and Fishtown
- Highlighting **broad public support** for concrete protection along existing bike lanes and paths in response to fatal crashes, including on Spruce St. and Belmont Ave.
- Mobilizing a **rapid response** to repeated right-hook crashes on South St. and LeCount St., leading the city to change the direction of the affected streets and stop the crashes
- Convincing the Pennsylvania Department of Transportation (PennDOT) to include **protective concrete pillars** in plans for the redeveloped Walnut St. Bridge, and a parking-separated bike lane two years earlier than planned; as well as better designs for the bike lanes over the 10th St. and 13th St. overpasses in Chinatown
- Supporting **neighborhood bikeway** projects in Strawberry Mansion and Fishtown to calm traffic on local streets

1 Philly Bike Action, “[Safe Streets Now!](#)” 2025

2 Philly Bike Action, “[Withdraw the Bike Lane Parking Permits on Spruce and Pine Streets](#),” 2025

3 Philly Bike Action, Instagram post from August 8, 2024

4 Garcia, Philadelphia City Council, “[Council President Kenyatta Johnson Introduced Legislation that Prohibits Vehicles from Stopping or Standing in Any Bike Lane throughout Philadelphia](#),” 2024

5 Rinde, BillyPenn, “[Parker budget plan details Vision Zero, Parks, Market East spending](#),” 2025

6 Cassidy, City of Philadelphia, “[Vision Zero Conference PHL 2025 Explores the Costs of Traffic Safety](#),” 2025

PBA in Action

Advocating for Better Bike Infrastructure

Working with neighborhood groups to create new bike lanes.



Bike Lane and Sidewalk Cleanups

Connecting with our communities by hosting bike lane and sidewalk cleanups across the city.



Mobility Access Application

"Laser Vision"

Developed an easy-to-use mobility access app to keep sidewalks, crosswalks, and bike lanes clear and usable through crowdsourced reports to PPA.



Image courtesy of The Trellis.

- Testifying before City Council in favor of **automated speed cameras** along the high-injury network and in school zones to improve safety and enforcement equity
- Driving significant **public engagement** in long-term planning surveys from PennDOT and the Delaware Valley Regional Planning Commission (DVRPC)
- Fundraising to buy bikes for **low-income Black residents** in partnership with Black Girl Joy Bike Ride
- Developing an easy-to-use **mobility access app** (“Laser Vision”) to keep sidewalks, crosswalks, and bike lanes clear and usable through crowdsourced reports
- Teaching members how to convene **Vision Zero committees** and advocate for safety within their neighborhoods’ Registered Community Organizations (RCOs), especially young Philadelphians who may not otherwise participate
- Holding numerous community **bike lane and sidewalk cleanups** in Strawberry Mansion, West Philly, Southwest Center City, Society Hill, and elsewhere

PBA has led collaborative advocacy efforts with several other non-profit groups, including the Bicycle Coalition of Greater Philadelphia, Black Girl Bike Joy Ride, Families for Safe Streets Greater Philadelphia, 5th Square, Clean Air Council, Philly Running Alliance, Feet First Philly, PA Safe Roads PAC, PATHS, and others.⁷

Our work is regularly featured in the *Philadelphia Inquirer*, Billy Penn/WHYY, CBS Philadelphia, and other news publications.

In August 2025, PBA was recognized by Pennsylvania State Representative Ben Waxman with a congressional certificate for our “exceptional leadership, courage, and solidarity in its efforts to advance safer, more equitable streets in the City of Philadelphia.”⁸

Position on Councilmanic Prerogative & Public Engagement

Philly Bike Action advocates for evidence-based infrastructure solutions following a Safe Systems Approach to achieve Vision Zero.



The National Safety Council (NSC) broadly defines a Vulnerable Road User as anyone not protected by an outside shield (such as the body of a car) while on the road.

PBA prioritizes the safety and dignity of **vulnerable road users** over the convenience of motor vehicle drivers. PBA believes that project-level engineering and network connection decisions should ultimately be the responsibility of OTIS. Elected officials should not micromanage bike safety projects.

PBA supports robust community input periods for major infrastructure projects. Local residents can provide valuable context to improve early designs that planners may not know. However, RCOs aren’t the whole community. PBA aims to help drive community engagement among underrepresented Philadelphians, highlighting the needs of vulnerable road users like parents, seniors, and children who walk and

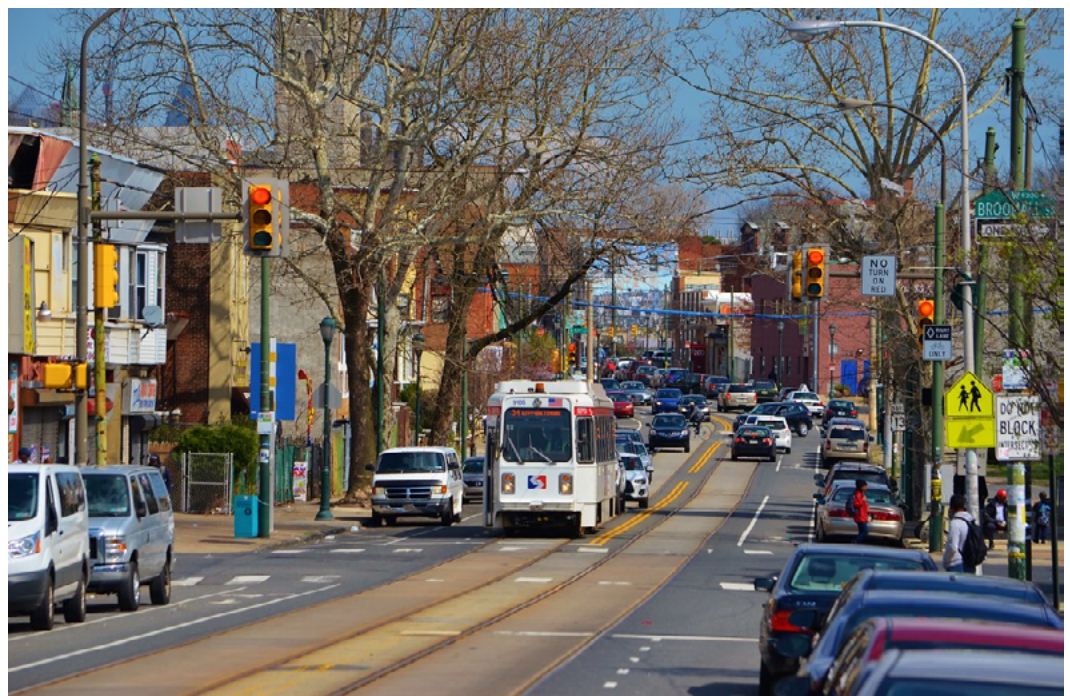
⁷ Philly Bike Action, “[Demand a Safer Fairmount Park!](#),” 2025
⁸ Philly Bike Action, [Instagram post from August 16, 2025](#)

cycle; low-income and historically disadvantaged demographics; non-English-speaking communities; people who are physically or mentally disabled; and other groups.

The necessity of widespread, high-quality protected bike infrastructure is not up for debate. **Achieving Vision Zero is not optional.** Outraged, misinformed, or uneducated public comments must never outweigh proven safety measures. If the status quo features designs that are unsafe, no amount of “not in my backyard” (NIMBY) resistance should stop OTIS from fixing our streets. Mature safety measures with proven track records like basic road diets, intersection daylighting, and curb extensions, should not require extensive public engagement.

It’s also imperative that elected officials on the local and state levels prioritize street safety by **dramatically increasing budget allocations to Vision Zero.** We need strong and steady capital construction funding to make the improvements our city needs.

Philly Bike Action believes that evidence-based infrastructure solutions is the best way to improve safety for everyone, not just people on bikes.



Philly Bike Action Structure and Culture

STRUCTURE

PBA was founded in April 2023 by a small group of Philadelphians as an informal grassroots organization. PBA incorporated in Pennsylvania in January 2024,⁹ and received tax-exempt 501(c)(4) status from the IRS that August.¹⁰

PBA’s Board of Directors is elected by PBA members and is fully volunteer-based. The Board makes strategic decisions about how to allocate resources and stay on-mission. To ensure geographic representation, the Board reserves one seat for residents of each City Council district. The Board appoints additional Officers to perform specific duties.

PBA Organizers take the lead on district-level initiatives, systematically laid out as PBA Projects, directing PBA’s members towards neighborhood- and issue-specific actions. Organizers may also join operational teams to support PBA Projects, such as teams for Tech, Community Engagement, Strategic Planning, Social Media, Graphic Design, and Press.

PBA volunteers are primarily recruited through in-person events, social media, flyering/stickering, and word of mouth. PBA volunteers can create online accounts to register for action opportunities relevant to their interests, neighborhoods, and City Council districts.

PBA membership is open to anyone who lives in Philadelphia. Membership allows volunteers to vote for the Board of Directors and to approve some steering documents.

PBA has a robust **Code of Conduct** that all volunteers agree to by participating in advocacy projects. We hold Organizers, Board members, and volunteers in other leadership roles to an especially high standard.



9 PA Department of State, [Entity Search](#): “Philly Bike Action,” retrieved 2025
10 IRS, [Tax Exempt Organization Search](#): “Philly Bike Action,” retrieved 2025

PROJECTS

PBA members may propose and lead short-term Projects broadly aligned with PBA's mission and goals. These are well-defined initiatives open to any volunteers who want to get involved in bringing better bike infrastructure to our city. Types of projects include:

- **Community engagement:** PBA attendance at community events for neighbor engagement, visibility, partnership, diplomacy, and neighborhood presence (*Philly Bike Expo, Peoplehood Parade, tabling at community events*)
- **Hands-on actions:** Group activities to accomplish a specific goal (*bike lane cleanups, direct action/demonstrations, tactical urbanism*)
- **Public petitions:** Collecting signatures over a set time period in support of bike-friendly legislation (*contact forms to City Council, contributing feedback in a public forum*)
- **Policy proposals:** Working with elected officials and other stakeholders to change city legislation and regulations to improve conditions for people riding bikes (*budget lobbying, infrastructure planning, bike parking, curbside management*)
- **Data and technology:** Developing tools and resources to support PBA activism and enable better cycling conditions (*parking enforcement reporting tools, data collection, information dashboards*)

The life of a PBA Project has four stages:

1. **Application:** Any PBA member completes a project application form on the PBA website, detailing their plan and clearly articulating the project's purpose and goal(s).
2. **Review:** PBA Organizers review the application to provide feedback to the project applicant. The PBA Board then verifies that the project aligns with our mission and values and approves any necessary funding.
3. **Implementation:** The project is carried out over the designated period—a single day or several weeks, depending on the scope defined in the application.
4. **Tracking/Reporting:** After the project's activities wrap up, the Project Lead shares financials with the Board and PBA's campaign webpage is updated. Photos and a brief write-up from the project lead are featured here.

Elements of past PBA projects include: large protest rides, traffic calming demonstrations, sweeping bike lanes and sidewalks of trash and debris, and sending signed postcards to elected officials.

Image courtesy of The Trellis.



Vibes

PBA takes pride in its grassroots identity and people-powered advocacy. We're everyday Philadelphians, and everything we achieve is through the passion of our members.

FOCUS ON BIKE INFRASTRUCTURE.

PBA primarily exists to improve the conditions of riding a bicycle in Philly, which means taking a systemic approach toward the built environment. That's why passive infrastructure, policy and regulation changes, and automated enforcement tend to be our areas of focus. Our members care about manual enforcement, individual road user behavior, and the culture surrounding cycling too—but we believe we can maximize our impact by focusing our attention on categories of solutions that have broad and sustainable applicability.



WE AIM FOR A FUN, COOL, CHEEKY, SCRAPPY, AND NON-ESTABLISHMENT VIBE.

We strive to be visionary and inspirational while remaining practical—we want to get stuff done, not just discuss theory. While we work through powerful institutions to achieve our goals, we're not too interested in flattering politicians. We also prefer to keep our engagement constructive, not inflammatory.

AUTHENTICITY IS KEY.

Where possible, we try to tailor our communications to a broad and accessible audience and **be real**. We're committed to keeping emails about each of our projects selective and targeted to relevant members, not just another form of corporate marketing. And while we need money to operate, our end goal isn't fundraising—it's action and impact.

DIRECT ACTION IS PART OF OUR STRATEGY.

Public demonstrations are important to our advocacy. While we prefer to try institutional methods first, we're willing to make our voices heard through hands-on direct action when needed. PBA won't hesitate to organize protest rides, sit-ins, and other peaceful methods if institutional methods aren't working.

WE'RE A COMMUNITY OF EVERYDAY PHILADELPHIANS—YOUR NEIGHBORS!

PBA members, Organizers, and Directors are regular people who just want to make our city safer. Our first meetings were in public parks—not executive boardrooms—and we still operate on a small, independent budget. PBA strives to work with the city and other stakeholders to make our streets safer, but we have no legal authority over city policy, regulations, and spending.

FINANCES

As a grassroots 501(c)(4), PBA receives most of its funding through small charitable donations. The average monthly donation to PBA is \$25. Additional revenue comes from merchandise sales and dedicated fundraising events.

PBA spends revenue on things like safety vests, traffic cones, sign printing, tabling equipment, tools for bike lane cleanups, storage and meeting space rentals, website and email hosting subscriptions, legal fees, and partner events and activities. However, PBA volunteers provide most technical and managerial skills necessary to run the organization at an extremely low cost.

We don't receive external grants from the government or private foundations. We're not a subsidiary of another nonprofit. We have no paid staff and no central office. PBA gets stuff done through sheer willpower and the generosity of our grassroots donor base of friends and neighbors who just want to make Philly a better place to live!



Philly Bike Action tables at various events throughout the city. Our tables, signs, shirts, etc. are purchased using donations.



Partners

CITY COUNCIL

PBA seeks to build constructive working relationships with all District Councilmembers and their staff in the districts where it is most active, as well as with at-large Councilmembers. PBA has effectively delivered community input to City Council via petitions, postcards, emails, public hearings, and direct meetings.

MAYOR

PBA issues press releases to the Office of the Mayor requesting Mayor Parker's support for funding, bike lane ordinances, and other policies. PBA members have also attended town hall meetings hosted by the Mayor in order to provide accountability for elected officials.

OTIS

PBA has a working relationship with the Office of Transportation, Infrastructure, and Systems (OTIS) and regularly drives turnout to OTIS' public events and calls for input on street projects. OTIS is often receptive to petitions and feedback from PBA-led advocacy related to bicycle safety.

PHILADELPHIA PARKING AUTHORITY

Philly Bike Action's mission focuses on infrastructure, but PBA encourages members to report bike lane obstructions and traffic violations that endanger people walking and biking to the Philadelphia Parking Authority (PPA), a state agency. In 2025, PBA also developed a custom mobile application "Laser Vision" to quickly and accurately report mobility access violations to the PPA.

PENNDOT

For PennDOT projects involving existing or potential new infrastructure, PBA activates its membership and social media followers to complete opportunities to provide high rates of public comment through online surveys, in-person open houses, and virtual meetings.

DVRPC

PBA helps inform the public about DVRPC planning surveys. PBA members also participate in meetings with the DVRPC's Public Participation Task Force (PPTF) and Regional Safety Task Force (RSTF) to stay on-track to achieve Vision Zero.

STATE LEGISLATURE

PBA works with Pennsylvania State Representatives and State Senators to advocate for safer streets throughout Philly, especially for projects administered by PennDOT.

RCOS

Philly Bike Action is fundamentally a group of neighbors who care about making their streets safer—so engagement with RCOs is critical. PBA regularly invites community leaders from neighbor RCOs to speak at events to teach PBA members how they can support safe bicycle infrastructure in their neighborhoods. PBA members are often involved with their neighborhoods beyond cycling advocacy. Many are active within their respective RCO and some serve on their RCO's board of directors.

BIDS & CDCS

PBA participates in local business and community outreach with BIDs and CDCs. PBA has previously invited leaders from these organizations to speak at events.

ADVOCACY NONPROFITS

Nonprofits that PBA frequently partners with include the Bicycle Coalition of Greater Philadelphia, 5th Square, and Families for Safe Streets. Coordinating email notifications and petition signing with these partners can lead to greater public engagement. PBA also has established relationships with disability advocacy organizations in Philadelphia and other groups that represent the interests of vulnerable road users.

MEDIA

PBA is frequently contacted by local media for coverage of bike-related news. The media recognizes that we're a knowledgeable, respected, and influential advocacy group for safer streets.

LOCAL BUSINESSES

Many local businesses have shown support for PBA-led initiatives through sharing flyers and hanging posters in their storefronts. Others have contributed directly to PBA through in-kind donations.

Partners

CITY COUNCIL

PBA seeks to build constructive working relationships with all District Councilmembers and their staff in the districts where it is most active, as well as with at-large Councilmembers. PBA has effectively delivered community input to City Council via petitions, postcards, emails, public hearings, and direct meetings.

Advocacy from PBA and its partners has resulted in stronger legislation from City Council. For example, since 2024, Council President Johnson has publicly championed Vision Zero funding and safety legislation, including co-sponsoring the citywide “Get Out the Bike Lane”^{11, 12} bill, serving as the keynote speaker of the 2025 Philadelphia Vision Zero Conference,¹³ and mentioning Philly Bike Action’s advocacy by name.¹⁴ Other Councilmembers have also become more supportive of bike infrastructure projects as a result of outreach from PBA.

MAYOR

PBA issues press releases to the Office of the Mayor requesting Mayor Parker’s support for funding, bike lane ordinances, and other policies. PBA members have also attended town hall meetings hosted by the Mayor in order to provide accountability for elected officials.

PBA successfully advocated for the Mayor to increase the FY 2026 Vision Zero budget and for concrete protection for the Spruce and Pine bike lanes.¹⁵ We co-
led petitions that garnered thousands of signatures across the city, organized testimony at public hearings at City Council, and led multiple actions including protest bike rides and demonstrations outside City Hall. The Mayor took notice and responded to our advocacy by proposing a significant increase to the Vision Zero budget.

In June 2025, PBA asked the Mayor to publicly support a bike lane around City Hall. In response to PBA’s outreach, the Mayor issued a formal communication to City Council during the final legislative session of the season in support of the City Hall bike lane, resulting in its approval and installation.¹⁶

OTIS

PBA has a working relationship with the Office of Transportation, Infrastructure, and Systems (OTIS) and regularly drives turnout to OTIS’ public events and calls for input on street projects. OTIS is often receptive to petitions and feedback from PBA-led advocacy related to bicycle safety.

In 2024, OTIS invited PBA to participate in a Spruce & Pine Stakeholder Working Group for improving bicycle infrastructure on the Spruce and Pine bike lanes.¹⁷

11 Orso, Inquirer, “Philadelphia looks to ban drivers from stopping cars in bike lanes following high-profile deaths,” 2024

12 Saunders, OTIS, “[Progress Update: Spruce and Pine Streets Bike Lane Safety Upgrades Project | November 2024,](#)” 2024

13 Bicycle Coalition of Greater Philadelphia, “[Announcing Keynote Speaker: Council President Kenyatta Johnson,](#)” 2025

14 Philadelphia City Council, “[Committee on Legislative Oversight 2-18-2025,](#)” (34:02)

15 Office of the Mayor, “[Mayor Parker Unveils \\$6.77 Billion “One Philly 2.0” Fiscal Year 2026 Budget & Five-Year Plan Proposal,](#)” 2025

16 Philadelphia City Council, “[Stated Meeting Of Philadelphia City Council 06-12-25,](#)” (17:03–18:56) 2025

17 Cassidy, OTIS, “[Progress Update: Spruce and Pine Streets Bike Lane Safety Upgrades Project | January 2025,](#)” 2025

As part of the working group, PBA provided detailed, workable recommendations on street configuration, concrete bike lane protection (including high-quality PBA-made renderings), and residential and commercial parking and loading needs.

PBA regularly communicates with OTIS to learn more about upcoming projects and offer recommendations for infrastructure improvements.

PHILADELPHIA PARKING AUTHORITY

Philly Bike Action's mission focuses on infrastructure, but PBA encourages members to report bike lane obstructions and traffic violations that endanger people walking and biking to the Philadelphia Parking Authority (PPA), a state agency.

PPA Executive Director Rich Lazer has spoken at PBA citywide meetings. PBA seeks consistent and equitable enforcement of traffic laws, especially through automated cameras. In 2025, PBA worked with the PPA to ensure their online report forms have structured data forms for bicycle lane parking violations.

In 2025, PBA also developed a custom mobile application, "Laser Vision," to quickly and accurately report mobility access violations to the PPA. The tool automates the PPA's existing reporting form, greatly improving ease of use. The application uses image metadata and machine learning software to scan user submissions of vehicles illegally parked in bike lanes, on sidewalks, and across crosswalks and wheelchair ramps. The app's algorithms analyze license plates and other vehicle details to send to the PPA for review. **Laser Vision** allows for rapid reporting and officer dispatching to ensure bike lanes and sidewalks stay clear of obstacles.

Laser Vision is available for use with an account on Philly Bike Action's website.



PENNDOT

The Pennsylvania Department of Transportation (PennDOT) oversees programs affecting state highways and roads, including 360 miles in Philadelphia.¹⁸

For PennDOT projects involving existing or potential new infrastructure, PBA activates its membership and social media followers to complete opportunities to provide high rates of public comment through online surveys, in-person open houses, and virtual meetings. Additionally, PBA has met with PennDOT project managers for PennDOT District 6 (Philly metropolitan region) and transportation engineers to discuss the alignment between our shared-mission and specific projects.

PBA has successfully engaged with PennDOT and affected the design of projects in Philadelphia, such as the Vine Street Corridor Improvement Project¹⁹ and the Market Street and Walnut Street Bridge Project.²⁰

PBA also uses its membership list to inform the public about PennDOT planning surveys impacting the bicycle network, such as biennial updates to their 12-Year Program (TYP).

¹⁸ Department of Streets, "[Streets Paving Program and List](#)," 2023

¹⁹ Philly Bike Action, [Instagram post from January 15, 2025](#)

²⁰ Philly Bike Action, "[Market St Bridge Detour Needs Bicycle Safety Improvements](#)," 2024

DVRPC

The Delaware Valley Regional Planning Commission (DVRPC) is the federally-designated Metropolitan Planning Organization (MPO) for the greater Philadelphia region. DVRPC is responsible for long-term regional transportation and land use planning.

PBA helps inform the public about DVRPC planning surveys, such as the 2025 Regional Vision Zero Traffic Safety Concerns Map, which guide DVRPC's Regional Vision Zero (RVZ) Plan to make streets in the Philly region safer for all road users.

PBA members also participate in meetings with the DVRPC's Public Participation Task Force (PPTF) and Regional Safety Task Force (RSTF) to stay on-track to achieve Vision Zero.

DVRPC planners have spoken at PBA citywide meetings, and PBA has driven substantial public engagement to long-term DVRPC plans like "Connections 2050."

STATE LEGISLATURE

PBA works with Pennsylvania State Representatives and State Senators to advocate for safer streets throughout Philly, especially for projects administered by PennDOT.

In 2024, PBA organizers worked with State Representative Ben Waxman to ensure PennDOT rapidly installed adequate bicycle protections over Walnut St. Bridge and along 23rd St. during the closure of the Schuylkill River Trail.

In 2025, advocacy from PBA enabled State Senator Nikil Saval to coordinate a grant of \$650,000 for concrete protection on the Spruce and Pine St. bike lanes.²¹ State Representative Rick Krajewski has attended multiple PBA-led community events in 2024²² and 2025.²³

RCOS, BIDS & CDCS

Registered Community Organizations (RCOs) are mostly private neighborhood civic associations that hold local events and provide zoning input to City Council. Business Improvement Districts (BIDs) differ from neighbor-run RCOs in that they are operated by local business owners for primarily commercial purposes. BIDs are funded by local property owners and sometimes initiate street improvement projects, such as building bike lanes. Community Development Corporations (CDCs) are focused on a neighborhood's economic development. Both BIDs and CDCs can technically also be RCOs.

Philly Bike Action is fundamentally a group of neighbors who care about making their streets safer—so engagement with RCOs is critical.

PBA regularly invites community leaders from neighbor RCOs to speak at events to teach PBA members how they can support safe bicycle infrastructure in their neighborhoods. In the past, PBA has featured presentations and panelists from the Society Hill Civic Association (SHCA), Washington Square West Civic Association (WSWCA), Center City Residents' Association (CCRA), South of South Neighborhood Association (SOSNA), and others.²⁴

21 Pennsylvania Senate, "Senator Saval Announces \$2 Million for Multimodal Transportation Initiatives," 2025

22 Philly Bike Action, [Instagram post from August 18, 2024](#)

23 Philly Bike Action, [Instagram post from July 15, 2025](#)

24 Philly Bike Action, [Instagram post from January 10, 2024](#)

RCOs can look to PBA as a community partner that can effectively mobilize its members for public comments on street safety projects. In addition to collaborating on street safety, PBA frequently partners with RCOs on sidewalk and bike lane cleanups and community events.

PBA members are often involved with their neighborhoods beyond cycling advocacy. Many are active within their respective RCO and some serve on their RCO's board of directors.

PBA also participates in local business and community engagement with BIDs and CDCs. PBA has previously invited leaders from these organizations to speak at events, including Old City District (OCD) Executive Director Job Itzkowitz.

ADVOCACY NONPROFITS

Nonprofits that PBA partners with include the Bicycle Coalition of Greater Philadelphia, 5th Square, Families for Safe Streets, and the broader Circuit Trails Coalition. Coordinating email notifications and petition signing with these partners can lead to greater public engagement.

PBA also has established relationships with disability advocacy organizations in Philadelphia and other groups that represent the interests of vulnerable road users.

MEDIA & LOCAL BUSINESSES

PBA is frequently contacted by local media for coverage of bike-related news. Examples include *The Philadelphia Inquirer*, CBS, ABC, NBC, FOX, Telemundo, Philly Voice, WHYY, and others. The media recognizes that we're a knowledgeable, respected, and influential advocacy group for safer streets.

Many local businesses have shown support for PBA-led initiatives through sharing flyers and hanging posters in their storefronts. Others have contributed directly to PBA through in-kind donations.

The signing of the "No Stopping" bill, prohibiting drivers from stopping, standing, or parking of any dedicated Philadelphia bike lane.

Image courtesy of City Council, Flickr.



Philly Bike Action Internal–External Analysis

This section summarizes PBA's internal Strengths, Opportunities, Aspirations, and Results (SOAR), a framework to help the Board of Directors identify what kinds of strategic goals and key initiatives to pursue. The PBA Strategy Team and Board of Directors will further analyze these items in future documents using SOAR and additional evaluative frameworks. This process is outlined in the implementation plan section of the Strategic Plan.

PBA STRENGTHS INCLUDE:

- Motivated volunteer base with many varied and useful skills
- Proven ability to rapidly react to high-urgency opportunities and set the narrative
- High marketing engagement (e.g. newsletter: 4000+ subscribers, ~70% open rate and ~8% click rate as of October 2025)
- Broad organizational understanding (education) of legislative and budgetary processes
- Proven advocacy for projects related to central, important nodes of the bike network
- High-quality technical infrastructure capable of targeted outreach
- Reliable (and increasing) donation revenue and adequate cash reserves
- Relatively diversified donation sources. Not excessively reliant on large donors
- Cash position and high amount of expense flexibility (very low fixed costs)
- Base of grassroots donors that continues to grow organically
- T-shirt and merchandise sales are always financially successful
- Relatively strong internal processes and record-keeping
- Distinctive and effective branding; some name recognition in general population
- Volunteer willingness to engage in direct action and attempt politically "uphill" projects
- Capability as a 501(c)(4) to engage directly in political lobbying and endorsements
- Incorporated organization and insurance protects against legal liability
- All-volunteer structure massively reduces financial overhead
- Some multilingual members, especially Spanish speakers
- Some useful physical assets, including Carla (cargo trailer)
- Some positive RCO engagement, especially in Districts 1, 2, and 5
- Relationships with Mayor Parker, Council President Johnson, Councilmember Squilla, Councilmember Gauthier, and others
- Some relationships with city bureaucrats, including Council staffers and OTIS
- Some relationships with state bureaucrats, including PennDOT District 6 staff
- Relatively sympathetic media coverage and some established media relationships

PBA OPPORTUNITIES INCLUDE:

- Advocating for numerous bike lane extensions and new bike lanes in Districts 1–5
- Advocating for additional Vision Zero capital funding for infrastructure upgrades
- Building strong relationships with City Council, especially recently elected officials
- Building strong relationships with public agencies like OTIS, PennDOT, and DVRPC
- Establishing partnerships with more advocacy organizations to amplify our message
- Membership growth in northern District 1; northern, western, and southern D3; and eastern District 5
- Expansion to Districts 6, 7, and 8 (medium-term) and 9 and 10 (long-term)
- Providing a platform for the voices and needs of underrepresented Philadelphians
- Revenue growth through rudimentary fundraising campaigns
- Developing practical member skill sets for organization and demonstrations

PBA ASPIRATIONS INCLUDE:

- Advocating for bike lanes on every suitable street to complete the network
- Increasing bike ridership via safer and more accessible infrastructure
- Achieving Vision Zero years or decades earlier than planned by the city (2050)

PBA RESULTS INCLUDE:

- Installation of multiple new bike lanes throughout the city
- Installation of concrete protection for some bike lanes on an accelerated pace
- Improved on-street paint markings to reduce turning conflicts at intersections
- Changes to signage and street direction to eliminate dangerous conflict points
- Installation of additional and higher-quality bike parking and other amenities
- Reduction of cars parked in bike lanes due to the release of the Laser Vision app
- Rise in local media commentary on complete streets infrastructure for cycling
- Empowerment of a dedicated, knowledgeable base of PBA volunteers



2.

Strategic Goals & Objectives

IN THIS SECTION

Infrastructure Goals.....	25
Policy Goals	28
Partnership Goals.....	30
Internal Goals.....	33

This section describes PBA's high-level goals for the city. For more specific corresponding areas of focus, see the "Key Initiatives" section.

Image courtesy of Leo Walsh.



KEY POINTS

- PBA's mission is to improve the bicycle infrastructure of Philadelphia. Our top priority is running several infrastructure-related advocacy projects every year.
- From a political perspective, PBA strives to achieve its mission of safer streets for bike riders in two ways: by winning legislative and budgetary support for our vision, and by advocating for more efficiency in the bureaucratic systems that deploy this support.
- Partnerships broaden PBA's reach and give us access to people or resources that were previously unavailable.

Infrastructure Goals

PBA's mission is to improve the bicycle infrastructure of Philadelphia. Our top priority is running several infrastructure-related advocacy projects every year.

Bike-friendly infrastructure comes in many forms. PBA would like to see the following examples prioritized in Philadelphia. We are particularly interested in making these changes on streets in the high-injury network, across all districts, and in key connection points in the bike network.

PROTECTED BIKE LANES

Infrastructure that physically separates and prevents motor vehicle traffic from entering the bike lane. These include sidewalk-level, curb-separated, and parking-separated bike lanes; stationary or retractable bollards; concrete barriers and modular concrete pillars; and crash-resistant planters.



WIDER BIKE LANES

Bike lanes wide enough to allow people on bikes to pass each other without merging into traffic. Wider bike lanes increase comfort for riders and are much more welcoming, encouraging ridership from people who wouldn't otherwise be confident riding a bike in the city.

BIKE TRAFFIC SIGNALS

Dedicated traffic signals for bikes facilitate safe crossing through an intersection by reducing or preventing conflicts at intersections. A bike-only phase in a traffic light cycle provides a separate time for bicycles to turn. A "leading bicycle signal" gives bikes a head start from vehicle traffic before the concurrent vehicle traffic receives the green light.



BIKE PARKING

Bike racks and corrals that are accessible, convenient, secure, and located equitably throughout the city. PBA has worked to streamline the cumbersome process where individual businesses must obtain a city permit to install bicycle racks and corrals.

PEDESTRIAN PROTECTION

Infrastructure that prioritizes the safety of people walking and rolling on the sidewalk and crossing the street at intersections. This increases pedestrian access and visibility, and slows vehicle traffic where potential conflicts exist. Examples include curb ramps, pedestrian refuge islands, curb extensions (bump-outs), raised crosswalks and raised intersections, leading pedestrian signals, and longer pedestrian signal phases in light cycles.

INTERSECTION DAYLIGHTING

Daylighting is the removal of parking spaces closest to an intersection to improve visibility. It's especially helpful on streets with physical constraints that make other bike infrastructure difficult to install.

Image courtesy of Streetopia,
Upper West Side



NETWORK CONNECTIVITY

Traveling by bike becomes most accessible when bike routes are connected to other forms of transportation. PBA aims to see bike lanes connected to:

- **Other bike lanes:** A network of bike lanes provides multiple options for safe and comfortable transportation, allowing people of all ages and abilities to get where they need to go.
- **Neighborhoods and amenities:** Bike lanes should connect people to places they want to go, such as parks, schools, grocery stores, arts and entertainment venues, commercial districts, and office spaces all over Philadelphia. Bike lane installation should be equitable across Philadelphia's neighborhoods.
- **Transit stations:** The ability to conveniently bring a bicycle on public transit through in-station and on-vehicle bike racks allows trips across multiple modes. Transit stations should also include accessible infrastructure for those on bikes and in wheelchairs (elevators, ramps, and/or level boarding platforms).

AUTOMATED SPEED ENFORCEMENT

Cameras to monitor vehicles that speed, run red lights, and illegally park in bike lanes. These can be installed at intersections or—as Philadelphia piloted in 2024—aboard SEPTA buses. PBA believes that physical infrastructure is more efficient and reliable than enforcement; however, automatic camera enforcement is equivalent to physical protection for its unbiased, round-the-clock applicability.

TRAFFIC CALMING MEASURES

Roadways can be designed to organically encourage drivers to slow down and remain mindful of bikers and pedestrians. Some of these measures include:

- **Lane reductions:** Reducing the number of motor vehicle lanes provides more space for bike lanes and makes streets more friendly for people who are not in cars.
- **Speed cushions:** Elevated bumps that force drivers to slow down. These can be installed with slots for bikes to ride through.
- **Raised crosswalks and intersections, curb extensions, and daylighting:** Slow down motor vehicles (including while turning), draw attention to pedestrians, and improve visibility for all road users.



The existence of obstacles, whether real or perceived, can slow vehicles down.

TREE PLANTING

Trees along roadways create the perception of narrower streets and can encourage drivers to slow down. They also provide shade for people on sidewalks and in bike lanes, encouraging higher rates of active transportation.

MEASURABLE RESULTS

Statistical measures that capture changes in crashes, injuries, and fatalities before and after the implementation of infrastructure designed to improve safety for people on bikes.

Policy Goals

From a political perspective, PBA strives to achieve its mission of safer streets for bike riders in two ways: by winning legislative and budgetary support for our vision, and by advocating for more efficiency in the bureaucratic systems that deploy this support.

LEGISLATIVE GOALS

PBA's legislative focus is broadly about making it easier to build bike infrastructure and more difficult to remove it—we want cycling to become part of the permanent fabric of Philadelphia. This includes eliminating unnecessary scrutiny of bike safety projects from legislators, complex bureaucratic requirements for streetscape and bike parking projects, irresponsible parking regulations that endanger people riding bikes, and permits that politically hamstring the expansion of the bike network.

In general, PBA believes that local direct action has the greatest impact. Therefore, PBA is primarily focused on legislation in Philadelphia City Council. A secondary goal is to engage with political stakeholders on the regional and state level who have influence over city roads (especially arterials) and funding.

BUDGETARY GOALS

PBA's primary budgetary goal is to significantly increase annual city-allocated funding for Vision Zero projects, including capital infrastructure funding and operational funding.

Philadelphia's Vision Zero Capital Budget is spent on projects that reduce traffic deaths, usually in the form of "Complete Streets" projects. While funding for infrastructure projects comes from a variety of local, state, federal, and private sources, the Vision Zero Capital Budget represents the City's commitment to the Vision Zero initiative and is an important indicator of the Mayor's support for the program, and remains a focus for PBA's legislative agenda.

In 2024, Mayor Parker pushed back the target date of the City's Vision Zero goal from 2030 to 2050, calling the original goal overly optimistic. We believe that systemic changes to the way Philadelphia makes safety upgrades to its streets is critical to addressing all 300 miles of the High Injury Network by 2030 and ending all traffic deaths by 2050. Legislation or executive orders that could be pursued include mandating Complete Street improvements for all street repaving. Other major cities have already legislated stronger mandates for street safety—and PBA wants to ensure Philly does the same.

Until Philadelphia meets its target of zero traffic deaths, it is crucial that the City continues to transparently track measurable statistical improvement to safety as a result of policy and investment. This information is currently tracked on the [High Injury Network Map](#), [Annual Vision Zero Reports](#), [Vision Zero 2025 analysis](#), and [Philly State 360](#).

PLANNING GOALS

Local, regional, and state government agencies regularly publish and revise strategic plans about transportation. These plans present high-level land use recommendations for Philadelphia and beyond, including detailed visions for the transportation network. Plans influence budgetary decisions from legislators as well as long-term streetscape project prioritization from OTIS and PennDOT.

PBA has opportunities to engage with the Philadelphia City Planning Commission, OTIS, PennDOT, DVRPC, and other agencies to ensure that the updated documents reflect the needs of Philadelphians to get around safely and easily on a bicycle.

Partnership Goals

Partnerships broaden PBA's reach and give us access to people or resources that were previously unavailable. Different partnerships can bear different fruit.

ELECTED OFFICIALS

PBA has been increasingly recognized as a community ally among elected officials and civil servants through collaboration on public hearings, events, and advocacy. We work with any official or public employee to pursue street safety improvement. In the future, we plan to provide a "report card" for Councilmembers to promote their street safety bonafides, as well as to put pressure on those members with a subpar track record.

We hope to leverage PBA's relationships with these government entities to enact policy-level change favoring bike safety. We want these officials to prioritize bike infrastructure projects and policies, and encourage their peers to do the same:

- **City Council and staffers:** Continue to work with the Council President, District Councilmembers, and at-large Councilmembers on legislation. Likewise, work with office staff to better understand the legislative environment and funding concerns.
- **Mayor's office:** Establish better lines of communication with the Mayor's office and strengthen relationships with OTIS and the Streets Department.
- **State officials:** Continue to engage with Pennsylvania State Representatives and Senators to influence PennDOT projects.

Philly Bike Action members with Mayor Cherelle Parker.



LOCAL, STATE, AND FEDERAL AGENCIES

PBA's vision is to create positive, constructive partnerships with public agencies that influence bike infrastructure and policy. Our goal is to be able to leverage these relationships into concrete action that supports our mission. We want to be reliable, memorable, communicative, and responsive in our participation—a mutual and supportive dynamic that facilitates understanding rather than tension. We will be thoughtful about the representatives we select for external engagement, ensuring that they're equipped to engage at the level the partnership demands. We believe that genuine relationships yield the best results for everyone.

REGISTERED COMMUNITY ORGANIZATIONS (RCOS)

PBA seeks to be a good neighbor across the city by establishing and nurturing positive relationships with RCOs through collaboration on community clean ups and street safety projects. Each RCO is unique and will not always align with PBA's vision, and in some instances actively oppose PBA advocacy, which can create difficulties demonstrating community buy-in for decision makers.

PBA intends to constructively engage with interested RCOs along all bike corridors in Philadelphia, including those we know well and those we don't yet. Targeted engagement is necessary in RCOs with limited membership in PBA, especially in racially and linguistically diverse neighborhoods like Chinatown and Kensington. PBA seeks Organizers with strong connections to the local community to lead projects in their neighborhoods to foster collaboration and improve outcomes.

BUSINESS IMPROVEMENT DISTRICTS (BIDS)

PBA recognizes that bikes and bike lanes are good for business, and we want to continue to partner with BIDs to build better infrastructure.

Local business owners may not immediately recognize the financial benefits that bike lanes bring to their corridors. Because they're the people who run BIDs, it will be important for PBA to run educational campaigns with local businesses to garner unified support for street improvements, and to promote businesses that actively support PBA's mission.

OTHER COMMUNITY ORGANIZATIONS

Cycling is for everyone! Recognizing the value of a diverse coalition, PBA seeks to collaborate with more community partners such as nonprofits and local businesses around the city. Since its founding, PBA has participated in large events like the Philly Bike Expo and led bike rides at the Tacony Creek Park Music and Arts Festival.

At the Tacony Creek Park Music and Arts festival, PBA volunteers guided kids through an obstacle course. We also provided quick bike fixes!



The spirit and high-level values of many community groups in Philly align with ours. PBA's goal is to find common ground with groups that aren't traditionally focused on bike safety and operationalize it to build broad cultural and political support for our mission.

We're interested in collaborating with religious institutions and faith communities regarding traffic safety and community health; creating solidarity networks with other anti-violence organizations, such as gun death prevention, to raise the profile of advocacy against traffic violence; developing stronger relationships with political stakeholders in neighborhoods especially influential to the Mayor and City Council President; and partnering with professional organizations chartered to create and care for "third spaces" inclusive of people riding bikes.

We want our messaging to convey that a safe bike network is an important driver of community cohesion, regional economic growth, personal financial resiliency, and freedom of mobility. Bikes can also be a fun recreational tool, but their greatest benefit is as a form of extremely low-cost transportation and source of revenue for local neighborhood businesses. If we can get that message across to more people, urban bike infrastructure starts to feel more relevant to people's lives and more essential to elected officials.

Acknowledging that not every community organization will agree with PBA's mission, our public communication and presence will nevertheless remain courteous and professional.

ADVOCACY GROUPS

We want to harmonize with other advocacy groups in Philly that align with our mission. This includes the Bicycle Coalition of Greater Philadelphia and many other advocacy groups that predate PBA, especially those who we ask to co-sponsor our petitions and with whom we collaborate to promote and run events and actions. We respect that every organization has its niche and want to complement each other's work without dissonance. To this end, PBA strives for its engagement to have an open, cooperative tone. We want to trust our partner organizations and to be trusted by them.

Internal Goals

Philly Bike Action's bylaws are and will always be found on our website.



ADMINISTRATIVE

PBA's bylaws are a living document, and when they are strong, they support PBA's longevity, board recruitment, and overall mission stability. Guided by these bylaws, PBA will conduct effective elections, support a robust Board, and by extension, provide strong leadership to the organization.

PBA has a **culture of decentralized leadership**—we have no executive director and no single leader. All Board members and Organizers should take responsibility for upholding our culture and practices. This also extends to making sure that we run a geographically diverse spread of projects to ensure that PBA doesn't become too isolated within a single district.

We seek to create more stable organizational governance through Board and Organizer training, experience, diversity, and interests. Our internal processes are always evolving; maintaining operational flexibility and being open to new methods enables our organization to stay vibrant and fresh.

One of our goals is to **remain mindful of our volunteers' abilities**. We want to avoid excessively large, complex, and/or ambiguously defined commitments that are likely to exceed our organizing capacity. We believe that finishing numerous small, well-defined projects is the most effective way to create widespread change in our city. However, let's read the room—we'll continue to take on big campaigns with notably high public passion, as long as we have the volunteers to do so.

We should also focus resources on projects that are politically viable so we have more wins than losses. Our goal is not to yell at the sky, however correctly; we want to get things done! Projects that are stretch goals should have a clear strategy to advance an idea for the future without making us look out of touch. We should be willing to shelve projects that aren't yielding results without shame—we can always come back to them later.

Maintaining accurate inventory and following well-defined access protocols helps us ensure we have the equipment we need when we need it. We rent a small storage unit to store some of our physical assets, like our electric cargo trailer, "Carla," who lets us haul equipment long distances while remaining on-brand and on-message.

We want to grow: the PBA Account mailing list is our #1 growth metric. All members should be recruiting supporters to this list. High-quality recruits are people who want to literally take action (meetings, surveys, etc), not just casual supporters who may skim our emails (they can go on the newsletter). Increasing in-person event attendance is a big part of this, especially the number of volunteers participating in PBA projects.

FINANCIAL

PBA's finances are controlled by the Board of Directors, who are responsible for **providing excellent stewardship of financial resources and strong financial guidance** to support strategic decision-making. PBA's financial goals center on improving long-range planning, strategic sizing of revenue and assets, and financial education.

In Fall 2025, for the first time, PBA Board members were elected for terms beginning in early 2026. They must understand PBA's finances to exercise their fiduciary duties to be good stewards of our resources. As an organization, we have an opportunity with each budget cycle to ask larger questions about PBA's financial strategy. Our 2026 budgeting process and beyond will benefit from input from across the organization, including Board members, Organizers, and volunteers. This feedback will help the Board set financial goals that reflect PBA's real values.

PBA's current donor base is its ideal one: many small contributors. Maintaining such a spread solidifies our reputation as a trustworthy, grassroots organization and could insulate the organization from sudden funding loss. That said, maintaining strong relationships with larger and/or commercial donors may occasionally serve PBA for specific non-operational campaigns.

Ideally, fundraising efforts only ever represent a small fraction of our time and effort. Our efforts at PBA are **maximized by political action and community-based work**—not grant applications and reports—and we retain our autonomy and independence when these priorities are intact. We vastly prefer raising unrestricted revenue due to its fungibility and lack of reporting requirements. This allows us to flexibly spend our revenue on projects with the greatest need. If we were ever to be presented with an opportunity for restricted funding, we would need to be thoughtful and intentional about it.

TECHNOLOGY

PBA is fortunate to have a strong technology stack, including useful integrations between our website, email list, and Discord server. We're committed to maintaining our code in an **open-source repository** and keeping our systems up to date to guarantee data security. We also strive to collect a **minimal amount of personal data** from our members—only what we need to engage people with bicycle advocacy.

MEMBERSHIP AND CULTURE

PBA is committed to maintaining its **strong, people-led, grassroots culture**. We are also committed to reflecting the full diversity of the cycling community and Philadelphia as a whole. We are who we are—everyday Philadelphians—and staying true to our social and ethical ideals is critical.

PBA consistently drives volunteer turnout to direct action events using social media platforms where it has garnered a reputation as an organization that knows how to deliver tangible victories and have fun doing it. We're not afraid to challenge the status quo!

We continue to engage volunteers in the hopes of transforming them into more established and consistent organizers. Organizers lead projects of their own, collaborate with external stakeholders, and assist with internal tasks. We hope to continue to diversify our membership through engagement with RCOs, nonprofits, and businesses that reflect the diversity of Philadelphia.

And **we're sticking around!** Our goal is to embed cycling in the structure and culture of Philadelphia.

3.

Key Initiatives

IN THIS SECTION

Infrastructure Initiatives.....	36
Policy Initiatives.....	39
Partnership Initiatives	39
Internal Initiatives	40

Image courtesy of Leo Walsh.



IMPORTANT NOTES

- This list is designed to help the Board of Directors allocate resources to initiatives that are generally important to PBA's members and its mission. These initiatives are relatively actionable pursuits that relate to the strategic goals and objectives described earlier in this document.
- Inclusion in (or exclusion from) this list does not guarantee any particular future action. Each of these initiatives may be realized as projects or campaigns featuring multiple projects. Some initiatives may later be recategorized, regrouped, or not pursued.

Infrastructure Initiatives

EAST–WEST CORRIDORS:

1. Concrete protection on Spruce St. and Pine St. in Center City (D1, D2)
2. Road diets and protected bike lanes along Vine St. (D1)
3. Robust bike access to Franklin Square, especially a Delaware River Trail (DRT) connection (D1)
4. Center City: protected bike infrastructure for the length of Market St., including around City Hall (D1, D2, D5)
5. South Philly: protected bike infrastructure from the DRT to the Schuylkill River Trail (SRT) somewhere south of Spruce St. and Pine St. (D1, D2)
6. Spring Garden Connector Project: connect the SRT to the DRT (D1, D5)
7. North Philly: protect the Lehigh Ave. and Allegheny Ave. bike lanes so they connect the DRT to Fairmount Park and the SRT (D1, D4, D5, D6, D7, D8)
8. Strong bike lane connections to the SRT in South and Southwest Philly (D2)
9. Concrete protection for South St. Bridge (D2, D3)
10. Concrete protection for Spring Garden St. Bridge (D3, D5)
11. Expanded walking and biking facilities on the Green Ln. Bridge (D4)
12. Establish more contiguous bike lanes between the SRT, Northwest Philly neighborhoods, and the B subway line (D4, D5, D8)

NORTH–SOUTH CORRIDORS:

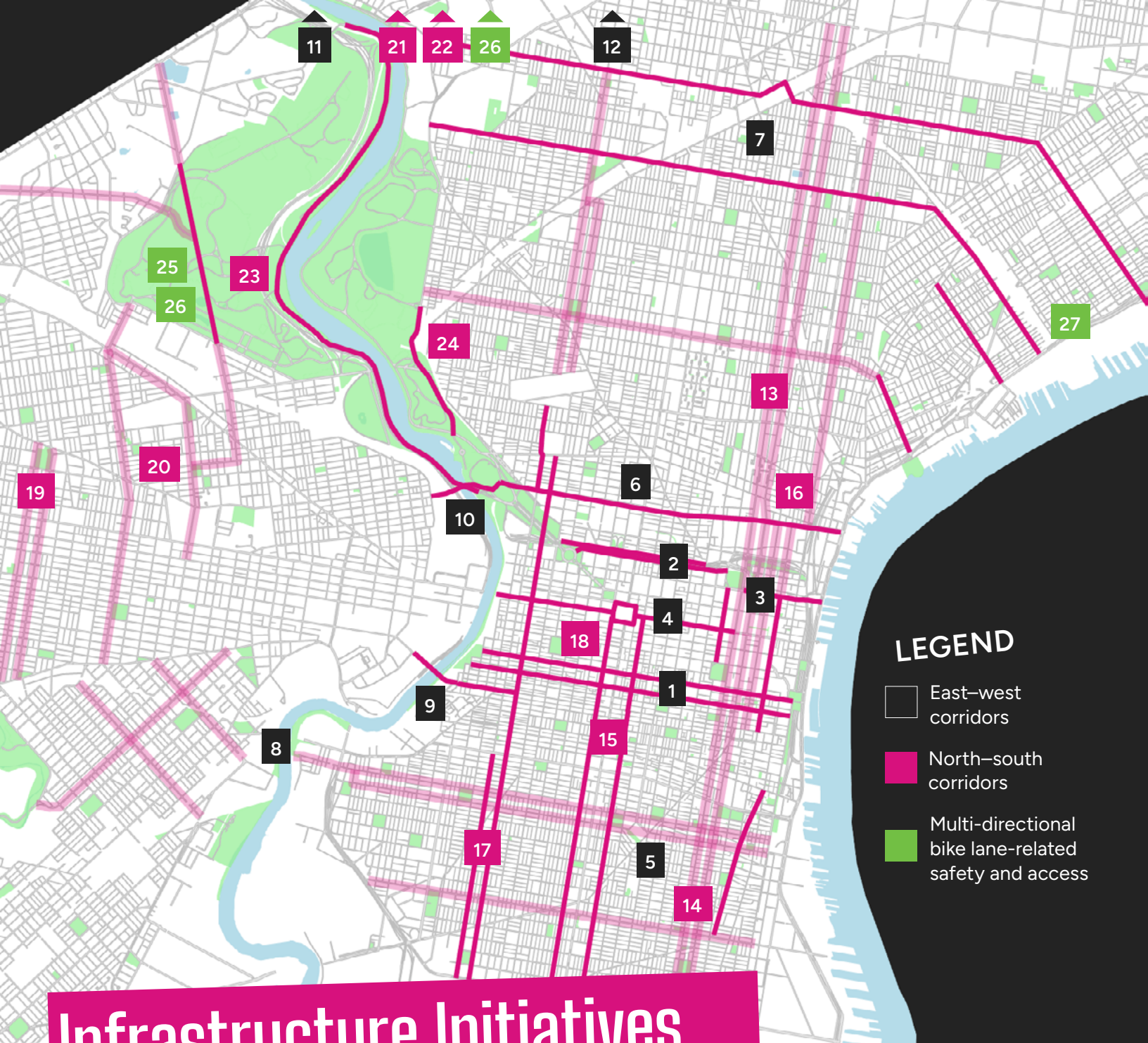
13. Safer travel between North Philly and Center City somewhere between 2nd St. and 10th St., especially southbound (D1, D5)
14. Contiguous protected bike lanes from Center City to Snyder Ave. and/or Oregon Ave. somewhere east of Broad St. (D1)
15. Create an effective bikeway on 13th St. and 15th St. south of Market St. using separated bike lanes, traffic diverters, and daylighting, rather than current sharrows (D1, D2)
16. Extend existing or add new north–south bike lanes north of Spring Garden St., especially a protected 2nd St. bike lane up to Lehigh Ave. (D1, D5, D7)
17. North–south bike lane pair south of Washington Ave. in Point Breeze (D2)
18. Southbound bike lane in Center City to pair with 22nd St. (D2, D5)
19. New and extended north–south bike lane pairs in far West Philly (D3, D4)
20. Safe north–south lanes between Chestnut St. and Parkside Ave., to complement parking-separated lanes on 47th St. and 48th St. south of Chestnut St. (D3, D4)
21. Traffic calming and/or protected bike lanes on lower Main St. in Manayunk (D4)
22. Safety improvements and bike lane protection on the Ridge Ave. hill (from Wissahickon Transit Center to Osborn St.) (D4)
23. Increase the number of car-free days on Martin Luther King Jr. Drive (D4, D5)
24. Safe bike lane through Lemon Hill to connect the SRT to Strawberry Mansion (D4, D5)

MULTI-DIRECTIONAL BIKE LANE-RELATED SAFETY AND ACCESS:

25. Improve bikeability of Fairmount Park by removing cars or through-traffic on some streets; and improving bicycle protections on streets with cars **(D4)**
26. Stronger bike lane connections to Fairmount Park from all directions **(D4)**
27. Strong bike lane connections to Wissahickon Valley Park from various directions, such as Walnut Ln., Wayne Ave., and Wissahickon Ave. **(D4, D8)**
28. Strong bike lane connections to the DRT in Northeast Philadelphia **(D6, D10)**

OTHER BIKE-RELATED INFRASTRUCTURE:

- Mandate universal daylighting (intersection visibility) on all city-owned streets **(D1–10)**
- Install loading zones across from all unprotected bike lanes on one-way streets in Center City to reduce illegal bike lane parking **(D1, D2)**
- Lengthen some existing loading zones to accommodate more vehicles, especially on Spruce St., Pine St., and other commercial corridors in Center City **(D1, D2)**



LEGEND

- East-west corridors
- North-south corridors
- Multi-directional bike lane-related safety and access

Infrastructure Initiatives

1. Concrete protection on Spruce St. and Pine St. in Center City (**D1, D2**)
2. Road diets and protected bike lanes along Vine St. (**D1**)
3. Robust bike access to Franklin Square, especially a Delaware River Trail (DRT) connection (**D1**)
4. Center City: protected bike infrastructure for the length of Market St., including around City Hall (**D1, D2, D5**)
5. South Philly: protected bike infrastructure from the DRT to the Schuylkill River Trail (SRT) somewhere south of Spruce St. and Pine St. (**D1, D2**)
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10. Concrete protection for Spring Garden St. Bridge (**D3, D5**)
11. Expanded walking and biking facilities on the Green Ln. Bridge (**D4**)
12. Establish more contiguous bike lanes between the SRT, Northwest Philly neighborhoods, and the B subway line (**D4, D5, D8**)
13. Safer travel between North Philly and Center City somewhere between 2nd St. and 10th St., especially southbound (**D1, D5**)
14. Contiguous protected bike lanes from Center City to Snyder Ave. and/or Oregon Ave. somewhere east of Broad St. (**D1**)
15. Create an effective bikeway on 13th St. and 15th St. south of Market St. using separated bike lanes, traffic diverters, and daylighting, rather than current sharrows (**D1, D2**)
16. Extend existing or add new north-south bike lanes north of Spring Garden St., especially a protected 2nd St. bike lane up to Lehigh Ave. (**D1, D5, D7**)
17. North-south bike lane pair south of Washington Ave. in Point Breeze (**D2**)
18. Southbound bike lane in Center City to pair with 22nd St. (**D2, D5**)
19. New and extended north-south bike lane pairs in far West Philly (**D3, D4**)
20. Safe north-south lanes between Chestnut St. and Parkside Ave., to complement parking-separated lanes on 47th St. and 48th St. south of Chestnut St. (**D3, D4**)
21. Traffic calming and/or protected bike lanes on lower Main St. in Manayunk (**D4**)
22. Safety improvements and bike lane protection on the Ridge Ave. hill (from Wissahickon Transit Center to Osborn St.) (**D4**)
23. Increase the number of car-free days on Martin Luther King Jr. Drive (**D4, D5**)
24. Improve bikeability of Fairmount Park by removing cars or through-traffic on some streets; and improving bicycle protections on streets with cars (**D4**)
25. Stronger bike lane connections to Fairmount Park from all directions (**D4**)
26. Strong bike lane connections to Wissahickon Valley Park from various directions, such as Walnut Ln., Wayne Ave., and Wissahickon Ave. (**D4, D8**)
27. Strong bike lane connections to the Delaware River Trail in Northeast Philadelphia (**D6, D10**)

Policy Initiatives

- Increase “Vision Zero” line item amount in future budgets
- Increase OTIS’ operational budget to allow for higher Vision Zero project throughput
- Repeal [§ 12-701](#)’s mandate that bike lanes must be authorized by City Council; enact modifications to make it legislatively easier to build (but harder to remove) bike lanes
- Enact legislation that emulates Los Angeles’ “[Measure HLA](#)” to ensure that every street repaving includes multimodal safety improvements, exceeding requirements in the existing [Complete Streets Policy](#) (§ 11-901)
- Enact legislation to mandate the Streets Department to automatically deploy rapid-response infrastructure at the site of severe crashes involving people on bicycles
- Remove red tape requirements for installing new bike corrals (petition, City Council approval, professional drawings)
- Meaningfully influence upcoming revisions of some medium-term and long-term planning documents to better prioritize active transportation infrastructure, such as:
 - Philadelphia City Planning Commission: [Comprehensive Plan](#), [Pedestrian and Bicycle Plan](#), [Trail Master Plan](#)
 - PennDOT: [Long-Range Transportation Plan](#), [12-Year Program](#), [Active Transportation Plan](#)
 - DVRPC: [Long-Range Plan](#), [Transportation Improvement Program](#), [Regional Vision Zero Plan](#), [Regional Trails Program](#)
- Modify certain parking permits issued for religious institutions in order to enable bike lane legislation on specific key corridors in Society Hill and Rittenhouse

Partnership Initiatives

- Onboard more volunteers with dedicated roles for maintaining standing external partnerships
- Develop detailed action plan for engagement with RCOs, religious institutions, and other community organizations on the neighborhood and sub-neighborhood level
- Establish more regular meetings with OTIS (including both the Office of Multimodal Planning and the Streets Department) to better understand bike-related projects
- Establish more regular meetings with District Councilmembers to promote traffic safety
- Establish strong relationships with legislative staff in City Council to better understand Councilmembers’ legislative priorities and timelines
- More regularly invite elected officials (especially local and state legislators) to public events like bike rides and community fairs to highlight their support for Vision Zero
- Foster additional communication channels with the BCGP about legislation pertaining to Philadelphia
- Consider membership in or greater participation with the Circuit Trails Coalition
- Engage Organizers to participate more regularly with the DVRPC Regional Safety Task Force (RSTF)
- Establish more formal communication with the BCGP about Philadelphia-related topics considered by the PennDOT [Pedalcycle and Pedestrian Advisory Committee](#)
- Coordinate with PBA members in far West Philadelphia, North Philadelphia, and Kensington to engage with community stakeholders along key corridors
- Hold additional small-scale apolitical bike events (like bike lane and sidewalk cleanups) to foster goodwill with neighborhood groups
- Strengthen our internal media engagement team procedures and increase frequency of actual media outreach in English, Spanish, and Chinese

Internal Initiatives

ADMINISTRATIVE

- Conduct effective Board of Directors elections
- Develop comprehensive Board onboarding materials
- Develop more robust processes to ensure Board institutional memory, including additional Officer appointments
- Strengthen and diversify Board skill sets, including capacity related to legal, financial, political, and community engagement initiatives; and leadership training
- Ensure Board social cohesiveness and stability
- Onboard additional Organizers, especially from Districts 4–8
- Facilitate Organizer trainings to enhance relevant skills, including project management and conflict de-escalation
- Develop more consistent procedures to keep online project and campaign pages updated with new information and results
- Maintain and improve storage of physical assets and associated security procedures

FINANCIAL

- Complete transition from monthly budgets to annual budgets
- Build financial policy and process guides in order to maintain a strong internal control environment and improve Board reporting
- Invest in general ledger software program to decrease burden of manual transaction tracking, enhance reporting, and ensure continuity for future PBA treasurers
- Monitor cash reserves and strategize future revenue trajectory
- Partner with communications and/or in-house fundraising experts to develop annual PBA impact report
- Create in-house Board financial education documentation

MEMBERSHIP AND CULTURE:

- Grow membership from underrepresented districts, especially Districts 6, 7, and 8, and Districts 9 and 10 if possible
- Promote elements of diversity, equity, and inclusion (DEI) to create a supportive internal culture by welcoming new members who have not traditionally been represented in the Philadelphia bicycle community
- Hold more social events for PBA sub-units, especially leadership units, to promote stronger bonds
- Design annual membership surveys to obtain better ongoing feedback

TECHNOLOGY

- Onboard additional Django developers to assist with technical stack
- Automate additional operational processes to reduce manual effort
- Create usable visualizations of bike infrastructure and membership trends

4.

Implementation Plan

IN THIS SECTION

Stakeholders.....	42
Timeline	43
Measurement & Evaluation	44
Risk Management	46

Image courtesy of Alex Cayley.



IMPORTANT NOTE

- This Strategic Plan is designed to be implemented over a period of several years according to the status of ongoing and planned PBA projects and campaigns, volunteer resources, and external conditions. With these variables in mind, the following Implementation Plan lays out key stakeholders and activities timelines for implementation as high-level guidance only.

Stakeholders

BOARD OF DIRECTORS

Responsible for approval of the Strategic Plan, oversight into its implementation by Organizers, and future iterations and/or progress reports

Strategy Team

Responsible for authoring the Strategic Plan and other strategic guiding documents, such as the future RCO and Community Engagement Plan

Strategy Officer

Responsible for coordinating volunteer resources for the Strategy Team on behalf of the Board of Directors and reporting on its status to the Board

Directors

Responsible for engagement with the Strategy Team about goals and initiatives pertinent to the districts or teams they represent

Secretary

Responsible for coordinating periodic reviews of Key Performance Indicators (KPIs) described later in this document

Treasurer

Responsible for providing strong financial documentation to the Board of Directors in accordance with the Strategic Plan's financial goals and assisting the Strategy Team with domain-specific sections of future planning documents and progress reports

ORGANIZERS

Responsible for implementing the Strategic Plan in projects and campaigns

District Organizers

Responsible for coordinating district-wide projects that align with the Strategic Plan's stated goals and prioritizing its key initiatives, and empowering suitable Project Leads to conduct specific projects

Project Leads

Responsible for leading individual projects in accordance with the Strategic Plan's goals for external engagement and operational excellence

MEMBERS

Responsible for ballot approval of the Strategic Plan and voting in the PBA Board election

Timeline

This Strategic Plan is written with an intended lifespan of roughly 5 years. Many Key Initiatives are likely to have longer timelines. The Strategy Team is expected to author and the Board is expected to adopt a new Strategic Plan around that time to reframe PBA's situation and goals.

Time Period	Stakeholder(s)	Action
Phase 1: Approval	Board of Directors	Board approves Strategic Plan in October 2025, following Organizer input
	Members	Membership ballot-approves Strategic Plan during November 2025 Board election
Phase 2: Process embedding	Board of Directors, Strategy Team	Strategy Team educates incoming Board on Strategic Plan
	District Organizers, Strategy Team	Strategy Team writes internal RCO and Community Engagement Plan specifying detailed advocacy action items; Community Engagement Team provides experiential input and goals
	Organizers	Organizers integrate references to Strategic Plan in operational processes
	Strategy Team, Outreach Team	Strategy Team writes internal RCO and Community Engagement Plan specifying detailed advocacy action items; Outreach Team provides experiential input and goals
Phase 3: Continuing evaluation	Board of Directors, Strategy Team	Strategy Team educates new incoming Board on Strategic Plan and RCO and Community Engagement Plan after each election
	Secretary, Board of Directors, Organizers	Secretary coordinates Strategic Plan KPI reviews with Board of Directors at least annually, with input from Organizers
	Strategy Team, Board of Directors	Strategy Team presents annual internal progress report to Board of Directors
Phase 4: Replacement	Strategy Team	Strategy Team issues future iteration(s) of Strategic Plan according to organizational velocity and Board requests

Measurement & Evaluation

Monitoring PBA's impact and reviewing our approach regularly ensures that PBA remains engaging for members, relevant to the discourse, and effective in achieving our mission.

NORTH STAR METRIC

Number of PBA infrastructure advocacy projects completed successfully (i.e. ultimate goal achieved) annually. For example, OTIS builds 10 bike lanes that PBA had advocated for—not PBA advocates for 10 projects and OTIS ignores us. This number is continuously being updated as projects are successfully completed, and an official summary is completed at the end of every year by the Board.

KEY PERFORMANCE INDICATORS

KPIs aim to measure PBA's success and progress every year. Aligning with our stated goals, these indicators are categorized as (1) infrastructure indicators, (2) policy indicators, (3) engagement indicators, and (4) internal indicators.

INFRASTRUCTURE INDICATORS

These measure the quantity and quality of safe bike infrastructure in Philadelphia by counting the miles of city streets established or improved to better accommodate bike riders, as well as the experience of riding a bike. These include:

- Total mileage of protected and unprotected bike lanes (and change since last year)
- Number of people cycling, using DVRPC data, Indego annual reports, and Bicycle Coalition bike counts
- Number of KSI crashes involving people riding bicycles, and other vulnerable road users
- Bike rider satisfaction index on Philadelphia streets, as measured by the Level of Traffic Stress (via DVRPC)²⁵ and Bicycle Network Analysis Score (via People for Bikes)²⁶

POLICY/LEGAL INDICATORS

Policy/legal indicators measure City Council's support for and alignment with PBA goals and initiatives. These include:

- Number of bills authorizing bicycle lanes passed by City Council
- Vision Zero City Capital Budget line item dollar amount; and percentage of total budget

²⁵ DVRPC, [LINK](#), 2025

²⁶ People for Bikes, [Philadelphia Bicycle Network Analysis](#), 2025

ENGAGEMENT INDICATORS

Engagement indicators reflect the landscape of support and engagement with PBA goals. These include:

- Number of PBA members who are also RCO board members
- Number of PBA members who are also RCO members in good standing with the power to vote

INTERNAL INDICATORS

Internal indicators measure the health of the PBA organization itself. These include:

- Member, volunteer, and donor activity:
 - Number of people with PBA Accounts
 - Number of people with PBA Accounts that are also Apps-Connected
 - Number of Discord server members
 - Number of PBA members (eligible to vote in Board elections)
 - Number of monthly PBA donors and donations
- Number of district PBA projects completed, detailing:
 - When the project took place
 - Which district hosted the project
 - Any RCOs involved
 - Type of PBA Project activity
- Technology engagement metrics
 - Email interaction count (opens, link clicks)
 - Social media followers and engagement
 - Discord server messages sent
- DEI metrics
 - Number of members per district (geographic)
 - Number of members per RCO (geographic, implicitly economic/racial)

The PBA Board of Directors will **annually review KPI progress in materials produced by the Strategy Team with each KPI**. In addition to quantitatively analyzing KPIs, this review will include qualitative questions for the Board, such as, “Describe in vibes how PBA is impacting and seen by the city and cycling community?” Additionally, the Board is responsible for sending out membership surveys to the same effect. The Board Secretary will facilitate reminders for the Board to conduct reviews of its KPIs and internal Project Log tracking documents.

The Board will also oversee or delegate the writing of an annual Impact Report, to be shared on the PBA website, which evaluates PBA's progress toward its mission holistically.

Risk Management

The following are examples of risks that could negatively impact KPI measurability, making it more difficult for the Board to quantitatively evaluate organizational progress toward its mission.

Note that this section does not necessarily describe risks to PBA broadly. To do that, the Strategy Team will perform regular internal risk assessments to evaluate the health of the organization, which the Board will use to guide its decision-making.

NORTH STAR METRIC

- **Risk:** PBA fails to track all projects or conducts more informal projects, limiting data.
- **Risk:** PBA fails to usefully define the “ultimate goals” of infrastructure projects.

INFRASTRUCTURE INDICATORS

- **Risk:** Changes to organizational funding or direction negatively impact the breadth of data collection, reducing the accuracy and/or completeness of public datasets.
- **Risk:** Lack of PBA volunteers interested in and capable of working with GIS data, limiting visibility into detailed analysis of bike lane datasets.

POLICY/LEGAL INDICATORS

- **Risk:** Future city budgets consolidate street infrastructure line items, reducing PBA’s visibility into funding for Vision Zero projects.

ENGAGEMENT INDICATORS

- **Risk:** PBA fails to maintain organized lists of external engagement metrics due to logistical disorganization, project deprioritization, or obfuscated RCO data.

INTERNAL INDICATORS

- **Risk:** Lack of PBA volunteers interested in and capable of maintaining the technical infrastructure necessary to deeply track internal and external engagement metrics.
- **Risk:** Changes to underlying data visibility within the tools PBA uses for advocacy, especially Discord.

These risks are hypothetical. It is the responsibility of the Board to continually monitor the effectiveness of PBA advocacy and the success of projects. Formal annual reviews conducted by the Strategy Team will provide a structured analysis of shortcomings in KPI measurement.

Conclusion

This Strategic Plan describes what Philly Bike Action aims to do and the values we follow in the process. In summary, to achieve our mission, we recognize the following statements:

Mission-led, infrastructure-first organizing

PBA was founded specifically to address the infrastructure needs of people riding bikes in Philadelphia. While we do more than just advocating for changes to the built environment, it's essential to us.

Grassroots identity and decentralized structure

We're an all-volunteer organization. No single person is in charge of PBA or any of its sub-units; we practice group decision-making and intentionally don't have an executive director. Our Board of Directors is elected by members and geographically diverse. We're not in the market for big grants, fancy offices, or upscale donor banquets. Our work is hands-on and gritty—we strive to empower people to lead projects in their own neighborhoods. Authenticity is key: we're not here to beg for money we don't need. We'll spend our resources wisely on initiatives that matter.

Practical scope

Everyone in PBA is a volunteer with finite organizing capacity, so we have to be thoughtful about the projects we prioritize.

Be patient

We're here to get stuff done—but improving our city can be complicated and slow. Incremental change and short-term compromise is necessary.

Set up for success

We're only as strong as our processes and tools are sustainable. We're advocating for structural change, so our internal models should be robust too.

Direct action

We're not afraid to get out in the streets and protest for our cause. Although we often work through institutional methods to pass ordinances, increase funding, and replace outdated policies, our members are ready and willing to exercise their Constitutional rights to assembly and make their voices heard by our government.

Power in positivity

It's essential for us to have a positive, constructive vision for the future. We're striving for something we love, not just reacting against something we hate. Making friends is more useful than making enemies. "Shower them with kindness." Be the bigger person in all circumstances. Don't be vindictive.

Organizational niche

There are lots of bike groups and nonprofits in Philly. We can work with them, but we don't have to copy them. We have our own identity.

Big-tent approach

Staying true to our collective ideals is what makes us who we are. However, ideological purity is unnecessary. We can work together to create a better Philadelphia even if we don't agree on every detail or have exactly the same priorities.

Humility and openness to change

We'll always have blind spots—and we'll remain open to improving them. If we were wrong about something, we'll admit it, apologize, and seek to do better next time.

Now let's go get some bike lanes built!

Back cover image courtesy of Leo Walsh.

